



# ESG Performance Report for Listed Companies in 2025

**SAAM DEVELOPMENT PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



# Table of Contents

	page
<b>Environment</b>	
Environmental management	1
Energy management	3
Water management	7
Waste management	10
Greenhouse gas management	12
<b>Social</b>	
Human rights	15
Fair labor practice	18
Responsibility to customers/ consumers	29
Responsibility to community/ society	32
<b>Corporate Governance and Economy</b>	
Corporate Governance Policy	35
Corporate Governance Structure	50
Performance Report on Corporate Governance	81
Corporate Sustainability Policy	112
Sustainability risk management	122
Sustainable supply chain management	129
Innovation development	133

# ESG Performance

Company Name : SAAM DEVELOPMENT PUBLIC COMPANY LIMITED      Symbol : SAAM

Market : mai      Industry Group : Resources      Sector : SECTOR 0

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines : Yes  
Environmental guidelines : Electricity management, Water resources and water quality management, Waste management

#### Sustainable Development Policy

SAAM Development Public Company Limited ("the Company") recognizes the importance of **good corporate governance** and is committed to **achieving sustainable organizational growth** as a key objective.

To this end, the Company **has established a Sustainable Development Policy based on ESG principles** Environment, Social, and Governance as a guiding framework for its business operations. This policy aims to strengthen corporate structures and management systems, **fostering growth and long-term sustainability** across all dimensions, including economic, social, and environmental aspects.

Reference link for environmental policy and guidelines : [https://investor.saam.co.th/en/pdf/new-update-file/2568/1\\_SAAM\\_PL.CSR.02%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9E%E0%B8%B1%E0%B8%92%E0%B8%99%E0%B8%B2%E0%B8%AD%E0%B8%A2%E0%B9%88%E0%B8%B2%E0%B8%87%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99.pdf](https://investor.saam.co.th/en/pdf/new-update-file/2568/1_SAAM_PL.CSR.02%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9E%E0%B8%B1%E0%B8%92%E0%B8%99%E0%B8%B2%E0%B8%AD%E0%B8%A2%E0%B9%88%E0%B8%B2%E0%B8%87%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99.pdf)

Page number of the reference link : 1-2/2

### Information on review of environmental policies, guidelines, and/or objectives over the past years

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

Review of environmental policies, guidelines, and/or goals over the past year : Yes  
Changes in environmental policies, guidelines, and/or goals : Electricity management, Water resources and water quality management, Waste management

The Company **has established a sustainable development strategy** aimed at creating shared value throughout **the business value chain**, alongside a business competitiveness development strategy. This approach focuses on 3 key areas: **Environmental Development, Social Development, and Economic and Governance Development**.

### Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

Environmental management principles and standards : Other : ISO 9001:2015

### Compliance with waste management principles and standards

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

### Information on other environmental management

#### Plans, performance, and outcomes related to other environmental management

The Company's directors, executives, and employees are responsible for supporting, promoting, and adhering to the sustainable development policies as outlined, in order to contribute to the growth of a stable and sustainable society.

### Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	75.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

The Company and its subsidiaries ("**the Group**") **are committed to conducting business in accordance with international standards**, including the continuous implementation of relevant environmental standards. The Company's subsidiaries, SAAM Solar Power One Company Limited ("SAAM-SP1") which operate solar power plant projects, adhere to these principles. In 2025, the Company successfully renewed its **ISO 9001:2015 Quality Management System certification**, which remains valid until 2026.

In 2025, the Group underwent its annual audit and **implemented various policies and initiatives to enhance resource efficiency**. The key outcomes include:

#### (1) Reduction in Electricity Consumption

- **Encouraging energy conservation** by promoting the practice of turning off unused lights in office areas and project sites.
- **Advocating for reduced power consumption** by encouraging employees to turn off computer screens when not in use.
- **Optimizing air conditioning efficiency** by recommending temperature settings between 25 - 26C.

Reference link for company's energy management plan : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 134/308

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : No

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

## Energy Performance

### 1. Energy Management

The Group efficiently manages energy usage across both office buildings and project sites, focusing on electrical lighting and air conditioning systems. The maintenance of electrical control equipment is performed regularly to ensure optimal performance.

In 2025, the Groups total electricity consumption amounted to 35,508.12 units, representing a 3.19% decrease compared to the previous year. The breakdown is as follows:

- (1) Electricity consumption at the SAAM-SP1 project: 15,260 kWh
- (2) Electricity usage from air conditioning in the office: 5,649.30 kWh and 13,438.92 kWh; and
- (3) Other electricity usage in the office: 6,809.20 kWh.

### Information on electricity management

#### Company's electricity consumption <sup>(\*)</sup>

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	31,335.00	36,640.41	35,508.12
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	31,335.00	36,640.41	35,508.12
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	2,410.38	2,617.17	2,536.29

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

#### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	N/A	N/A	N/A

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Branch)	N/A	N/A	N/A

### Electricity Expense <sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	180,627.07	199,232.90	197,068.79
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.41	0.40	0.24
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.15	0.28	0.26
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	13,894.39	14,230.92	14,076.34

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on fuel management

#### Company's fuel expense <sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	N/A	N/A	N/A

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on total energy management (electricity + fuel)



## Water management

### Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	75.00

### Information on water management plan

#### Water management plan

The Company's water management plan : No

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : No

#### Details of setting goals for water management

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : Yes

##### Environmental Performance

##### 2. Water Management

The Group utilizes both groundwater and tap water in its business operations, implementing water reuse and recycling measures to optimize resource efficiency.

In 2025, the Groups total water consumption amounted to 4,048.38 units, reflecting a 22.24% reduction compared to the previous year. The details are as follows:

- (1) Project Operations: A total of 1,996.88 units were used for service provision across the Phetchaburi project and Lopburi projects 1, 4, 5, and 6;
- (2) SAAM-SP1 and Ubon Ratchathani Projects: Water consumption totaled 491 units for the SAAM-SP1 project and 1,527 units for the Ubon Ratchathani project; and
- (3) Office Use: Water consumption in office operations reached 32.30 units.

### Information on water management

### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	6,088.40	5,206.30	4,048.38
Water withdrawal by third-party water (cubic meters)	20.40	32.30	32.30
Water withdrawal by groundwater (cubic meters)	6,068.00	5,174.00	4,016.08
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	468.34	371.88	289.17
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.05	0.07	0.05

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	6,088.40	5,206.30	4,048.38

### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.05144166	0.07188165	0.05417638

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	16,336.50	14,227.75	11,209.06
Total water withdrawal expense from third-party water (Baht)	408.00	646.00	670.00
Total water withdrawal expense from other sources (Baht)	15,928.50	13,581.75	10,539.06
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.04	0.03	0.01
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.01	0.02	0.02
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	1,256.65	1,016.27	800.65

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	75.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

The Group is committed to conducting business in accordance with international standards, including the continuous implementation of relevant environmental standards. The Company's subsidiaries, which operate solar power plant projects, adhere to these principles. In 2023, the Company successfully renewed its **ISO 9001:2015 Quality Management System certification**, which remains valid until 2026.

In 2025, the Group underwent its annual audit and **implemented various policies and initiatives to enhance resource efficiency**. The key outcomes include:

#### (1) Reduction in Paper Usage

- Promoting the reuse of single-sided printed paper.
- Encouraging the use of information technology in meetings to replace printed documents.
- Implementing electronic approval processes with e-signatures in selected workflows.

#### (2) Reduction in Plastic Usage

- Discouraging the use of plastic cups and straws while promoting the use of fabric bags instead of plastic bags.

#### (3) Waste Management Based on the 3Rs Principle

- Advocating for waste segregation to ensure proper disposal and recycling.
- Organizing an annual Corporate Social Responsibility (CSR) initiative for donating unused personal items and office equipment.

Reference link for company's waste management plan : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 134/308

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : No

#### Details of setting goals for waste management

### Information on performance and outcomes of waste management

## Performance and outcomes of waste management

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

### Environmental Performance

#### 3. Waste, Residue, and Pollution Management

The Group has implemented a systematic waste and residue management approach based on **the 3Rs principle (Reduce, Reuse, Recycle)**. Efficient waste segregation systems are in place to ensure proper classification, alongside awareness campaigns and stakeholder engagement initiatives aimed at minimizing landfill disposal.

In 2025, the Company actively promoted waste segregation among employees to facilitate appropriate waste processing.

## Information on waste management

### Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.00

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	120.00	140.00	130.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	120.00	140.00	130.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00

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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : No

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : No  
goals

### Information on performance and outcomes of greenhouse gas management

#### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes  
management

#### Environmental Performance

##### 4. Greenhouse Gas Emission Reduction Management

The Group prioritizes the efficient utilization of resources to minimize greenhouse gas emissions. However, in 2025, the Group has not yet compiled or reported data on greenhouse gas emissions.

### Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	0.00	N/A

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000000	0.000000	N/A
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	N/A

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

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

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

Verification of the company's greenhouse gas : No  
emissions

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

#### Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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# ESG Performance

Company Name : SAAM DEVELOPMENT PUBLIC COMPANY LIMITED      Symbol : SAAM

Market : mai      Industry Group : Resources      Sector : SECTOR 0

## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

- Social and human rights policy and guidelines : Yes
- Social and human rights guidelines : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

#### Respect for Human Rights

Given the severity of contemporary human rights issues and their impact on society, including restrictions on individual occupational freedom and business operations, the Company has established **a strict policy against human rights violations**. This policy aligns with the principles of a rule-of-law society, where individuals are entitled to rights and freedoms under legal frameworks. The Company's key commitments include:

##### (1) Non-Discrimination and Equal Opportunity

The Company shall not ignore or tolerate human rights violations and shall refrain from any form of discrimination based on gender, race, religion, social status, economic standing, or personal circumstances. These principles shall be upheld in all aspects of employment, including recruitment, job assignments, promotions, compensation, and working conditions.

##### (2) Opposition to Human Trafficking and Child Labor

The Company strictly opposes any form of exploitation related to human trafficking and the employment of underage workers below the legal labor threshold. It shall not engage in business transactions with manufacturers or service providers involved in such practices.

##### (3) Commitment to Human Rights Protection

The Company is dedicated to supporting, respecting, and safeguarding human rights by ensuring that its business operations do not contribute to or facilitate human rights violations. Additionally, it shall uphold the legal rights of employees and prevent any form of workplace rights infringement.

Reference link for social and human rights policy and guidelines : [https://investor.saam.co.th/en/pdf/crd/PL.CG.01%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/PL.CG.01%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 8/17

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Consumer/customer rights, Community and environmental rights

In 2025, the Company undertook a comprehensive review and reaffirmed its ongoing commitment to advancing social responsibility and human rights initiatives. Clear and structured guidelines were established to ensure that Corporate Social Responsibility (CSR) efforts are implemented in a concrete and measurable manner.

In this regard, the Company has mandated the organization of CSR activities at least twice annually to strengthen community engagement, promote sustainable social development, and reinforce its steadfast commitment to respecting and upholding human rights throughout its business operations.

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

## Information on other social management

### Plans, performance, and outcomes related to other social management

The Group conducts its business with a strong sense of responsibility toward the community and society at large. It places significant emphasis on minimizing environmental impacts and refraining from operations that may adversely affect the quality of life of communities surrounding its facilities. In 2025, no community complaints were recorded in relation to social or environmental issues.

In addition, the Group actively contributes to improving quality of life and fostering engagement with neighboring communities through the following initiatives:

#### 1. SAAM Project: Enhancing the Quality of Life for the Underprivileged

In 2025, the Company implemented the SAAM Enhancing the Quality of Life for the Underprivileged project, aimed at supporting and improving the well-being of disadvantaged individuals in society. The initiative involved the donation of essential equipment and personal necessities to organizations and target groups experiencing resource constraints. This project reflects the Company's commitment to promoting equality and ensuring access to fundamental resources necessary for daily living.

The Company recognizes the role of the private sector in creating shared social value alongside business operations. Accordingly, it remains committed to continuously supporting disadvantaged groups to help alleviate inequality and expand opportunities for improving quality of life.

This initiative represents not only short-term assistance but also forms part of the Company's broader sustainable development strategy, which seeks to generate positive social impact and cultivate strong, long-term relationships with communities and stakeholders.

## 2. SAAM Project: Career Development and Empowerment

In 2025, the Company also launched the SAAM Career Development and Empowerment project, organizing activities to promote learning and skill development in mushroom cultivation in the Khao Yai area. The objective was to create employment opportunities and generate income for local communities and nearby educational institutions.

Mushroom yields from the project were utilized and distributed for sale by local personnel and schools, providing supplementary income and delivering tangible vocational skills to participants. The project emphasizes community self-reliance, while equipping participants with agricultural knowledge and practical experience that can be further developed in the long term.

The Company firmly believes that strengthening vocational skills and expanding economic opportunities within communities constitute critical drivers of sustainable social development, ultimately enabling individuals to improve their quality of life and achieve greater self-sufficiency in the future.

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

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

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations (cases)</b>	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work

#### Employee Conduct and Responsibilities

##### (1) Fair and Inclusive Employment

Employment practices prioritize **equality**, ensuring no restrictions or discrimination based on gender, race, religion, or culture.

##### (2) Equitable Compensation

Employees receive fair compensation aligned with their **skills, responsibilities, and performance**.

##### (3) Professional Development

The Company fosters employee **growth, skill enhancement, and career stability** through continuous development opportunities.

##### (4) Employee Participation

Employees are encouraged to **contribute to decision-making** and actively participate in problem-solving within the organization.

##### (5) Workplace Safety and Well-being

The Company is committed to **ensuring a safe working environment**, protecting employees' lives, health, and property by:

- Establishing and enforcing **safety policies, regulations, and best practices**.
- Conducting **monitoring, risk assessments, and hazard control** measures.
- Continuously **improving workplace conditions** to enhance occupational safety and hygiene.
- Providing **ongoing education and awareness programs** on workplace safety, health, and environmental practices.

##### (6) Fair Recognition and Disciplinary Actions

Employee rewards and disciplinary measures are implemented **with integrity, fairness, and transparency**.

##### (7) Compliance with Labor Laws

The Company strictly adheres to **labor laws and employee welfare regulations**.

##### (8) Ethical Workforce Management

All employee management decisions are made with **fairness and integrity**, avoiding any actions that could negatively impact career progression or job security.

##### (9) Respect for Human Dignity

Employees are treated with **respect and dignity**, recognizing and upholding their individual rights and responsibilities.

Reference link for employee and labor management plan : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 132/308

## Information on setting employee and labor management goals

### Setting employee and labor management goals

Does the company set employee and labor management goals? : No

## Information on performance and outcomes for employee and labor management

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

The Group upholds human rights principles throughout its employment practices, from recruitment to employee care. In 2025, key workforce-related initiatives included the following:

#### (1) Training and Development

For further details, please refer to Section 2: Corporate Governance Structure, under key information regarding the Board of Directors, subcommittees, executives, employees, and other relevant matters.

#### (2) Occupational Health, Safety, and Workplace Environment

The Group prioritizes a safe working environment that safeguards employees' lives, health, and assets. In 2025, no work-related accidents were reported. For further details, please refer to Section 2: Corporate Governance Policy.

## Information on employment

### Employment

	2023	2024	2025

	2023	2024	2025
<b>Total Employment (Person)</b>	13	14	14
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	13	14	14
Male employees (persons)	5	7	7
Percentage of male employees (%)	38.46	50.00	50.00
Female employees (persons)	8	7	7
Percentage of female employees (%)	61.54	50.00	50.00

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	5	4	5
Percentage of employees under 30 years old (%)	38.46	28.57	35.71
Total number of employees 30-50 years old (Persons)	7	9	6
Percentage of employees 30-50 years old (%)	53.85	64.29	42.86
Total number of employees over 50 years old (Persons)	1	1	3
Percentage of employees over 50 years old (%)	7.69	7.14	21.43

#### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	1	1	1

	2023	2024	2025
Percentage of male employees under 30 years old (%)	20.00	14.29	14.29
Total number of male employees 30-50 years old (Persons)	3	5	4
Percentage of male employees 30-50 years old (%)	60.00	71.43	57.14
Total number of male employees over 50 years old (Persons)	1	1	2
Percentage of male employees over 50 years old (%)	20.00	14.29	28.57

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	4	3	4
Percentage of female employees under 30 years old (%)	50.00	42.86	57.14
Total number of female employees 30-50 years old (Persons)	4	4	2
Percentage of female employees 30-50 years old (%)	50.00	57.14	28.57
Total number of female employees over 50 years old (Persons)	0	0	1
Percentage of female employees over 50 years old (%)	0.00	0.00	14.29

**Number of employees categorized by position**

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total number of employees in operational level (Persons)	7	7	7
Percentage of employees in operational level (%)	53.85	50.00	50.00
Total number of employees in management level (Persons)	3	4	3
Percentage of employees in management level (%)	23.08	28.57	21.43
Total number of employees in executive level (Persons)	3	3	4
Percentage of employees in executive level (%)	23.08	21.43	28.57

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	2	3	3
Percentage of male employees in operational level (%)	40.00	42.86	42.86
Total number of male employees in management level (Persons)	1	2	1
Percentage of male employees in management level (%)	20.00	28.57	14.29
Total number of male employees in executive level (Persons)	2	2	3
Percentage of male employees in executive level (%)	40.00	28.57	42.86

**Number of female employees categorized by position**

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total number of female employees in operational level (Persons)	5	4	4
Percentage of female employees in operational level (%)	62.50	57.14	57.14
Total number of female employees in management level (Persons)	2	2	2
Percentage of female employees in management level (%)	25.00	28.57	28.57
Total number of female employees in executive level (Persons)	1	1	1
Percentage of female employees in executive level (%)	12.50	14.29	14.29

#### Significant changes in the number of employees

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

#### Information on compensation of employees

##### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	9,877,742.50	12,055,246.50	13,189,700.50
Total male employee remuneration (baht)	4,169,379.50	6,160,742.00	6,738,261.50
Percentage of remuneration for male employees (%)	42.21	51.10	51.09

	2023	2024	2025
Total female employee remuneration (baht)	5,708,363.00	5,894,504.50	6,451,439.00
Percentage of remuneration for female employees (%)	57.79	48.90	48.91
Average of remuneration of employees (Baht/persons)	759,826.31	861,089.00	942,121.43
Average of remuneration for male employees (Baht/persons)	833,875.80	880,106.00	962,608.71
Average of remuneration for female employees (Baht/persons)	713,545.38	842,072.00	921,634.14
Rate of average of remuneration between female employees and male employees	0.86	0.96	0.96

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

#### Provident Fund

To ensure long-term employee well-being and promote a high quality of life post-retirement, the company established a **provident fund** under the management of SCB Asset Management Co., Ltd. on June 1, 2018.

The Company encourages the **Provident Fund Committee** to adhere to the **Investment Governance Code (I Code) for institutional investors**. Given that the **provident fund serves as a retirement savings vehicle for employees**, the company supports the selection of **fund managers who comply with the I Code and/or adopt responsible investment practices** that integrate **environmental, social, and governance (ESG) considerations**.

By upholding **strong investment governance principles**, the company ensures that the provident fund operates in a manner that maximizes **long-term benefits for employees**.

Reference link to provident fund management policy and guidelines : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 156/308

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

## Participation in provident fund membership

### Details of provident fund participation

#### Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	13	14	14
Number of employees joining in PVD (persons)	13	14	13
Number of PVD members / Total employees (%)	100.00	100.00	92.86
Number of PVD members / Total eligible employees (%)	100.00	100.00	92.86

#### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	365,095.00	472,570.00	512,065.00

### Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SAAM DEVELOPMENT PUBLIC COMPANY LIMITED	Yes	14	14	13	92.86	92.86

## Information on employee development

### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	8.95	6.68	6.65
Total amount spent on employee training and development (Baht)	22,054.00	17,502.00	10,940.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000497	0.000350	0.000135
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000186	0.000242	0.000146

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Information on safety, occupational health, and work environment

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	26,208.00	29,120.00	29,120.00
Total number of hours worked by employees (Hours)	26,208.00	29,120.00	29,120.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.00	0.00	0.00

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

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

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	5	1	4
Total number of male employee turnover leaving the company voluntarily (persons)	0	0	1
Total number of female employee turnover leaving the company voluntarily (persons)	5	1	3
Proportion of voluntary resignations (%)	38.46	7.14	28.57
Percentage of male employee turnover leaving the Company voluntarily (%)	0.00	0.00	25.00

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	100.00	100.00	75.00

	2023	2024	2025
Evaluation result of employee engagement	No	No	No

**Employee internal groups**

Employee internal groups : No

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)
- Page number of the reference link : 9-10/12

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

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8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%  
E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%  
B8%A2%E0%B8%A1\_%E0%B8%9B%E0%B8%A3%E0%B8%  
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Page number of the reference link : 2/12

## Information on customer management plan

### Customer management plan

Company's customer management plan : Yes  
Customer management plan implemented by the : Responsible production and services for customers,  
company in the past year Development of customer satisfaction and customer  
relationship, Consumer data privacy and protection

#### (1) Collection of Customers' Personal Data

The collection of personal data shall be conducted lawfully, fairly, and within the defined objectives, scope, and necessary means. Data shall only be collected to the extent required for the specified purposes or for directly related legitimate interests. Prior to or at the time of collection, data subjects must be informed accordingly.

#### (2) Use and Disclosure of Personal Data

The use or disclosure of personal data shall be strictly limited to the purposes for which it was collected or for directly related necessary interests. Explicit consent from the data subject must be obtained in advance or at the time of such use or disclosure.

Reference link for company's customer management : [https://investor.saam.co.th/en/pdf/crd/PL.IT.02%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%84%E0%B8%B8%E0%B9%89%E0%B8%A1%E0%B8%84%E0%B8%A3%E0%B8%AD%E0%B8%87%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%A1%E0%B8%B9%E0%B8%A5%E0%B8%AA%E0%B9%88%E0%B8%A7%E0%B8%99%E0%B8%9A%E0%B8%B8%E0%B8%84%E0%B8%84%E0%B8%A5\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/PL.IT.02%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%84%E0%B8%B8%E0%B9%89%E0%B8%A1%E0%B8%84%E0%B8%A3%E0%B8%AD%E0%B8%87%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%A1%E0%B8%B9%E0%B8%A5%E0%B8%AA%E0%B9%88%E0%B8%A7%E0%B8%99%E0%B8%9A%E0%B8%B8%E0%B8%84%E0%B8%84%E0%B8%A5_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 1-5/9

## Information on setting customer management goals

### Setting customer management goals

Does the company set customer management goals : No

### Details of setting customer management goals

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company conducts an annual customer satisfaction assessment covering various aspects such as service quality, performance, and personnel.

In 2025, the Company **achieved an overall customer satisfaction rating of 90.30%.**

### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

### Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 020961936-7

Fax : -

Email : [contact@saam.co.th](mailto:contact@saam.co.th)

Companys website : <https://investor.saam.co.th/th/ir-contact.php>

Address : Major Tower Thonglor, Room  
No. 2.2, 10th Floor, 141 Soi  
Sukhumvit 63 (Ekamai),  
Sukhumvit Road, Klongton  
Nua, Wattana, Bangkok 10110

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : [https://investor.saam.co.th/en/pdf/new-update-file/2568/PL.CSR.01%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/new-update-file/2568/PL.CSR.01%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 1-2/2

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Occupational health, safety, health, and quality of life, Reducing inequality

#### Community and Social Management Plan

- (1) Support activities that benefit the community and society as a whole.
- (2) Avoid any actions that could damage the reputation of the country, natural resources, or the environment.
- (3) Refrain from cooperating with or supporting individuals or entities engaged in illegal business practices or activities that pose a threat to society and national security.
- (4) Continuously foster a sense of responsibility towards the community and society among the Company and all levels of employees.
- (5) Ensure strict compliance with relevant laws and regulations.

Reference link for company's community and social management plan : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 133/308

### Information on setting of community and social management goals

#### Setting of community and social management goals

Does the company set community and social management goals : No

## Information on outcomes and results of community and social management

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The Group operates its business with a strong commitment to social and community responsibility, prioritizing environmental impact reduction and avoiding activities that may negatively affect the quality of life of communities surrounding its facilities. In 2025, no complaints were recorded from the community regarding social or environmental concerns.

Furthermore, the Group actively **contributes to enhancing community well-being and fostering engagement** with nearby communities through the following initiatives:

**(1) SAAM Project: Enhancing the Quality of Life for the Underprivileged**

**(2) SAAM Project: Career Development and Empowerment**

### Benefit from implementing social development project

#### Financial benefits

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

#### Non-financial benefits

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

	2023	2024	2025
Beneficiaries of the company's community development projects (Places)	2.00	2.00	N/A

### Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	2,200.00	7,946.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.000000	0.004404	0.009822
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.000000	0.003037	0.010634

Additional explanation : <sup>(\*)</sup> Total revenues and total expenses from total financial statement

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

# ESG Performance

Company Name : SAAM DEVELOPMENT PUBLIC COMPANY LIMITED      Symbol : SAAM

Market : mai      Industry Group : Resources      Sector : SECTOR 0

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company is committed to establishing itself as a leading organization in the region, fostering trust among investors and stakeholders, enhancing corporate value, and promoting sustainable growth. **This commitment is upheld through fair, honest, and transparent business management in accordance with internationally recognized corporate governance principles**, which serve as fundamental values for leading organizations. To this end, the company has established a corporate governance policy to serve as a framework for various operational aspects.

**Corporate governance** refers to the oversight relationships and mechanisms that guide decision-making within an organization to align with its objectives. This includes:

- (1) Defining objectives and key goals,**
- (2) Formulating strategies, policies, and approving plans and budgets, and**
- (3) Monitoring, evaluating, and overseeing performance reporting.**

**Good corporate governance**, as outlined in this practice, is aimed at fostering long-term value creation beyond building investor confidence. The board of directors should oversee corporate governance to achieve the following key governance outcomes:

- (1) Competitiveness and strong performance with a long-term perspective,
- (2) Ethical and responsible business conduct that respects shareholder and stakeholder rights,
- (3) Contribution to society and proactive management of environmental impacts, and
- (4) Corporate resilience in adapting to changing external factors.

**A well-structured corporate governance** framework should include a board of directors that acts as representatives accountable to shareholders. The board must maintain independence from management to ensure compliance with laws, corporate objectives, regulations, and shareholder resolutions. Additionally, the board is responsible for setting the company's strategy, vision, policies, goals, and mission, as well as overseeing management in executing these strategies while ensuring fair treatment of all stakeholders. To enhance the board's effectiveness, specialized committees should be established as necessary, taking into account business size, operational complexity, and required expertise. These may include a Nomination Committee, a Compensation Committee, a Corporate Governance Committee, and a Risk Committee. Furthermore, the appointment of a qualified Corporate Secretary is essential to facilitate coordination and provide legal and regulatory guidance.

**The corporate structure** must also maintain a balance between risk management, internal control, and compliance monitoring to ensure a robust system of checks and balances across all activities. Therefore, the board must establish a governance framework that includes a Risk Management function, an Internal Control function, and a Compliance function. These units should work collaboratively to oversee risk mitigation, auditing, and governance across the organization. A well-designed corporate governance system not only supports the achievement of business objectives but also enhances long-term competitiveness.

Reference link for the full version of corporate governance policy and guidelines : <https://investor.saam.co.th/en/pdf/crd/PL.CG.01%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2>

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Page number of the reference link : 1-17/17

### Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

### Nomination of directors

The Board of Directors and the Nomination and Remuneration Committee are responsible for developing a succession plan for senior executive positions in preparation for situations where senior executives are unable to perform their duties. The Company **has established a policy for identifying successors for key executive positions (Succession Plan)** to ensure that the selection of personnel for important executive roles at all levels is carried out appropriately and transparently. This is to ensure that the company appoints executives with the right qualifications, skills, experience, and professionalism.

Reference link for Nomination of directors : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 139/308

### Determination of director remuneration

#### Overview of the Policy and Practices Regarding the Determination of Director Compensation

- (1) The Board of Directors is responsible for considering the compensation of the Chief Executive Officer and executive directors.
- (2) The Board of Directors establishes the methods and criteria for the payment of compensation and other benefits to the Company's directors and other committees appointed by the Board of Directors, ensuring fairness and reasonableness.
- (3) The Board of Directors evaluates the performance of senior executives, from the position of Chief Executive Officer upwards, in order to determine appropriate compensation.
- (4) In carrying out its duties, the Board may seek advice from external consultants regarding industry standards for compensation.
- (5) The compensation is appropriate and aligned with the scope of duties and responsibilities of each director.
- (6) It is set at a level that is motivating and capable of retaining directors who possess the knowledge, skills, and qualifications to perform their duties effectively.
- (7) The components of compensation are clear, transparent, and easy to understand.
- (8) The compensation is comparable to that of directors in the same or similar industries.

Reference link for Determination of director remuneration : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 138/

## Independence of the board of directors from the management

### Practices of the Chairman of the Board and the Chief Executive Officer

- (1) The Chairman of the Board is responsible as the leader of the board, with the duty to preside over board meetings and shareholder meetings.
- (2) The Chairman of the Board, elected by the Board, presides over meetings and ensures that all key issues are brought up for consideration. The Board focuses on reviewing and approving strategies proposed by management and ensures that those strategies are being implemented accordingly.
- (3) The Chief Executive Officer, appointed by the Board, serves as the leader of the management team, responsible for implementing the approved strategies within the framework set by the Board.
- (4) The Chairman of the Board creates an overview of how the Board functions. The Chairman ensures that the company has an effective board that works collaboratively and efficiently as a unit. All directors, whether executive or non-executive, are encouraged to play an active and enthusiastic role in both business management and governance.
- (5) The Chief Executive Officer is the executive who knows the Company best and is most committed to it. Unlike other senior executives, the Chief Executive Officer has exceptional leadership and a comprehensive vision, viewing the company as a whole.
- (6) The Company maintains a clear separation between the roles of the Chief Executive Officer and the Chairman of the Board, while ensuring that both roles are complementary. The two individuals must have a high level of trust and mutual respect to support and uphold each other's responsibilities.

Reference link for Independence of the board of directors from the management : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 138/308

## Director development

The Company **promotes and supports the training of all personnel, including the Board of Directors, executives, and employees**, both externally and internally, to foster knowledge exchange based on their roles and responsibilities. This includes training on new techniques and the development of professional expertise to continuously enhance the capabilities and performance of the organization's employees.

**For the training programs for directors, executives, and the Company secretary**, they will be considered based on relevance to the Company's business operations and in compliance with the regulations set by the Securities and Exchange Commission of Thailand (SEC) and other relevant government agencies. The knowledge gained will be used to improve and apply to the Company's work.

Reference link for Director development : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 157-158

## Board performance evaluation

The Company conducts **annual performance evaluations** of the Board of Directors and its sub-committees, both collectively and individually, as part of a framework to assess the completeness and appropriateness of their

performance over the past year, in accordance with their scope of authority and responsibilities, and in line with the principles of good corporate governance.

The criteria for evaluating the performance of the Board of Directors are based on an assessment form developed in accordance with the guidelines of the Stock Exchange of Thailand, which is then adapted to suit the characteristics and structure of the Company's Board of Directors.

Reference link for Board performance evaluation : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 167-169

### Corporate governance of subsidiaries and associated companies

The Company, its subsidiaries, and its associated companies must comply with the guidelines set forth in the announcements by the Securities and Exchange Commission, the rules, regulations, orders, or directives of the Stock Exchange of Thailand, as well as the Securities and Exchange Commission's announcements to ensure that the Company has a governance mechanism for overseeing its subsidiaries and associated companies both directly and indirectly. This enables the Company to control and oversee the management and operations of its subsidiaries and associated companies as if they were part of the Company, ensuring the protection of the Company's investment interests.

Reference link for Corporate governance of subsidiaries and associated companies : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 174-179

### Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

### Shareholder

The Company is committed to building credibility with investors and stakeholders by enhancing the value of the organization and promoting its sustainable growth through the management of business with fairness, integrity, and transparency, in accordance with good corporate governance principles.

**Regarding shareholders, the Company has established** the following policies:

(1) **Shareholders' Rights:** This policy outlines the fundamental rights of shareholders in various aspects that they should be entitled to. It includes the policy for issuing invitations to shareholders' meetings, organizing shareholders' meetings, and preparing reports of shareholders' meetings.

(2) **Fair Treatment of Shareholders:** This policy is related to the organization of shareholders' meetings, voting rights, management processes, as well as policies on handling insider information and addressing conflicts of interest, to ensure the protection of shareholders' rights and benefits.

Reference link for Shareholder : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 129-131

## Employee

The Company's practices and responsibilities towards its employees are as follows:

- (1) **Equal Employment:** The Company focuses on providing equal opportunities without discrimination based on gender, race, religion, or culture.
- (2) **Fair Compensation:** The Company provides appropriate compensation based on each employee's knowledge, skills, responsibilities, and performance.
- (3) **Employee Development:** The Company promotes and enhances employees' knowledge and skills to ensure career advancement and job security.
- (4) **Employee Involvement:** The Company encourages employee participation in setting work directions and solving company issues.
- (5) **Workplace Environment:** The Company ensures a safe work environment for the protection of employees' lives, health, physical well-being, and property.
- (6) **Rewards and Discipline:** The Company administers rewards and disciplinary actions based on fairness and correctness.
- (7) **Compliance with Labor Laws:** The Company complies with labor laws and regulations concerning employee welfare and rights.
- (8) **Fair Employee Management:** The Company manages employees while avoiding any unfair or improper actions.
- (9) **Respect and Dignity:** The Company treats employees based on human dignity, respecting their personal rights and responsibilities.

Reference link for Employee : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 132-133

## Customer

The Company's practices and responsibilities towards its customers are as follows:

- (1) **Meeting Customer/Consumer Needs:** The Company aims to meet the needs of customers/consumers with excellent, high-quality services.
- (2) **Transparency in Information:** The Company provides complete, accurate, and fair information about its services without distorting the facts.
- (3) **Service Warranty:** The Company offers service warranties under appropriate terms and conditions.
- (4) **No Delivery of Defective Services:** The Company will not deliver services to customers if it is known that the service is defective or damaged.
- (5) **Customer Service Mechanism:** The Company has a system in place that allows customers to conveniently file complaints about dissatisfaction with services, ensuring the best possible resolution.
- (6) **Cost Efficiency in Service Delivery:** The Company strives to keep service delivery costs as low as possible while maintaining service quality that meets standards.
- (7) **Continual Improvement for Customer Benefit:** The Company continuously seeks ways to add value to customers.
- (8) **Communication in Case of Service Agreement Failure:** If the Company cannot fulfill any agreement with a customer, it will inform the customer in advance and work together to find a solution.
- (9) **Confidentiality of Customer Information:** The Company protects customer confidentiality in compliance with the Personal Data Protection Act (PDPA) and its own customer data protection policy.

Reference link for Customer : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 131-132

### Business competitor

**The Company's practices and responsibilities towards business competition** are as follows:

- (1) **Fair Competition:** The Company competes within the framework of fair competition rules.
- (2) **No Unethical or Illegal Information Gathering:** The Company does not seek confidential information from competitors through dishonest or illegal means.
- (3) **Refrain from tarnishing competitors'** reputations through defamatory statements or any actions that are unfounded and unjust.

Reference link for Business competitor : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 133/30

### Business partner

**The Company's practices and responsibilities towards its business partners** are as follows:

- (1) **Fair Evaluation and Selection of Partners:** The Company evaluates and selects business partners fairly, considering those with a good reputation and ethical standards, and encourages partners to join in combating corruption.
- (2) **Strict Adherence to Agreements:** The Company strictly adheres to the agreements made with its partners.
- (3) **Financial Management for Stability:** The Company manages its capital to ensure financial stability.
- (4) **Accurate and Complete Financial Information:** The Company provides accurate and complete financial information based on the truth.
- (5) **No Unethical Benefits:** The Company does not solicit, accept, or offer any unethical benefits to business partners.

Reference link for Business partner : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 133/308

### Creditor

**The Company's practices and responsibilities towards its creditors** are as follows:

- (1) **Strict Adherence to Agreements:** The Company strictly complies with the agreements made with creditors, including adhering to contract terms, making payments, and maintaining the quality of collateral.
- (2) **Financial Management for Stability:** The Company manages its capital to ensure financial stability, with the goal of preventing the company from being in a difficult position regarding debt repayment. This includes managing liquidity to be prepared for timely debt repayment according to the due dates.
- (3) **Accurate and Complete Financial Information:** The Company provides accurate and complete financial information based on the truth.
- (4) **No Unethical Benefits:** The Company does not solicit, accept, or offer any unethical benefits to creditors.

Reference link for Creditor : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

### Government agencies

The Company has established practices for the employment of government employees to hold positions as directors, executives, staff, employees, or consultants. This includes a selection process, approval, hiring procedures, compensation determination, and control mechanisms to ensure that the employment of government employees is not used as a reward for obtaining any benefits or advantages for the Company. This is to preserve the Company's reputation for credibility and integrity in performing duties and to minimize the risk of corruption.

**The Company does not have a policy, nor does it engage in hiring government employees or public officials in any capacity.**

Reference link for Government agencies : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 177-179

### Community and society

**The Company's practices and responsibilities towards the broader society** are as follows:

- (1) **Supporting Community and Socially Beneficial Activities:** The Company supports activities that benefit the community and society as a whole.
- (2) **Protecting National Reputation and the Environment:** The Company refrains from actions that may harm the reputation of the country, natural resources, or the environment.
- (3) **No Support for Illegal or Harmful Businesses:** The Company does not cooperate with, or support individuals or businesses engaged in illegal activities or those that pose a threat to society or national security.
- (4) **Promoting Social Responsibility Awareness:** The Company fosters a sense of social responsibility within the Company and encourages employees at all levels to consistently be aware of their role in the community and society.
- (5) **Compliance with Relevant Laws:** The Company ensures strict adherence to all applicable laws and regulations.

Reference link for Community and society : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 133/308

### Information on business code of conduct

#### Business code of conduct

Business code of conduct : Yes

The Company has established a Code of Conduct and has communicated it to the board of directors, executives, and employees to ensure compliance, with regular monitoring of adherence to these guidelines. The Company is committed to being a leading company in the region, building credibility with investors and stakeholders, enhancing the value of the organization, and promoting sustainable growth by managing the business with fairness, integrity, and transparency in accordance with internationally recognized corporate governance principles, which are the core values of the organization.

Therefore, the Company has established a corporate governance policy as a framework for various operational practices. This code of conduct applies to the Company's directors, executives, and employees, as well as those of its subsidiaries and affiliated companies.

Reference link for the full version of business code of conduct : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 2-12/12

### Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

### Prevention of Conflicts of Interest

The Company has a **policy** regarding related-party transactions to ensure that all such transactions are conducted correctly and disclosed properly in accordance with regulatory requirements. Transactions should be conducted as if they are with external parties to **avoid potential conflicts of interest**.

#### Code of Conduct on Conflicts of Interest:

- (1) Employees must not engage in any actions to seek personal gain or conceal assets that rightfully belong to the company or its clients.
- (2) Employees must avoid any actions that may create conflicts of interest arising from business relationships.
- (3) The Company will refrain from assigning responsibilities to employees in situations that could lead to conflicts of interest with the Company.
- (4) If an employee's position or responsibilities could result in personal benefits for themselves, their family members, relatives, or acquaintances, they must not use their authority to influence any decisions.
- (5) The Company and its employees should disclose any potential conflicts of interest between the Company and its clients.
- (6) Employees must not engage with or hold positions in other organizations that could create conflicts of interest with the Company.
- (7) Any tasks or functions that may lead to conflicts of interest should be structured with clear segregation of duties.

Reference link for Prevention of Conflicts of Interest : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 9/12

### Anti-corruption

The Company has a strict policy prohibiting **directors and employees at all levels** from exploiting their positions for personal gain, whether for themselves, their family members, or others, in financial or any other form. Employees are required to strictly adhere to the Companys "**Anti-Corruption Policy**", which outlines the following key guidelines:

- (1) Political Contributions
- (2) Charitable Donations
- (3) Sponsorships
- (4) Gifts, Hospitality, and Other Expenses
- (5) Entertainment and Receptions
- (6) Facilitation Payments
- (7) Whistleblowing and Complaint Procedures, and Protection for Whistleblowers and Complainants

Reference link for Anti-corruption : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 4-9/12

### Whistleblowing and Protection of Whistleblowers

The Company requires **executives at all levels** within the organization to be responsible for ensuring that **employees under their supervision** are **informed, understand, and comply** with the Companys business ethics, policies, regulations, guidelines, corporate governance principles, and relevant laws. The Company has also established a transparent, systematic, and verifiable process for **reviewing** and **investigating complaints or grievances**.

Individuals who wish to **report a whistleblowing issue** or **complaint** can submit details and supporting evidence through the following channels:

- (1) **Email:** [contact@saam.co.th](mailto:contact@saam.co.th)

(2) **Postal mail:** Clearly addressed to the relevant committee (either the Board of Directors or the Audit Committee), or the Company Secretary.

(3) **Company's website** complaint portal: [www.saam.co.th](http://www.saam.co.th)

Reference link for Whistleblowing and Protection of Whistleblowers : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 8/12

## Prevention of Misuse of Inside Information

### Company's Policy on Handling Inside Information

- (1) **Using inside information** related to investments that has not been publicly disclosed for personal gain is considered an offense under the Securities and Exchange Act.
- (2) **The Company and employees** must strictly comply with laws and regulations regarding the use of inside information.
- (3) **Employees** must not trade the company's stocks while possessing inside information that has not been publicly announced.

Reference link for Prevention of Misuse of Inside Information : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 130-131

## Gift giving or receiving, entertainment, or business hospitality

The group recognizes the importance of fostering strong relationships with business partners as a key factor in achieving success. Employees are permitted to give or receive gifts, hospitality, and/or other related expenses to or from any individual, provided that the **value does not exceed THB 3,000** and that **all conditions** outlined in the Company's **Code of Business Conduct** are met.

In situations where refusal is not feasible, and it becomes necessary to accept a gift **exceeding THB 3,000**, such acceptance must not influence decision-making, create any obligations for the company whether directly or indirectly or lead to inappropriate business concessions. In such cases, the recipient may accept the gift temporarily but **must promptly inform their supervisor**, complete a **Gift Acceptance Report**, and **submit** the gift to the Chief Executive Officer. The received gift may then be used as an employee reward or donated to charity, as deemed appropriate.

Reference link for Gift giving or receiving, entertainment, or business hospitality : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

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Page number of the reference link : 6-7/12

### Compliance with laws, regulations, and rules

**Code of Conduct on Knowledge, Understanding, and Compliance with Company Regulations** are as follows:

- (1) Employees, especially managers and above, must **stay updated** on laws, regulations, and orders related to their work and ensure compliance with them.
- (2) The Company must **implement** appropriate measures and methods to ensure that employees **understand** and can properly **comply** with the regulations.

Reference link for Compliance with laws, regulations, and rules : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 12/12

### Information and assets usage and protection

**Code of Conduct on Safeguarding Company Assets and Interests** are as follows:

- (1) Employees have the duty and responsibility to take care of the Company's assets, ensuring they are not damaged, lost, or misused, and to use these assets efficiently for the maximum benefit of the Company.
- (2) These assets include both tangible and intangible assets, such as movable and immovable property, technology, intellectual property, licenses, patents, copyrights, as well as confidential information that has not been disclosed to the public.
- (3) All employees must avoid disclosing or utilizing confidential information for any purpose under any circumstances.

Reference link for Information and assets usage and protection : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

## Anti-unfair competitiveness

### Code of Conduct Towards Partners, Creditors, and Competitors:

Adhere to agreements with partners and creditors in a fair and equitable manner, ensuring that both parties receive **fair returns**. Engage in business competition within the boundaries of **fair competition rules**, without seeking confidential information from competitors through dishonest or illegal methods. Refrain from damaging the reputation of competitors by making false or unjust accusations or engaging in any unfair practices.

Reference link for Anti-unfair competitiveness : [https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CC.GP.01%20%E0%B8%A7%E0%B8%B4%E0%B8%AA%E0%B8%B1%E0%B8%A2%E0%B8%97%E0%B8%B1%E0%B8%A8%E0%B8%99%E0%B9%8C%20%E0%B8%9E%E0%B8%B1%E0%B8%99%E0%B8%98%E0%B8%81%E0%B8%B4%E0%B8%88%20%E0%B8%AD%E0%B8%B8%E0%B8%94%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%93%E0%B9%8C%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%84%E0%B9%88%E0%B8%B2%E0%B8%99%E0%B8%B4%E0%B8%A2%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 3-4/12

## Information and IT system security

### Information Security and Intellectual Property Protection Policy:

The Company has a policy that prohibits employees from engaging in actions that violate intellectual property or copyrights of others.

Every employee has a duty to **protect and maintain** the confidentiality of the company's intellectual property. Employees must not use the Company's intellectual property for personal or third-party benefit without proper authorization. Employees are required to **respect** the intellectual property of others and must not use any intellectual property owned by others, in whole or in part, without obtaining prior consent from the owner of the work.

Reference link for Information and IT system security : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 135-136

## Environmental management

### Environmental Responsibility and Practices:

- (1) The Company conducts its business in compliance with environmental laws, regulations, and policies.
- (2) The Company fosters a corporate culture and instills awareness at all levels of employees, promoting cooperation and responsibility in managing the environment and using resources efficiently.
- (3) The Company encourages environmental knowledge and provides training to employees on environmental matters.
- (4) The Company regularly reviews its environmental policies, action plans, and goals related to environmental conservation and energy efficiency.

In terms of the environment, the Company is **committed to being a leader** in driving **the renewable energy** sector, managing energy and the environment responsibly, and maintaining the balance of natural resources.

Reference link for Environmental management : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 88/308

## Human rights

### Respect for Human Rights

The Company will not engage in any actions that disregard human rights and will not discriminate or engage in any form of biased treatment towards individuals. The Company will apply these principles in employment practices, including hiring conditions, and will actively oppose any actions that exploit human trafficking or child labor (under the minimum age set by labor laws). Furthermore, the Company is committed to supporting, respecting, and protecting human rights by monitoring and controlling business operations to ensure they do not promote or support human rights violations. The Company will also ensure that no actions are taken that violate the rights of employees, who are protected by law.

Reference link for Human rights : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 135/308

## Safety and occupational health at work

The Company is committed to maintaining a **safe working environment** that protects **the life, health, well-being, and property** of its employees. The Company will support the issuance of announcements, regulations, and safety, health, and environmental guidelines that are appropriate for the workplace. It will monitor, assess, and control hazards while ensuring continuous improvements to the working environment.

Additionally, the Company will regularly **provide training, awareness programs, and information** on safety, health, and workplace environment issues to its personnel.

Reference link for Safety and occupational health at work : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 132-133

## Promotion of compliance with the business code of conduct

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

The Company places great importance on **good corporate governance** and has established relevant policies and practices within its **Corporate Governance Policy** and **Code of Business Conduct**. Additionally, it **actively** promotes genuine adherence to these principles to build trust among all stakeholders.

Over the past year, the Company has monitored compliance with **good corporate governance practices**, covering key areas such as **employee welfare and non-discrimination, prevention of unfair competition, environmental responsibility, workplace health and safety, and information security**.

The monitoring **results** indicate that **the Company has fully implemented its governance measures across all areas. Furthermore, in 2025, no whistleblowing reports or complaints were received.**

Reference link for the process of promotion for the : <https://investor.saam.co.th/th/pdf/new-update->

board of directors, executives, and employees to comply with the business code of conduct

file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf

Page number of the reference link : 176-178

### Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)

CAC membership certification status : Certified

Certification document of CAC membership status : CAC Certificate.pdf

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

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

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

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

The Company conducts an **annual review of all corporate policies**, including the **Corporate Governance Policy**. The Board of Directors recognizes the importance of and remains firmly committed to adhering to **good corporate governance principles**, ensuring that the Company's business operations foster investor confidence and support **sustainable growth across three key dimensions: Environmental, Social, and Governance (ESG)**.

Accordingly, the Company has established a requirement that the **Corporate Governance Policy be reviewed regularly at least once a year**.

This review was carried out during the **Board of Directors Meeting No. 04/2025**, held on **28 February 2025**, at which time **all policies were duly reviewed**.

### Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

The Company conducts an annual review of all policies, including its corporate governance policy. The Board of Directors acknowledges the importance of adhering to **good governance principles** to ensure the Company's operations

build trust among investors and achieve sustainable growth across **all 3 dimensions: Environment, Social, and Economic Governance (Environmental, Social, and Governance: ESG)**.

As part of the Companys commitment to regularly reviewing its **Corporate Governance Policy**, an annual review is conducted at least once per year. For 2025, this review took place during the Board of Directors Meeting No. 04/2568 on February 28, 2025, where the application of the **CG Code 2017 was evaluated and adapted to align with the Companys business operations**.

Other corporate governance performance and outcomes

# Corporate Governance Structure

## Information on corporate governance structure

### Corporate governance structure

### Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

### Corporate governance structure diagram



Corporate Governance Chart in 2025

## Information on the board of directors

### Information on the board of directors

### Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	7		7		8	
	3	4	3	4	5	3
Executive directors	3		3		4	
	2	1	2	1	3	1
Non-executive directors	4		4		4	
	1	3	1	3	2	2
Independent directors	3		3		3	
	1	2	1	2	2	1
Non-executive directors who have no position in independent directors	1		1		1	
	0	1	0	1	0	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	42.86	57.14	42.86	57.14	62.50	37.50
Executive directors	42.86		42.86		50.00	
	28.57	14.29	28.57	14.29	37.50	12.50
Non-executive directors	57.14		57.14		50.00	
	14.29	42.86	14.29	42.86	25.00	25.00
Independent directors	42.86		42.86		37.50	
	14.29	28.57	14.29	28.57	25.00	12.50
Non-executive directors who have no position in independent directors	14.29		14.29		12.50	
	0.00	14.29	0.00	14.29	0.00	12.50

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	57		58		56	
	53	61	54	62	50	66

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mrs. SONGSRI NITAYASUTH  Gender: Female  Age : 75 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,000 Shares (0.000315 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 1,000 Shares (0.000315 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Spouse of Mr. Veravath Kongkamee 160/308</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20E0%B8%A3%E0%B8%A7%">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20E0%B8%A3%E0%B8%A7%</a></p>	<p>Chairman of the board of directors  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>8 Aug 2018</p>	<p>Accounting, Finance, Project Management, Corporate Management, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
E0%B8%A1%E0%B9%80% E0%B8%A5%E0%B9%88% E0%B8%A1%20V4%20 (resize).pdf			
<p>2. Ms. Krittiya Honghiran Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 95,305,000 Shares (30.064669 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 85,741,300 Shares (27.047729 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Spouse of Mr. Podduang Kongkamee 161/308</p> <p><u>Reference link for the</u></p>	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	8 Aug 2018	Accounting, Finance, Human Resource Management, Sustainability, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
<p><u>shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf</a></p>			
<p>3. Mr. Podduang Kongkamee Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 85,741,300 Shares (27.047729 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 95,305,000 Shares (30.064669 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Aug 2018	Finance & Securities, Corporate Management, Leadership, Strategic Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p><u>Indirect shareholding details</u></p> <p>Spouse of Ms. Krittiya Honghiran 161/308</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf</a></p>			
<p>4. Ms. Sawanee Kongsakul Gender: Female Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors,</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>8 Aug 2018</p>	<p>Finance &amp; Securities, Accounting, Finance, Audit, Internal Control</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</p> <p><u>Indirect shareholding details</u></p> <p>160/308</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf</a></p>			
<p>5. Mr. Therapong Suebvattana Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	8 Aug 2018	Strategic Management, Risk Management, Audit, Corporate Social Responsibility, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>• Direct shareholding : 0 Shares (0.000000 %)</p> <p>• Shareholding by persons related to the directors, executives according to Section 59 (**): 0 Shares (0.000000 %)</p> <p><u>Indirect shareholding details</u></p> <p>161/308</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf</a></p>			
<p>6. Mr. PORAMIN INSOM</p> <p>Gender: Male</p> <p>Age : 37 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : International Policy and Security Informatics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years (*) : Doesnt Have</p> <p>DAP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>24 Jan 2025</p>	<p>Information &amp; Communication Technology, IT Management, Data Management, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>161/308</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf</a></p>			
<p>7. Mr. MANUKITTI NITYASUDDHI</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	23 Apr 2025	Project Management, Negotiation, Strategic Management, Business Administration, Energy & Utilities

List of directors	Position	First appointment date of director	Skills and expertise
<p>executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 35,000 Shares (0.011041 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 100,000 Shares (0.031546 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Spouse of Mrs. Manawika Nitayasuth 161/308</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf</a></p>			
<p>8. Mr. THITIPONG NANDHABIWAT Gender: Male Age : 49 years Highest level of education : Doctoral degree Study field of the highest level of education :</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	<p>23 Apr 2025</p>	<p>Information &amp; Communication Technology, Sustainability, IT Management, Change Management, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>Information Technology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>161/308</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf</a></p>	<p>Type of director : Newly appointed director not being replaced the ex-director</p>		

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors



Board of Directors

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. MANUKITTI NITYASUDDHI Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have	Director (Executive directors)  Authorized directors as per the companys certificate of registration : No	20 Jan 2025	Mr. PORAMIN INSOM  Appointment date of replacement director : 24 Jan 2025

List of directors	Position	Date of resignation / termination	Replacement director
<p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding :  35,000 Shares (0.011041 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 100,000 Shares (0.031546 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>Spouse of Mrs. Manawika Nitayasuth 161/308</p> <p><u>Reference link for the shareholding</u></p> <p><a href="https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf">https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf</a></p>			

List of directors	Position	Date of resignation / termination	Replacement director
<p>2. Mrs. Lapinee Kosonboon  Gender: Female  Age : 51 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	22 Apr 2025	-

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mrs. SONGSRI NITAYASUTH	Chairman of the board of directors		✓		✓	✓
2. Ms. Krittiya Honghiran	Vice-chairman of the board of directors	✓				✓
3. Mr. Podduang Kongkamee	Director	✓				✓
4. Ms. Sawanee Kongsakul	Director		✓	✓		
5. Mr. Therapong Suebvattana	Director		✓	✓		
6. Mr. PORAMIN INSOM	Director	✓				
7. Mr. MANUKITTI NITYASUDDHI	Director	✓				
8. Mr. THITIPONG NANDHABIWAT	Director		✓	✓		
<b>Total (persons)</b>		<b>4</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>3</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Finance & Securities	2	25.00

Skills and expertise	Number (persons)	Percent (%)
2. Energy & Utilities	1	12.50
3. Information & Communication Technology	2	25.00
4. Accounting	3	37.50
5. Finance	3	37.50
6. Corporate Social Responsibility	1	12.50
7. Human Resource Management	1	12.50
8. Sustainability	2	25.00
9. IT Management	2	25.00
10. Data Management	1	12.50
11. Negotiation	1	12.50
12. Project Management	2	25.00
13. Corporate Management	2	25.00
14. Change Management	1	12.50
15. Leadership	1	12.50
16. Strategic Management	5	62.50
17. Risk Management	1	12.50
18. Audit	2	25.00
19. Internal Control	1	12.50
20. Budgeting	1	12.50
21. Governance/ Compliance	1	12.50
22. Business Administration	3	37.50

Information about the other directors <sup>(\*)(\*\*)</sup>

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	Yes	Yes
Chairman is a member of the executive board or taskforce	-	Yes	Yes
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting, Others : The Chief Executive Officer has the authority and duty to execute policies without interference from the Board of Directors.

### Methods for Balancing Power Between the Board of Directors and Management

(1) The Chief Executive Officer acts as a leader in a broad capacity and holds ultimate responsibility for the Company's performance. This includes upholding high ethical standards and creating a suitable work environment. The Chief Executive Officer has the authority to implement policies without interference from the Board of Directors.

(2) Management is responsible to the Board of Directors and shareholders collectively. Management must regularly report to the relevant parties, including reporting to the Board for decisions that require prior approval, as well as other reports that management may provide independently.

Reference link for the measures for balancing the power between the board of directors and the management : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 137-138

## Information on the roles and duties of the board of directors

Board charter : Have

**The Board of Directors** acts as a representative of the shareholders, playing a crucial role in creating value for the business and generating returns on investment for the shareholders. Generally, the Board delegates the implementation of operations to management. Therefore, the primary responsibilities of the Board of Directors are divided into 2 main areas:

- (1) **Setting the direction, policies, and business strategies** of the Company to ensure that the Company operates in a manner that maximizes shareholder value.
- (2) **Monitoring the performance of management** to oversee, balance, and ensure accountability for the Company's performance to the shareholders.

Reference link for the board charter : [https://investor.saam.co.th/en/pdf/crd/CT.01%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CT.01%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

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## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

#### Role

- Audit of financial statements and internal controls

#### Scope of authorities, role, and duties

The Audit Committee consists of members of the Board of Directors who possess the qualifications of independent directors. They are assigned additional duties by the Board, with the Board appointing them as members of the Audit Committee. The main responsibilities of the Audit Committee include overseeing financial reporting, internal control systems, compliance with laws and regulations, handling transactions that may involve conflicts of interest, and reviewing actions that may be inappropriate or transactions involving related parties of directors and/or senior management.

Therefore, the Audit Committee must be composed of independent directors. Independent directors must be individuals with no direct or indirect interest in the company's transactions and must not represent major shareholders. This ensures they can perform their duties independently and impartially.

#### Reference link for the charter

[https://investor.saam.co.th/en/pdf/crd/CT.03%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%95%E0%B8%A3%E0%B8%A7%E0%B8%88%E0%B8%AA%E0%B8%AD%E0%B8%9A\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CT.03%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%95%E0%B8%A3%E0%B8%A7%E0%B8%88%E0%B8%AA%E0%B8%AD%E0%B8%9A_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

### Executive Committee

#### Role

- Others
- The management and administration of the company
- Consider and approve investments and determine the investment budget in accordance with the authority outlined in the approval authority table.
- Responsible for ensuring that the company has sufficient important information.
- The formulation of strategies and operational policies.

#### Scope of authorities, role, and duties

The Executive Committee, consisting of a number of directors and executives with appropriate qualifications, aims to assist the Board of Directors in overseeing the company's operations, management, and control to ensure they align with the Board's directives. The committee also reports the performance of management and other necessary information to the Board of Directors.

#### Reference link for the charter

[https://investor.saam.co.th/en/pdf/crd/CT.02%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CT.02%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

### Nomination and Remuneration Committee

#### Role

- Director and executive nomination
- Remuneration

#### Scope of authorities, role, and duties

Oversee the establishment of criteria and policies for the recruitment and consideration of compensation for the Board of Directors and sub-committees, as well as the recruitment, selection, and proposal of suitable individuals for appointment as directors. The committee is also responsible for determining the compensation for the Board of Directors and performing other tasks as assigned, reporting to the Board of Directors.

#### Reference link for the charter

[https://investor.saam.co.th/en/pdf/crd/CT.06%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%A3%E0%B8%A3%E0%B8%AB%E0%B8%B2%E0%B9%81%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CT.06%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%A3%E0%B8%A3%E0%B8%AB%E0%B8%B2%E0%B9%81%E0%B8%87_20240116.pdf)

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## Corporate Governance and Sustainability Committee

### Role

- Corporate governance
- Sustainability development

### Scope of authorities, role, and duties

To promote good corporate governance principles, with responsibility for overseeing corporate governance and the development of sustainability for the company. This ensures that the companys operations align with the direction, policies, and strategies in business, with strong governance and sustainable development. The goal is to build public trust, manage the organizations growth, and create value for all stakeholders sustainably. Additionally, the committee is responsible for performing other tasks as assigned and reporting to the Board of Directors.

### Reference link for the charter

<https://investor.saam.co.th/en/pdf/crd/CT.07%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%A9%E0%B8%B1%E0%B8%97%E0%B8%A0%E0%B8%B4%E0%B8%9A%E0%B8%B2%E0%B8%A5%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%9E%E0%B8%B1%E0%B8%92%E0%B8%99%E0%B8%B2%E0%B9%80%E0%B8%9E%E0%B8%B7%E0%B9%88%E0%B8%AD%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8>

## Risk Management Committee

### Role

- Risk management

### Scope of authorities, role, and duties

To promote good corporate governance principles, with responsibility for setting risk management policies across the company. This includes overseeing the establishment of systems or processes to manage risks appropriately and minimize their impact on the business. Additionally, the committee is responsible for performing other tasks as assigned and reporting to the Board of Directors.

### Reference link for the charter

[https://investor.saam.co.th/en/pdf/crd/CT.08%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B9%80%E0%B8%AA%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/crd/CT.08%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B9%80%E0%B8%AA%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%87_20240116.pdf)

## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Ms. Sawanee Kongsakul (*)</p> <p>Gender: Female Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Aug 2018	Finance & Securities, Accounting, Finance, Audit, Internal Control
<p>2. Mr. Therapong Suebattana</p> <p>Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	8 Aug 2018	Strategic Management, Risk Management, Audit, Corporate Social Responsibility, Governance/ Compliance
<p>3. Mr. THITIPONG NANDHABIWAT</p> <p>Gender: Male Age : 49 years Highest level of education : Doctoral degree Study field of the highest level of education : Information Technology Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director not being replaced the ex-director</p>	23 Apr 2025	Information & Communication Technology, Sustainability, IT Management, Change Management, Strategic Management

Additional explanation :

(\* Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Mrs. Lapinee Kosonboon (* Gender: Female Age : 51 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p>	<p>22 Apr 2025</p>	<p>-</p>

Additional explanation :

(\* Directors with expertise in accounting information review

**List of executive committee members**

List of committee members	Position	Appointment date of executive committee member
<p>1. Mrs. SONGSRI NITAYASUTH Gender: Female Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>8 Aug 2018</p>

List of committee members	Position	Appointment date of executive committee member
<p>2. Mr. Podduang Kongkamee</p> <p>Gender: Male</p> <p>Age : 50 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Vice-chairman of the executive committee	8 Aug 2018
<p>3. Ms. Krittiya Honghiran</p> <p>Gender: Female</p> <p>Age : 49 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	8 Aug 2018
<p>4. Mr. MANUKITTI NITYASUDDHI</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	23 Apr 2025

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

List of directors	Position	Date of resignation / termination	Replacement committee member
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List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. MANUKITTI NITYASUDDHI Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	20 Jan 2025	-

#### Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Ms. Sawanee Kongsakul	The chairman of the subcommittee (Independent director)
	Mr. Therapong Suebvattana	Member of the subcommittee (Independent director)
	Ms. Krittiya Honghiran	Member of the subcommittee
Corporate Governance and Sustainability Committee	Mr. Therapong Suebvattana	Member of the subcommittee (Independent director)
	Mr. THITIPONG NANDHABIWAT	The chairman of the subcommittee (Independent director)
	Ms. Krittiya Honghiran	Member of the subcommittee (Independent director)
Risk Management Committee	Mr. Therapong Suebvattana	The chairman of the subcommittee (Independent director)
	Mr. Podduang Kongkamee	Member of the subcommittee

Subcommittee name	Name list	Position
	Ms. Krittiya Honghiran	Member of the subcommittee

List of subcommittees who resigned / vacated their position during the year

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Corporate Governance and Sustainability Committee	Mrs. Lapinee Kosonboon	The chairman of the subcommittee (Independent director)	22 Apr 2025	Mr. THITIPONG NANDHABIWAT  Appointment date of replacement committee member : 23 Apr 2025
	Mr. MANUKITTI NITYASUDDHI	Member of the subcommittee	20 Jan 2025	Ms. Krittiya Honghiran  Appointment date of replacement committee member : 20 Jan 2025

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Ms. Krittiya Honghiran<sup>(*)</sup>  Gender: Female  Age : 49 years  Highest level of education : Master's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : No</p>	<p>Deputy Chief Executive Officer / Chief Financial Officer</p>	<p>7 Sep 2007</p>	<p>Accounting, Finance, Human Resource Management, Sustainability, Budgeting</p>
<p>2. Mr. Podduang Kongkamee  Gender: Male  Age : 50 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>Acting Chief Business Development Officer  (The highest-ranking executive)</p>	<p>15 Jul 2021</p>	<p>Finance &amp; Securities, Corporate Management, Leadership, Strategic Management, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
3. Mr. MANUKITTI NITYASUDDHI Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Operating Officer	14 Feb 2017	Project Management, Negotiation, Strategic Management, Business Administration, Energy & Utilities

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

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

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

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

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

### Remuneration policy for executive directors and executives

#### Criteria and Methods for Considering the Compensation of the Board of Directors and Sub-committees

##### 1. Compensation of the Board of Directors

The compensation of the Board of Directors shall be considered based on the responsibilities and duties of the Board and the work performed by the directors, subject to approval by the shareholders. The Board of Directors will consider the type of compensation, the method of payment, and the amount of compensation for the directors and present it to the Board for approval. It will then be presented to the shareholders' meeting for further approval.

In considering the compensation, the Board must ensure it aligns with the responsibilities and expectations of the directors, the type and size of the company's business, the market, and competitors. The compensation should be at a level that is appropriate and sufficient to attract and retain qualified directors.

##### 2. Types of Compensation, which consist of three parts:

- (1) **Meeting Allowance**, to reflect the directors' work and to encourage regular attendance at meetings.
- (2) **Monthly Compensation**, to reflect the duties and responsibilities of the directors.
- (3) **Other Compensation**.

Reference link for remuneration policy for executive : <https://investor.saam.co.th/th/pdf/new-update->

directors and executives [file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 172-173

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Doesnt Have

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	4,499,000.00	6,309,850.00	6,833,333.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	4,499,000.00	6,309,850.00	6,833,333.00

**Executive Compensation is in accordance with the principles and policies** set by the Board of Directors. The Nomination and Compensation Committee, along with the Board of Directors, has the authority to appoint and determine the compensation for the Executive Committee, the Chief Executive Officer, and sub-committees as appropriate. This is done by considering the duties, responsibilities, and performance results of the Company and the execution of their duties.

In 2025, the Company did not provide any non-monetary compensation to the executives.

### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	219,000.00	244,850.00	281,100.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

In 2025, the Company **did not provide any non-monetary compensation** to the executives.

### Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year  
Estimated remuneration of executive directors and : 0.00  
executives in the current year

## Other significant information

Other significant information

## Assigned person

### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Salakjit Israngkul	salakjit@saam.co.th	0649379890

### List of the company secretary

General information	Email	Telephone number
1. Ms. Krittiya Honghiran	krittiya@saam.co.th	0812753666

### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Wanvimol Jongsureeyapas	wanvimol.jo@plgroup.co.th	-

### List of the head of the compliance unit

## Head of investor relations

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

### List of the head of investor relations

General information	Email	Telephone number
1. Ms. Thanwarat Siripanich	thanwarat@saam.co.th	0846248282

## Company's auditor

### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PKF AUDIT (THAILAND) COMPANY LIMITED 28 th Fl., Sathorn Square Office Tower, 98 North Sathorn Road SI LOM BANG RAK Bangkok 10500 Telephone number 0 2108 1591	2,420,000.00	-	1. Mr. BANTHIT TANGPAKORN Email: banthit.t@pkf.co.th License number: 8509  2. Mr. UDOM THANURATPONG Email: udom.t@pkf.co.th License number: 8501

**Assigned personnel in case of a foreign company**

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

**List of designated individuals as representatives in Thailand**

## Performance Report on Corporate Governance

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

#### Summary of duty performance of the board of directors over the past year

The **Board of Directors** has set the requirement for meetings to be held at least once every three months and may call additional meetings as deemed necessary as per the charter. **For the year 2025, the Board of Directors held 7 meetings.** In each meeting, all directors attended, forming a quorum in accordance with the Company's regulations. **The attendance rate of the Board of Directors averaged 100%**, with each director receiving sufficient, complete, and timely information.

**Annual Performance Evaluation of the Board:** The Board of Directors organized an annual performance evaluation for the year 2025, which is conducted annually. This allows each director to **assess** the overall performance of the Board, including achievements, challenges, and obstacles faced throughout the year. The evaluation aims to enhance the effectiveness of the Board's work.

In 2025, **the evaluation results for the entire Board of Directors were excellent, with an average score of 92.00%. The individual evaluation results for each director also achieved an excellent rating with an average score of 94.03%.**

The Board of Directors plays a key role in **supporting** the formulation of the Company policies by working with the Executive Committee and the Chief Executive Officer in setting corporate values, organizational culture, vision, mission, financial policies, risk management, strategies, operational plans, and the annual budget. The Board **ensures that the strategy and annual plan align with the Company's objectives and goals.** In formulating the strategy and annual plan, an analysis of the environment, challenges, and opportunities that impact business operations, competitiveness, governance, and the adequacy of the internal control system is conducted, leading to the development of key strategies that the organization prioritizes.

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

### Information about the selection of the board of directors

#### List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Podduang Kongkamee	Director	8 Aug 2018	Finance & Securities, Corporate Management, Leadership, Strategic Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
Ms. Sawanee Kongsakul	Director	8 Aug 2018	Finance & Securities, Accounting, Finance, Audit, Internal Control

#### List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PORAMIN INSOM	Director	24 Jan 2025	Information & Communication Technology, IT Management, Data Management, Strategic Management

#### List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. MANUKITTI NITYASUDDHI	Director	23 Apr 2025	Project Management, Negotiation, Strategic Management, Business Administration, Energy & Utilities
Mr. THITIPONG NANDHABIWAT	Director	23 Apr 2025	Information & Communication Technology, Sustainability, IT Management, Change Management, Strategic Management

#### Selection of independent directors

## Criteria for selecting independent directors

### Qualifications of an Independent Director

Independent directors must meet the qualifications outlined in public company law, securities and exchange laws, regulations, and/or notifications of the Stock Exchange of Thailand (SET), as well as the Company's own criteria for independent directors, which include:

- (1) Holding no more than 0.8% of the total voting shares of the company, its parent company, subsidiaries, affiliates, or major shareholders.
- (2) Not currently serving, nor having previously served, as an executive director, employee, staff member, salaried advisor, or person with control over the Company, unless such role ended at least 2 years prior to the appointment as an independent director.  
This restriction does not apply to individuals who were government officials or advisors to government agencies that are major shareholders or controlling entities of the Company.
- (3) Having no blood or legally recognized relationships (e.g., as a parent, spouse, sibling, child, or spouse of a child) with any other director, executive, major shareholder, or controlling person of the Company or its subsidiaries.
- (4) Having no current or previous business relationships with the Company, parent company, subsidiaries, affiliates, major shareholders, or controlling persons that could compromise independence.
- (5) Not currently serving, nor having previously served, as an auditor of the Company, parent company, subsidiaries, affiliates, major shareholders, or controlling persons.
- (6) Not currently serving, nor having previously served, as a professional service provider (including legal or financial advisory roles) receiving annual compensation exceeding THB 2 million from the Company, parent company, subsidiaries, affiliates, major shareholders, or controlling persons.
- (7) Not being an appointed director representing major shareholders or any related parties.
- (8) Not engaging in or holding significant shares in businesses that compete with the Company or its subsidiaries.
- (9) Not having served as an independent director of the Company for more than 9 years in total.
- (10) Having no other characteristics that could prevent them from providing truly independent opinions on the Company's operations.

### Criteria and Process for Selecting Independent Directors:

- (1) Allowing minority shareholders to nominate qualified individuals for consideration as independent directors, in addition to nominations from major shareholders.
- (2) Ensuring that all nominees meet the relevant legal and regulatory requirements, including those set forth in the Public Company Act, the Securities and Exchange Act of 1992, the Company's by laws, and corporate governance principles.
- (3) Aligning the selection process with the guidelines set by the Stock Exchange of Thailand.
- (4) Prioritizing candidates with diverse skills, professional experience, and expertise that complement the existing board composition and align with the Company's strategic direction, without discrimination based on gender, race, or other differences.
- (5) Evaluating nominees based on their knowledge, experience, and industry expertise, particularly in fields that are critical to the Company's operations. A Board Skill Matrix is used to ensure that the selection process aligns with the Company's business needs.
- (6) Assessing time commitment, particularly for reappointments, by reviewing the directors' past performance. The Company also limits the number of board positions an individual can hold in other listed companies to three, ensuring they can effectively fulfill their duties.
- (7) Verifying the independence of nominees in accordance with Securities and Exchange Commission regulations and the Company's independent director definition, as disclosed in the corporate governance charter and on the Company's website.

(8) Considering past performance evaluations, if applicable.

(9) Valuing candidates who provide valuable insights and constructive recommendations to the board.

### **Business or professional relationships of independent directors over the past year**

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

### **Selection of directors and the highest-ranking executive**

#### **Method for selecting directors and the highest-ranking executive**

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

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

### **Number of directors from major shareholders**

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

### **Rights of minority shareholders on director appointment**

#### **Shareholders' Rights in Appointing Directors**

(1) Right to Receive Share Certificates and Transfer Shares.

(2) Right to Attend Meetings and Vote: Shareholders have the right to attend meetings and cast votes on important policy changes of the Company, as well as any matters that require shareholder approval as requested by the Board.

(3) Right to Elect and Remove Directors: Shareholders have the right to elect and remove directors, as well as approve the appointment of independent auditors.

(4) Right to Receive Dividends: Shareholders are entitled to a share of the Company's profits in the form of dividends.

(5) Right to Approve Director Compensation and Dividend Distribution: Shareholders have the right to consider and approve the compensation for directors and dividend payouts.

(6) Right to Propose Agenda for the Annual General Meeting: Shareholders have the right to propose items for inclusion in the agenda of the annual general meeting, in accordance with the Company's guidelines.

(7) Right to Nominate Individuals for Election as Directors: Shareholders may nominate individuals for consideration to be elected as directors, based on the criteria established by the Company.

(8) Right to Submit Questions in Advance: Shareholders may submit questions in advance of the shareholders meeting, as per the Company's guidelines.

(9) Right to Receive Sufficient, Timely, and Appropriate Information: Shareholders have the right to receive adequate, timely, and appropriately formatted information necessary for making informed decisions that impact the Company and themselves.

(10) Other Rights: Shareholders have all other rights as specified by law.

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

### Setting qualifications for the selection of directors

### Details of qualifications for the selection of directors

## Information on the development of directors

### Development of directors over the past year

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mrs. SONGSRI NITAYASUTH (Chairman of the board of directors)	Non-participating	-
2. Ms. Krittiya Honghiran (Vice-chairman of the board of directors)	Participating	Other <ul style="list-style-type: none"> <li>• 2025: CFO CPD Session No. 02/2025 Topic: Digital Assets: Utility Tokens</li> <li>• 2025: Course: Key Principles of Financial Reporting Standards for Business Entities PAEs, NPAEs, and Tax Law</li> </ul>
3. Mr. Podduang Kongkamee (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
4. Ms. Sawanee Kongsakul (Director, Independent director)	Non-participating	-
5. Mr. Therapong Suebvattana (Director, Independent director)	Non-participating	-
6. Mr. PORAMIN INSOM (Director)	Non-participating	-
7. Mr. MANUKITTI NITYASUDDHI (Director)	Non-participating	-
8. Mr. THITIPONG NANDHABIWAT (Director, Independent director)	Non-participating	-

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

#### Annual Performance Evaluation of the Board of Directors

The Board of Directors of the Company conducts an annual evaluation of the Board's performance for the year 2025, which is organized annually to allow each director to collectively review and assess the performance of the Board, including achievements, challenges, and obstacles encountered during the past year. This evaluation aims to enhance the overall effectiveness of the Board's operations and to facilitate a review of the process.

#### Evaluation Process

The Company Secretary distributes the evaluation forms for the Boards performance, including forms for evaluating the Board as a whole, individual directors, and sub-committees (for members of the sub-committees only). Each director has the independence to complete the evaluation, and once completed, the forms are returned to the Company Secretary for compilation and summarization. The results are then reported to the Board during a Board meeting.

**The annual performance evaluation of the Board** is divided into 6 key areas:

- (1) Structure and qualifications of the Board of Directors
- (2) Roles, duties, and responsibilities of the Board of Directors
- (3) Board meetings
- (4) Director performance

- (5) Relationship with management
- (6) Director development and executive development

**The individual performance evaluation of directors** is divided into 3 key areas:

- (1) Structure and qualifications of the Board of Directors
- (2) Board meetings
- (3) Roles, duties, and responsibilities of the Board of Directors

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

#### Annual Performance Evaluation of the Board of Directors (Overall)

In 2025, the overall evaluation result was categorized as **"Excellent"** with **an average score of 92.00%**.

#### Annual Performance Evaluation of Individual Directors

In 2025 the overall evaluation result for individual directors was categorized as **"Excellent"** with **an average score of 94.03%**.

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

#### Criteria for Performance Evaluation of Senior Executives (CEO Performance Evaluation)

The annual performance evaluation of the Chief Executive Officer is divided into 3 key areas:

- (1) Progress of Work Plans: Evaluating the goals and the achievement status of each target.
- (2) Performance Measurement: Assessing leadership, strategy formulation, strategy execution, financial planning and performance, relationship with the board, external relationships, management skills, staff relations, succession planning, knowledge of products and services, and personal qualities.
- (3) CEO Development: Evaluating the continuous development and improvement of the Chief Executive Officer.

#### Annual Performance Evaluation of the Chief Executive Officer

In 2025, the overall evaluation result was categorized as **"Excellent"** with **an average score of 92.88%**

Reference link for the performance evaluation criteria for the executives : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 169/308

### Information on meeting attendance and remuneration payment to each board member

#### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 7  
past year (times)  
Date of AGM meeting : 22 Apr 2025  
EGM meeting : Yes  
Date of the EGM over the past year (1st time) : 29 Dec 2025

#### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mrs. SONGSRI NITAYASUTH (Chairman of the board of directors)	7	/	7	1	/	1	1	/	1
2. Ms. Krittiya Honghiran (Vice-chairman of the board of directors)	7	/	7	1	/	1	1	/	1
3. Mr. Podduang Kongkamee (Director)	7	/	7	1	/	1	1	/	1
4. Ms. Sawanee Kongsakul (Director, Independent director)	7	/	7	1	/	1	0	/	1
5. Mr. Therapong Suebvattana (Director, Independent director)	7	/	7	1	/	1	1	/	1
6. Mr. PORAMIN INSOM (Director)	6	/	6	1	/	1	1	/	1
7. Mr. MANUKITTI NITYASUDDHI (Director)	4	/	4	1	/	1	1	/	1

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. THITIPONG NANDHABIWAT (Director, Independent director)	3	/	3	1	/	1	1	/	1
9. Mrs. Lapinee Kosonboon (Director, Independent director)	4	/	4	1	/	1	0	/	0

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mrs. SONGSRI NITAYASUTH (Chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
2. Ms. Krittiya Honghiran (Vice-chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
3. Mr. Podduang Kongkamee (Director)	7/7 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
4. Ms. Sawanee Kongsakul (Director)	7/7 (100.00%)	1/1 (100.00%)	0/1 (0.00%)
5. Mr. Therapong Suebvattana (Director)	7/7 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
6. Mr. PORAMIN INSOM (Director)	6/6 (100.00%)	1/1 (100.00%)	1/1 (100.00%)

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
7. Mr. MANUKITTI NITYASUDDHI (Director)	4/4 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
8. Mr. THITIPONG NANDHABIWAT (Director)	3/3 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
9. Mrs. Lapinee Kosonboon (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>100.00%</b>	<b>100.00%</b>	<b>87.50%</b>

#### Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

##### Director Compensation

##### (1) Monthly Compensation and Meeting Fees

The Annual General Meeting of Shareholders in 2025, held on April 22, 2025, approved the compensation for the Company's directors and sub-committee members. The monthly compensation and meeting fees per position were determined as follows:

- **Chairman of the Board of Directors**

Monthly Compensation: THB 50,000, Meeting Fee: THB 20,000 per meeting

- **Director of the Company**

Monthly Compensation: None, Meeting Fee: THB 10,000 per meeting

- **Chairman of the Audit Committee**

Monthly Compensation: None, Meeting Fee: THB 20,000 per meeting

- **Audit Committee Member**

Monthly Compensation: None, Meeting Fee: THB 15,000 per meeting

- **Chairman of the Nomination and Remuneration Committee**

Monthly Compensation: None, Meeting Fee: THB 10,000 per meeting

- **Nomination and Remuneration Committee Member**

Monthly Compensation: None, Meeting Fee: THB 7,500 per meeting

- **Chairman of the Corporate Governance and Sustainability Committee**

Monthly Compensation: None, Meeting Fee: THB 10,000 per meeting

- **Corporate Governance and Sustainability Committee Member**

Monthly Compensation: None, Meeting Fee: THB 7,500 per meeting

- **Chairman of the Risk Management Committee**

Monthly Compensation: None, Meeting Fee: THB 10,000 per meeting

- **Risk Management Committee Member**

Monthly Compensation: None, Meeting Fee: THB 7,500 per meeting

## **(2) Performance-Based Compensation**

The Annual General Meeting of Shareholders in 2025, held on April 22, 2025, approved performance-based compensation, setting the total compensation at no more than 1.0% of the net profit from the consolidated financial statements of the company.

Performance-based compensation for the year 2025 was paid to each independent director in the amount of THB 60,000, totaling THB 180,000 for all independent directors.

## **(3) Other Compensation**

- None -

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mrs. SONGSRI NITAYASUTH (Chairman of the board of directors)</b>			<b>740,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	140,000.00	600,000.00	740,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
<b>2. Ms. Krittiya Honghiran (Vice-chairman of the board of directors)</b>			<b>92,500.00</b>		<b>0.00</b>
Board of Directors (Vice-chairman of the board of directors)	70,000.00	0.00	70,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
Risk Management Committee (Member of the subcommittee)	7,500.00	0.00	7,500.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>3. Mr. Podduang Kongkamee (Director)</b>			<b>77,500.00</b>		<b>0.00</b>
Board of Directors (Director)	70,000.00	0.00	70,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	7,500.00	0.00	7,500.00	No	
<b>4. Ms. Sawanee Kongsakul (Director, Independent director)</b>			<b>170,000.00</b>		<b>0.00</b>
Board of Directors (Director)	70,000.00	0.00	70,000.00	No	
Audit Committee (Chairman of the audit committee)	80,000.00	0.00	80,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	20,000.00	0.00	20,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>5. Mr. Therapong Suebvattana (Director, Independent director)</b>			<b>162,500.00</b>		<b>0.00</b>
Board of Directors (Director)	70,000.00	0.00	70,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	7,500.00	0.00	7,500.00	No	
Risk Management Committee (The chairman of the subcommittee)	10,000.00	0.00	10,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
<b>6. Mr. PORAMIN INSOM (Director)</b>			<b>60,000.00</b>		<b>0.00</b>
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	
<b>7. Mr. MANUKITTI NITYASUDDHI (Director)</b>			<b>47,500.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	7,500.00	0.00	7,500.00	No	
<b>8. Mr. THITIPONG NANDHABIWAT (Director, Independent director)</b>			<b>100,000.00</b>		<b>0.00</b>
Board of Directors (Director)	30,000.00	0.00	30,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	10,000.00	0.00	10,000.00	No	
<b>9. Mrs. Lapinee Kosonboon (Director, Independent director)</b>			<b>55,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Audit Committee (Member of the audit committee)	15,000.00	0.00	15,000.00	No	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	590,000.00	600,000.00	1,190,000.00
2. Audit Committee	215,000.00	0.00	215,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	50,000.00	0.00	50,000.00
5. Corporate Governance and Sustainability Committee	25,000.00	0.00	25,000.00
6. Risk Management Committee	25,000.00	0.00	25,000.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	520,000.00	885,000.00	905,000.00
Other monetary remuneration (Baht)	0.00	600,000.00	600,000.00
Total (Baht)	520,000.00	1,485,000.00	1,505,000.00

### Remunerations or benefits pending payment to the board of directors

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

### Information on corporate governance of subsidiaries and associated companies

#### Corporate governance of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

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

#### Supervision of Subsidiary and/or Affiliate Company Operations

- (1) The Executive Committee will consider the selection and propose names of qualified individuals to the Board of Directors for approval to appoint them as directors in the subsidiary and/or affiliate company, at least in proportion to the Company's shareholding in the subsidiary or affiliate, unless there are other legal restrictions.
- (2) The Company has the responsibility to monitor and oversee the management and operations of the subsidiaries and/or affiliate companies to ensure that they are in accordance with the policies set by the Company and the relevant laws related to the business operations.
- (3) Directors representing the Company must:
  - (3.1) Participate in setting policies and oversee the operations of the subsidiaries and/or affiliate company to ensure compliance with the Company's policies.

(3.2) Supervise the subsidiaries and/or affiliate company to manage or operate according to the framework and guidelines set by the Company, exercising discretion based on resolutions of the Company's Board of Directors and/or the shareholders' meeting, regarding important matters of the subsidiary and/or affiliate.

(3.3) Report on the operational results to the Company as appropriate to maximize the benefits for the Company.

#### **Matters Requiring Approval from the Company's Board of Directors**

(1) Increasing or decreasing capital that does not follow the shareholding proportion, or any action that would cause the Company's shareholding, both direct and indirect, in the subsidiaries to reduce by more than 10% of the registered paid-up capital of the subsidiaries.

(2) Approval of the annual budget of the subsidiaries, unless specified in the approval and execution authority.

(3) Annual dividend payments or interim dividend payments (if any) of the subsidiaries.

(4) Amendments to the subsidiaries's regulations. Approvals of items from Clause (5) to Clause (12) must only be in cases where, when comparing the size of the transaction the subsidiaries will undertake with the nature and/or size of the Company (using the criteria for calculating the size of a transaction as defined in the announcement regarding related-party transactions or the announcement on acquisitions or disposals of assets, as applicable), the transaction falls within the threshold that requires approval from the Company's Board of Directors. These transactions include:

(4.1) Borrowing money, excluding borrowing plans that are within the annual budget or borrowing money for the subsidiaries' regular business operations.

(4.2) Lending money, extending credit, providing guarantees, or entering into legal obligations that significantly increase the subsidiaries' financial burden, or providing financial assistance in other ways to third parties unrelated to the subsidiaries' normal business.

(4.3) Transferring or waiving benefits, including waiving claims against parties causing damage to the subsidiaries.

(4.4) Sale or transfer of all or part of the subsidiaries' business to others.

(4.5) Purchase or acquisition of another company's business, in whole or in part, by the subsidiaries.

(4.6) Entering into, amending, or terminating contracts related to leasing the subsidiaries' business in whole or in part, assigning management of the subsidiaries' business to another party, or merging with another company for profit and loss sharing purposes.

(4.7) Terminating the business.

(4.8) Other transactions that are not part of the subsidiaries' normal business but significantly impact the subsidiaries.

#### **Matters Requiring Approval from the Shareholders' Meeting**

(1) If the subsidiaries enters into transactions with related parties of the Company or the subsidiaries, or transactions involving the acquisition or disposal of assets of the subsidiaries.

It must be considered in cases where the size of the transaction, when compared with the nature and/or size of the Company, falls within the threshold requiring approval from the Company's shareholders' meeting.

(2) Increasing or decreasing capital in a manner not proportional to the shareholding or any actions that would result in the Company's direct and indirect shareholding in the subsidiary falling below the proportion required by the applicable law, which affects the Company's ability to control the subsidiary.

This must be considered in cases where the size of the transaction, when compared with the Company's size, falls within the threshold requiring approval from the shareholders' meeting.

(3) The liquidation of the subsidiaries.

The size of the transaction, when compared with the Company's size, requires approval from the shareholders' meeting.

#### **Internal Control**

The Company acknowledges and places great importance on the internal control system, which is a critical mechanism for preventing and managing potential risks the Company may face. The Company has a framework for assessing the adequacy and appropriateness of its internal control system based on the principles of good internal control, which include:

(1) **Control Environment**

The Company promotes and supports a good control environment by setting business goals and directions, corporate governance policies, and work procedures in written form.

(2) **Risk Assessment**

The Company has a risk management system in place. The Board of Directors has developed and approved the risk management policy, and has delegated the Executive Committee with the responsibility of **analyzing** and **managing risks**. The results of the risk assessment and management are **reported** annually to the Audit Committee and the Board of Directors, along with **risk mitigation measures**.

(3) **Control Activities**

The Company has established a **clearly defined** and documented framework for transaction approval authority, ensuring proper segregation of duties and **mutual review** mechanisms.

(4) **Monitoring Activities**

The Company has a process for **monitoring** and **evaluating** the adequacy of internal controls to ensure the effectiveness and efficiency of the internal control system. An independent **internal control auditor** is hired and **reports** directly to the Audit Committee. The internal control effectiveness of various activities is **regularly** reviewed according to the annual audit plan.

### **Measures and Procedures for Related Party Transactions**

The Company has **established** measures for conducting related party transactions between the Company, its subsidiaries, and parties that may have conflicts of interest. The Audit Committee is tasked with **reviewing** and **providing opinions** on **the necessity, reasonableness**, pricing, and terms of the transaction, ensuring that the pricing and commercial terms are consistent with those typically applied to third-party customers or partners, under reasonable conditions, and can be verified without causing any transfer of benefits.

In cases where the Audit Committee lacks expertise in evaluating potential related party transactions, the Company will consider appointing an independent appraiser, an independent expert, or an auditor to provide an opinion on the transaction. This opinion will then be presented to the Audit Committee to assist in their decision-making process and provide recommendations to the Board of Directors or shareholders, as appropriate, for approval prior to the transaction taking place.

Additionally, the approval of such related party transactions must comply with the Securities and Exchange Act and the regulations, announcements, orders, or requirements set by the Securities and Exchange Commission and the Stock Exchange of Thailand. This includes compliance with disclosure requirements for related party transactions, significant asset acquisitions or disposals, as well as the disclosure of related party transactions in the financial statement notes audited by the Company's external auditor and in the annual report (Form 56-1 One Report). Furthermore, any director or shareholder with a conflict of interest or stake in the related party transaction will have no voting rights regarding the approval of the transaction.

### **Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)**

#### **Matters Requiring Approval from the Shareholders' Meeting**

(1) If the subsidiaries enters into **transactions with related parties** of the Company or the subsidiaries, or transactions involving **the acquisition or disposal of assets** of the subsidiaries.

It must be considered in cases where **the size of the transaction**, when compared with the nature and/or size of the Company, **falls within** the threshold requiring approval from the Companys shareholders' meeting.

(2) **Increasing or decreasing capital** in a **manner not proportional to the shareholding** or any actions that would result in the Companys direct and indirect shareholding in the subsidiaries **falling below** the proportion required by the applicable law, which **affects the Companys ability to control the subsidiaried**.

This must be considered in cases where the size of the transaction, when compared with the Companys size, falls within the threshold requiring approval from the shareholders' meeting.

(3) **The liquidation of the subsidiaries**, where the size of the transaction, when compared with the Companys **size**, requires approval from the shareholders' meeting.

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

### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

#### Operations for conflict of interest prevention over the past year

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

#### Conflict of Interest Prevention

The Company has a policy for conducting related party transactions to ensure they are **properly executed** and **disclosed** in accordance with regulatory requirements. These transactions are carried out based on the principle of treating related parties as if they were external parties to avoid any potential conflicts of interest.

In cases where a **director has a personal interest in a matter**, that director will not have the right to vote on the matter. Furthermore, when approving related party transactions, the director or executive with an interest will not participate in the consideration or approval of the transaction.

Additionally, **the Audit Committee will review** the necessity and fairness of the transaction pricing and may engage external experts to provide further opinions on the matter.

**For the year 2024, there were no violations of the conflict of interest policy.**

#### Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

#### Prevention of the use of inside information to seek benefits

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

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

### The Use of Inside Information for Personal Gain

The Company manages the use of inside information in **compliance with the law** and **in accordance with good corporate governance principles**. The policies have been documented and approved by the company's board of directors, and they summarize the following key points:

- (1) Directors, executives, and employees must **maintain the confidentiality** of the Company's and its subsidiaries **inside information**. They are **prohibited from using this information**, whether directly or indirectly, for personal gain or the benefit of others, regardless of whether any reward is received, unless the information is part of normal business operations or is meant to be publicly disclosed.
- (2) The Company and its subsidiaries **prohibit** directors, executives, or employees who have access to inside information from disclosing such information to external parties or individuals who do not have a relevant role. Additionally, employees are prohibited from **trading the Company's stock within one month prior to the public release of financial statements** or any other material public disclosures.
- (3) The Company and its subsidiaries require directors and executives to **report their securities transactions and holdings** to the board of directors on a regular quarterly basis.
- (4) The Company ensures that **important undisclosed information** is **kept confidential** and limited to the highest level of management. It is only shared with employees on a need-to-know basis.
- (5) If the Company needs to disclose inside information more widely to its employees, it will inform them that the information is confidential and subject to **restrictions on its use**.
- (6) The Company will inform its directors and executives about their duty to report their securities holdings, as well as those of their spouses and minor children, in accordance with Section 59 of the Securities and Exchange Act of 1992 and its amendments, as well as the SEC Notification No. 12/2552 regarding the preparation and **disclosure of securities holdings reports** by directors, executives, and auditors.
- (7) The Company will require directors and executives **to report any changes in their securities holdings** to the Securities and Exchange Commission ("SEC") in accordance with Section 59 of the Securities and Exchange Act and SEC Notification No. 12/2552, and to send a copy of the report to the Company on the same day it is submitted to the SEC.

**In 2025, the Company did not violate any regulations regarding related-party transactions or asset trading.**

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

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

## Operations in anti-corruption in the past year

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

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

### Anti-Corruption Efforts

The Company adheres to the principle of conducting business without supporting any activities, groups, or individuals involved in seeking benefits, either directly or indirectly, from the abuse of power. It has a clear policy of collaborating and supporting both government and private sectors in the fight against corruption.

The Company has set policies and practices, which have been approved by the Board of Directors. Additionally, the company prioritizes communication and the continuous dissemination of anti-corruption measures to ensure that all stakeholders, both internal and external, are informed and understand these practices.

(1) **Training on Anti-Corruption Policies:** The Company provides training on anti-corruption policies to all employees. There are annual reviews and tests to assess employees understanding of the policy.

(2) **Support for External Training:** The Company encourages directors, executives, and employees to participate in external seminars and training programs. These sessions help them improve and manage the Companys anti-corruption risk management efforts more effectively.

(3) **Establishment of the CAC Working Group:** The Company has formed a working group for the Collective Action Coalition Against Corruption (CAC). All levels of directors, executives, and employees are responsible for participating in this program to ensure the Company meets the necessary criteria and complies with all relevant regulations and laws.

The Company has published its full anti-corruption policy, practices, and procedures on its website.

(4) **Risk Assessment and Reporting:** The Board of Directors and the Risk Management Committee assess the overall risks, including corruption-related risks. They report their findings to the board, with regular reviews and updates provided to the board every year.

(5) **Commitment to the CAC Program:** The Company declared its intention to join the Thai Private Sector Collective Action Coalition Against Corruption (CAC) and was officially recognized as a member on September 30, 2020. This recognition was renewed on September 30, 2023, to promote the effective implementation of anti-corruption measures. Through these efforts, the Company demonstrates its strong commitment to preventing corruption and ensuring transparency in all business operations.

## Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

### Operations related to whistleblowing over the past year

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

#### Whistleblower and Complaint Reporting Mechanism

The Company has established **channels for reporting tips, complaints, feedback, or suggestions** regarding potential impacts or risks that may harm stakeholders. These could be related to the Company's business activities or the actions of its employees, including violations of laws, regulations, business ethics, fraudulent behavior, discriminatory practices, or negligence. Reports can be submitted through the following channels, with the Audit Committee (independent from management) responsible for reviewing and filtering these reports:

- **Email:** contact@saam.co.th
- **Postal mail** to the Audit Committee or the Company secretary:

SAAM Development Public Company Limited  
Major Tower Thonglor Building, Room 2.2, 10th Floor,  
141 Sukhumvit Soi 63 (Ekamai), Sukhumvit Road,  
Klong Tan Nua, Wattana, Bangkok 10110

**Additionally, the Company has set measures to protect whistleblowers or complainants**, which include:

- (1) Whistleblowers or complainants, whether employees, customers, contractors, or other stakeholders, will be protected under the law or according to the Company's defined procedures. The whistleblower or complainant may choose to remain anonymous if revealing their identity would pose a safety risk or cause harm.
- (2) The Company will keep all information confidential and will disclose it only when necessary, taking into account the safety and potential harm to the whistleblower, complainant, or involved parties.
- (3) During the fact-finding process, the Company will ensure that the identity of the whistleblower or complainant remains confidential.

**In 2025, no whistleblower reports or complaints were received.**

### Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

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

### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. Sawanee Kongsakul (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. Therapong Suebvattana (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. THITIPONG NANDHABIWAT (Member of the audit committee)	3	/	3	3/3 (100.00%)
4 Mrs. Lapinee Kosonboon (Member of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of the audit committee

The **Audit Committee** consists of three independent directors: **Ms. Sawanee Kongsakul**, who serves as the **Chairperson of the Audit Committee**, **Dr. Thitipong Nandhabiwat**, and **Mr. Therapong Suebvattana** as **Audit Committee members**. All members meet the qualifications set forth by the Stock Exchange of Thailand.

The primary responsibilities of the Audit Committee include **reviewing** the accuracy of financial reports, assessing the adequacy, efficiency, and effectiveness of corporate governance processes, internal control systems, and risk management, as well as ensuring compliance with relevant laws and regulations. These duties are performed within the scope of responsibilities defined in the Audit Committee Charter to ensure transparency, integrity, and fairness in the Company's operations, fostering sustainable value creation for shareholders.

**Audit Committee Activities in 2025, the Audit Committee held 4 meetings with full attendance from all committee members.** The meetings included discussions with management, external auditors, and internal auditors as needed. The key activities of the Audit Committee are summarized as follows:

**(1) Financial Statements:**

The Audit Committee **reviewed the Company and its subsidiaries quarterly and annual financial statements** to ensure accuracy, completeness, and adequacy. One meeting was held with the external auditor in the absence of management to discuss key audit matters, accounting standards updates, and auditor independence. The committee concluded that the financial statements were prepared in accordance with accounting standards and contained complete and reliable disclosures.

**(2) Risk Management:**

The Audit Committee **reviewed risk management reports** from the Risk Management Committee and managements response to emerging risks. The committee also assessed significant risks and the measures taken to mitigate them, providing recommendations for process improvements. The committee found the Company's risk management framework to be appropriate and sufficient for the current business environment.

**(3) Internal Control:**

The Audit Committee **assessed the effectiveness of the internal control system** using the adequacy assessment form provided by the Securities and Exchange Commission, with evaluations conducted by internal auditors. Regular updates on audit findings and corrective actions were reviewed to enhance internal controls. The committee determined that the Company's internal control system was appropriate, sufficient, and consistently applied.

**(4) Internal Audit:**

The Audit Committee **reviewed and recommended the appointment of internal auditors and the annual internal audit plan** for board approval. The committee ensured that **the internal audit scope** aligned with the Company's business operations and evolving industry conditions. The independence of internal auditors was also reviewed, and their performance was deemed appropriate and independent.

**(5) Corporate Governance:**

The Audit Committee **reviewed compliance with good corporate governance policies**, SET regulations, and relevant laws. Reports from internal auditors and the Corporate Governance and Sustainability Committee were examined. The committee also monitored whistleblower reports and fraud allegations, noting that no complaints were received in 2025. Emphasis was placed on anti-corruption measures, with ongoing policy reviews and compliance checks.

**(6) External Auditor:**

The Audit Committee **reviewed and recommended the appointment** of PKF Audit (Thailand) Ltd. as **the external auditor** for 2025. The selection was based on expertise, experience, independence, and **reasonable audit fees**, and the recommendation was submitted for board and shareholder approval.

**(7) Related-Party Transactions:**

The Audit Committee **reviewed related-party transactions and potential** conflicts of interest to ensure fairness and the best interest of the company. Compliance with disclosure regulations was also verified. In 2025, no related-party transactions were conducted.

**(8) Audit Committee Quality Assurance:**

The Audit Committee **reviewed its charter** annually to align with SET regulations and best practices. The committee also conducted a self-assessment at both the group and individual levels, **with results indicating an excellent performance.**

The Audit Committee **fulfilled its assigned responsibilities** with diligence, independence, and professional expertise. It found that the Company's financial statements were prepared correctly, disclosures were sufficient and reliable, related-party transactions were conducted in the Company's best interest, and internal control and risk management systems were adequate and effective. Additionally, the Company complied with relevant laws, regulations, and corporate governance principles without any significant deficiencies throughout the year.

## Information on summary of the results of duty performance of subcommittees

### Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 10

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. SONGSRI NITAYASUTH (The chairman of the executive committee)	10	/	10	10/10 (100.00%)
2 Mr. Podduang Kongkamee (Vice-chairman of the executive committee)	10	/	10	10/10 (100.00%)
3 Ms. Krittiya Honghiran (Member of the executive committee)	10	/	10	10/10 (100.00%)
4 Mr. MANUKITTI NITYASUDDHI (Member of the executive committee)	9	/	9	9/9 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Executive Committee

The Board of Directors has appointed an **Executive Committee**, which consists of 4 members as follows:

**(1) Mrs. Songsri Nitayasuth**

Chairman of the Executive Committee

**(2) Mr. Podduang Kongkamee**

Vice Chairman of the Executive Committee

**(3) Ms. Krittiya Honghiran**

Executive Committee Member

**(4) Mr. Manukitti Nityasuddhi**

Executive Committee Member

The Executive Committees **main role is to oversee the management of the Company's business operations** in accordance with the policies set by the Board of Directors. **In 2025, the Executive Committee held a total of 10 meetings**, and the key points of their duties are summarized as follows:

**(1) Strategy and Goal Setting:**

The Executive Committee considered and set the operational goals and strategies to align with the policies determined by the Board of Directors. They are also responsible for overseeing the Company's operations and regularly report progress to the Board. They provide valuable suggestions to help manage the organization in order to support future growth and enhance long-term competitiveness.

## (2) Budget Approval

The Executive Committee reviewed, evaluated, and approved investments or developments in projects, as well as other transactions, with caution and careful consideration, following the approval framework set by the Board.

## (3) Risk Management

The Executive Committee reviewed and provided input on the annual risk management report for 2025, in collaboration with the Risk Management Committee, to be presented to the Audit Committee and the Board.

## (4) Maintaining the Quality of the Executive Committee

The Executive Committee reviewed its own charter annually to ensure it is aligned with the current situation and best practices for executive committees. In addition, the performance of the Executive Committee, both collectively and individually, was evaluated to ensure effective and efficient performance. **The evaluation results were excellent.**

**The Executive Committee has carried out its duties as assigned by the Board of Directors**, using its knowledge and capabilities to manage the business with carefulness, prudence, and rationality. Their goal is to manage the business to achieve the Company's vision, mission, strategies, and objectives to the fullest extent while considering the best interests of the company, shareholders, and all stakeholders in order to build confidence in the operations and governance of the business, guiding the organization toward sustainable progress.

## Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2  
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. Sawanee Kongsakul (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. Therapong Suebvattana (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Ms. Krittiya Honghira (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

## The results of duty performance of Nomination and Remuneration Committee

The Company's Nomination and Remuneration Committee consists of 3 members, namely:

### (1) Ms. Sawanee Kongsakul

Chairman of the Nomination and Remuneration Committee

### (2) Mr. Therapong Suebvattana

the Nomination and Remuneration Committee Member

### (3) Ms. Krittiya Honghira

the Nomination and Remuneration Committee Member

which 2 out of 3 members of the committee also serve as independent directors of the Company.

In 2025, the Nomination and Remuneration Committee **held a total of 2 meetings with all committee members attending, representing 100% participation. The committee carried out its duties** with thoroughness, transparency, and fairness. Additionally, it updated its operational guidelines to align with the current environment and the Company's business strategy, while focusing on the best interests of shareholders and stakeholders. In 2025, the Nomination and Remuneration Committee focused on the following key matters:

**(1) Consideration of Proposed Individuals for the Board of Directors:**

In the past year, the Nomination and Remuneration Committee carried out the process of selecting and nominating candidates based on the guidelines outlined in the Committees charter. This process included:

(1.1) Reviewing the Board Skill Matrix to ensure it aligns with the skills of the board members and the Company's strategy, thus defining the required qualifications for board members. The committee also evaluated the performance of existing board members.

(1.2) Reviewing and proposing individuals with appropriate qualifications according to legal and other relevant criteria to fill the board positions that became vacant due to term expiration. The committee focused on selecting individuals with the necessary qualifications, experience, and expertise that would benefit the Companys business. These nominees are presented for consideration by the Board of Directors and the Annual General Meeting of Shareholders. Existing directors may be re-elected, and interested directors will abstain from voting.

**(2) Consideration of Remuneration for the Board of Directors and Sub-Committees:**

The committee evaluated the remuneration of board members and sub-committees based on their responsibilities, performance, the Companys overall results, and the remuneration standards of similar businesses of comparable size. The proposal for remuneration is then submitted to the Board of Directors and the Annual General Meeting of Shareholders for approval.

**(3) Self-Evaluation of the Nomination and Remuneration Committee:**

In 2025, the Nomination and Remuneration Committee conducted a self-evaluation of its performance, both collectively and individually. The evaluation focused on three key areas: the structure and qualifications of the committee, the effectiveness of committee meetings, and the roles, duties, and responsibilities of the committee members.

The Nomination and Remuneration Committee also believes that there should be improvements in the management of compensation data to ensure it is modernized and comprehensive. This will allow the committee to access valuable information to support compensation decisions and ensure the retention of talented personnel in the long term, which is crucial for the Companys future growth.

**Meeting attendance of Corporate Governance and Sustainability Committee**

Meeting Corporate Governance and : 1  
Sustainability Committee (times)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Therapong Suebvattana (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. THITIPONG NANDHABIWAT (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Ms. Krittiya Honghiran (Member of the subcommittee, Independent director)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Corporate Governance and Sustainability Committee

The Company's **Corporate Governance and Sustainability Development Committee** consists of 3 members, namely:

**(1) Dr. Thitipong Nandhabiwat**

Chairman of the Corporate Governance and Sustainability Development Committee

**(2) Mr. Therapong Suebvattana**

the Corporate Governance and Sustainability Development Committee Member

**(3) Ms. Krittiya Honghiran**

the Corporate Governance and Sustainability Development Committee Member

which 2 of 3 members serve as independent directors of the Company.

In 2025, the Corporate Governance and Sustainability Development Committee **held 1 meeting, with all members participating, representing 100% attendance**. The committee performed its duties as mandated by the Board of Directors, following the committees charter. In 2025, the committee focused on the following key matters:

**(1) Reviewing the Corporate Governance Policy**

The committee reviewed the corporate governance policy to ensure it aligned with the principles and practices outlined in the Corporate Governance Code (CG Code) set forth by the Securities and Exchange Commission and the Stock Exchange of Thailand. The committee emphasized the importance of good corporate governance practices and business ethics to enhance competitiveness and foster trust among shareholders, investors, and stakeholders. This is a crucial factor in ensuring the efficiency, transparency, and credibility of the Company's operations.

**(2) Overseeing Anti-Corruption Measures**

The committee ensured that the Company had effective anti-corruption measures in place. It regularly reviewed the anti-corruption policy and related regulations to ensure they remained relevant to current circumstances. The committee also monitored the implementation of anti-corruption efforts through the relevant working groups. The Company has been certified and is a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) since 2020.

**(3) Reviewing Conflict of Interest Disclosure Policy**

The committee reviewed and approved the policy regarding the disclosure of conflicts of interest by the Company's board members and executives. This policy ensures that board members and executives report any potential conflicts of interest and prevents them from making decisions where they have a direct or indirect stake in the outcome.

**(4) Reviewing Policies, Goals, and Strategies for Economic, Social, and Environmental Balance**

The committee assessed the policies, goals, and strategies that address the balance between economic, social, and environmental factors, ensuring that the Company's operations align with sustainable development principles.

**(5) Reviewing the Committee's Charter**

The committee reviewed its own charter to ensure that it aligns with good corporate governance practices and complies with relevant regulations, while remaining adaptable to the current situation.

**(6) Self-Evaluation of the Committee**

The committee conducted both collective and individual self-evaluations to assess its effectiveness. The results of these evaluations will be used to enhance the committee's performance in the future.

The Corporate Governance and Sustainability Development Committee is confident that the Company is operating according to good corporate governance principles and is committed to continuous improvement in governance and sustainability practices. These efforts are crucial to supporting the Company's operations, gaining shareholder trust, and providing a solid foundation for the Company's long-term growth.

**Meeting attendance of Risk Management Committee**

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Therapong Suebvattana (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. Podduang Kongkamee (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Ms. Krittiya Honghiran (Member of the subcommittee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

**The results of duty performance of Risk Management Committee**

The Company's Risk Management Committee consists of 3 members, namely:

**(1) Mr. Therapong Suebvattana**

Chairman of the Risk Management Committee

**(2) Mr. Podduang Kongkamee**

the Risk Management Committee Member

**(3) Ms. Krittiya Honghiran**

the Risk Management Committee Member

In 2025, the Risk Management Committee **held 1 meetings, with all members participating, representing 100% attendance**. The committee performed its duties as mandated by the Board of Directors and in accordance with the committees charter. In 2025, the Risk Management Committee focused on the following key matters:

**(1) Risk Management to Reduce Impact on Business Operations**

The Risk Management Committee monitored various significant situations that could impact the Companys business operations. The committee reviewed and summarized risk issues that are critical to the Companys sustainability and developed strategies for managing these risks. The committee prioritized risk management actions, developed risk management plans, and established risk control measures to ensure that risks were kept at an acceptable level or to reduce the likelihood of future risks.

**(2) Reviewing the Appropriateness of Risk Management Policies, Strategies, and Practices**

The committee reviewed the Companys risk management policies, strategies, and practices to ensure that they were aligned with the Companys overall strategy and objectives. The goal was to ensure that the policies and practices effectively managed risks within acceptable levels.

**(3) Reviewing the Risk Management Committee Charter**

The committee reviewed its charter to ensure that its operational guidelines were appropriate and in line with current circumstances. This ensured that the committee's practices were aligned with the best standards and adapted to the Company's needs.

**(4) Evaluating the Performance of the Risk Management Committee**

The committee conducted an annual evaluation of its performance, both as a group and individually. The results of this evaluation were reported to the Board of Directors to facilitate improvements and enhance the committees effectiveness.

Based on these activities, the Risk Management Committee concluded that the Company had systematically managed its risks, with close monitoring. This proactive risk management approach has contributed to the achievement of the Companys business objectives, while creating added value for the Company and delivering sustainable benefits to shareholders and all stakeholders.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

**SAAM Development Public Company Limited** (the Company) recognizes the importance of **good corporate governance** and is committed to sustainable organizational development as a key objective.

To this end, the Company has **established a Sustainable Development Policy based on ESG principles Environmental, Social, and Governance** as a framework for business operations. This policy aims to strengthen the Company's structure and management systems, fostering growth and long-term stability while ensuring a balanced approach across economic, social, and environmental dimensions.

Reference link for sustainability policy : [https://investor.saam.co.th/en/pdf/new-update-file/2568/PL.CSR.01%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1\\_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87\\_20240116.pdf](https://investor.saam.co.th/en/pdf/new-update-file/2568/PL.CSR.01%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1_%E0%B8%9B%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9B%E0%B8%A3%E0%B8%B8%E0%B8%87_20240116.pdf)

Page number of the reference link : 1-2/2

#### Sustainability management goals

Does the company set sustainability management goals : Yes

##### Sustainability Management Policy and Objectives

###### Sustainability Management Policy

**The Company and its subsidiaries** (the Group) **have established a sustainability management policy** and objectives in alignment with the principles of good corporate governance. This policy encompasses three key dimensions Economic and Governance, Social, and Environmental under the ESG framework (Environmental Dimension, Social Dimension, Governance Dimension).

**This approach reflects the Groups commitment to responsible business practices and fostering trust among all stakeholders.** The Group operates with **transparency** and **accountability toward communities, society, and the environment**, ensuring sustainable business growth amid rapid changes. Strategic planning and execution are carried out in accordance with the Company's Sustainable Development Policy (ESG: Environment, Social, and Governance Policy).

###### Corporate Sustainability Management Objectives

**The Group has established its sustainability development** approach and objectives in alignment **with the United Nations Sustainable Development Goals** (SDGs), specifically focusing on 5 out of the total 17 goals.

United Nations SDGs that align with the organization's sustainability management goals : Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action

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

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

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

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

## Information on impacts on stakeholder management in business value chain

### Business value chain

The Company aims to deliver value to its stakeholders by adapting to technological, organizational, and societal shifts, supporting the nations transition to a digital economy. By integrating technological innovation, the Company enhances its operational processes from organizational structure to the delivery of products and services to better serve its customers.

Effective business data analysis and management enable the Company to generate new value for customers by leveraging digital technology to develop innovative business models, create new revenue streams, and enhance user experiences. Furthermore, the Company has expanded its role beyond the energy sector, now positioning itself as a developer of non-energy projects. This includes ventures in game development, encompassing technology services, telecommunications systems, and digital platforms. These strategic expansions reinforce the Companys long-term growth and strengthen the capabilities of both the Company and its subsidiaries, ensuring sustainable development.

### Analysis of stakeholders in the business value chain

#### Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Compensation, Benefits, and Career Advancement</li> <li>• Quality of Life, Well-being, and Workplace Safety</li> <li>• Continuous Development of Potential</li> <li>• Equal Treatment and Fairness</li> </ul>	<ul style="list-style-type: none"> <li>• Fair, Equitable, and Respectful Treatment of Human Rights</li> <li>• Occupational Health and Workplace Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Others <ul style="list-style-type: none"> <li>• Participation in Annual Self-Assessment and Peer Performance Evaluation</li> </ul> </li> </ul>
<p><u>External stakeholders</u></p>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Equal Treatment of All Shareholders</li> <li>• Business Performance and Growth</li> <li>• Good Corporate Governance and Business Transparency</li> <li>• Operational Information of the Group</li> <li>• Financial Stability, including Financial Ratios, Debt Levels, and Debt Repayment Capability</li> <li>• Appropriate Dividend Distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Business Ethics</li> <li>• Accurate, Complete, and Timely Disclosure of Information</li> <li>• Continuous Project Development, Business Operations, and Investment to Drive Sustainable Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of High-Quality Products and Services in Accordance with Specified Conditions</li> <li>• Stability of Power Production and Distribution Systems</li> <li>• Prompt and Timely Response to Customer Needs</li> <li>• Equal Treatment</li> <li>• Convenient and Accessible Communication Channels</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Relationship Management</li> <li>• Monitoring of Compliance with Regulations and Contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Business partners</li> </ul>	<ul style="list-style-type: none"> <li>• Fair Competition</li> <li>• Efficient and Transparent Procurement</li> <li>• Adherence to Agreements, Avoiding Exploitation of Partners, with Equity and Fairness</li> <li>• Conducting Business Together Under the Concept of Business Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Business Ethics</li> <li>• Transparent and Auditable Procurement System</li> <li>• Creation of Business Value</li> <li>• Assessing the Needs and Expectations of Partners, and Incorporating Feedback and Suggestions for Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Preparation of a Business Memorandum of Understanding (MOU)</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Strict Compliance with Laws, Regulations, Rules, and Policies</li> <li>• Preparation and Timely Submission of Accurate Information and Reports</li> <li>• Social and Environmental Responsibility</li> <li>• Payment of Taxes, Fees, and Licensing Charges</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Business Ethics</li> <li>• Environmental and Community Management</li> <li>• Compliance with Regulations and Payment of Taxes and Fees</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• Reporting Business Performance and Operational Results to Relevant Authorities</li> <li>• Monitoring policies, rules, regulations, and requirements set by regulatory bodies.</li> <li>• Joining the Federation of Thai Industries and the Thai Solar Cell Industry Association to gather information and provide feedback to relevant authorities.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Managing Operations to Minimize Impact on Society and the Environment</li> <li>• Development and Enhancement of Community Quality of Life</li> <li>• Job and Income Security</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Business Ethics</li> <li>• Environmental and Community Management</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Others <ul style="list-style-type: none"> <li>• Collaboration with Communities, Government, and Relevant Sectors to Create Social Impact</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Society</li> </ul>	<ul style="list-style-type: none"> <li>• Managing Operations to Minimize Impact on Society and the Environment</li> <li>• Development and Enhancement of Community Quality of Life</li> <li>• Job and Income Security</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Business Ethics</li> <li>• Environmental and Community Management</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Others <ul style="list-style-type: none"> <li>• Collaboration with Communities, Government, and Relevant Sectors to Create Social Impact</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• A Model for Sustainable Business Practices</li> <li>• Timely and Equal Disclosure of Business Performance and Operations</li> <li>• Good Corporate Governance and Business Transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Business Ethics</li> <li>• Accurate, Complete, and Timely Disclosure of Information</li> <li>• Continuous Project Development, Business Operations, and Investment to Drive Sustainable Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• Others <ul style="list-style-type: none"> <li>• Dissemination of Performance Results through the Annual Report / Financial Report</li> </ul> </li> </ul>

Diagram of the stakeholder analysis in the business value chain

**การวิเคราะห์ผู้มีส่วนได้เสียในห่วงโซ่คุณค่าของธุรกิจ**

- ประเด็นความสำคัญต่อผลกระทบของผู้มีส่วนได้เสีย



ประเด็นความสำคัญ	ขอบเขตผลกระทบต่อผู้มีส่วนได้เสีย						
	ผู้ถือหุ้น	พนักงาน	ลูกค้า	คู่ค้า	ภาครัฐ	ชุมชน	สิ่งแวดล้อม
(1) นโยบายการกำกับดูแลกิจการ	●	●	●	●	●	●	●
(2) จรรยาบรรณทางธุรกิจและการปฏิบัติตามกฎหมาย กฎระเบียบที่เกี่ยวข้อง	●	●	●	●	●	●	●
(3) การบริหารความเสี่ยง	●		●	●			●
(4) พัฒนาความสัมพันธ์ที่ยั่งยืนกับพันธมิตร			●	●	●	●	●
(5) การบริหารจัดการด้านภาษี	●		●	●	●		●
(6) นวัตกรรมและเทคโนโลยี	●	●	●	●			
(7) ความรับผิดชอบต่อสังคม					●	●	
(8) สิทธิมนุษยชน	●	●	●	●	●	●	●
(9) การสรรหาและการดูแลพนักงาน		●					
(10) การพัฒนาพนักงาน		●					
(11) สุขภาวะและความปลอดภัย		●					
(12) การรักษาข้อมูลส่วนบุคคล	●	●	●	●	●	●	●
(13) การอนุรักษ์พลังงาน					●	●	
(14) การบริหารจัดการการเงินกระแสจก					●	●	
(15) การจัดการน้ำ					●	●	
(16) การจัดการของเสียจากโรงไฟฟ้า					●	●	
(17) การปฏิบัติตามกฎหมายด้านสิ่งแวดล้อม		●			●	●	
(18) การอบรมสร้างจิตสำนึกให้กับพนักงาน		●			●	●	

Stakeholder Analysis in the Business Value Chain

**Information on organization's material sustainability topics**

**Organization's material sustainability topics**

The company has identified its sustainability : Yes  
materiality topics

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

**Details of organization's material sustainability topics**

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
--	---

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environmental Sustainability Management	<ul style="list-style-type: none"> <li>• Energy Management</li> <li>• Water Management</li> <li>• Waste and Waste Management</li> <li>• Community / Social Responsibility</li> </ul>
Social Sustainability Management	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Community / Social Responsibility</li> </ul>
Economic and Governance Sustainability Management	<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Sustainability Risk Management</li> <li>• Sustainable Supply Chain Management</li> </ul>

**Information on sustainability report**

**Corporate sustainability report**

Corporate sustainability report : Doesnt Have data

**Company sustainability disclosure aligned with standards**

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

The Company recognizes the importance of **good corporate governance** and effective **risk management** as a tool to control risks and ensure that business operations align with strategic plans while remaining within the Company's Risk Appetite and Risk Tolerance. To achieve this, the Company has **implemented a risk management system based on the COSO** (The Committee of Sponsoring Organizations of the Treadway Commission) framework, an internationally recognized standard. This approach integrates risk management with strategic management as a single process while incorporating good corporate governance principles (CG Code 2017).

**The Company has adopted risk management principles as an integral part of its strategic planning and business operations.** The risk management policy and framework are outlined as follows:

**(1) Responsibility at All Levels:**

Risk management is a shared responsibility among employees at all levels. Employees must be aware of potential risks in their work and organizational functions. Emphasis is placed on maintaining risks at an adequate and appropriate level.

**(2) Adherence to International Best Practices:**

The Company follows internationally recognized risk management standards. Risk management processes are implemented effectively to mitigate risks that may impact business operations. Risk management is integrated into decision-making, strategic planning, financial operations, and regulatory compliance. The goal is to align risk management with the Company's vision, mission, objectives, and strategies.

**(3) Risk Mitigation Measures:**

The Company establishes measures to address and mitigate operational risks. Preventive actions are taken to avoid potential losses or damages. Regular monitoring and evaluation of risk management performance are conducted.

Reference link to risk management policy and plan : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 69/308

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : Yes

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

### Information on ESG risk factors

#### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

## Risk 1 Risks from Dependency on Major Customers

Related risk factors : Strategic Risk

- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Reliance on employees in key positions

ESG risk factors : Yes

### Risk characteristics

Currently, the Group generates revenue from providing project site location services and offering security and cleanliness maintenance services for the assets and equipment at the project sites for 17 solar power plant projects under contract with the BSP group. Additionally, the Group has revenue from a solar power plant project operated by SAAM-SP1, which produces and sells electricity to the Provincial Electricity Authority (PEA).

Since most of **the Group's revenue comes from providing project site location services and related services within solar power plant projects** according to the contract periods with BSP group customers, the Group has entered into joint venture agreements and cooperation agreements with the BSP group to provide project sites for solar power plants installed on land leased by the Group. The Group also offers security and cleanliness maintenance services for the assets and equipment of these solar power plant projects, totaling 17 projects divided into 17 separate contracts. Each project contract has a term from the date of signing until the contract's completion. The contract term is 20 or 25 years, depending on the case, starting from the date the commercial operation begins.

### Risk-related consequences

If in the future the BSP group terminates the contract before the agreed-upon expiration date due to the Group's failure to comply with the terms and conditions of the contract, it could have a significant negative impact on the Group's performance and financial position.

### Risk management measures

(1) The Group has entered into contracts on a project-by-project basis, **providing services** to the BSP group, which is engaged in the generation and sale of electricity, under a business partnership concept.

The Group is responsible for investing in and providing land for solar power plant sites, while the BSP group owns and operates the power plants on the land under a power purchase agreement with the Provincial Electricity Authority (PEA). These projects are under the Adder system, which has contract terms of 1 or 5 years, automatically renewed annually or every 5 years, and the FiT system, which has a contract term of 20 or 25 years (depending on the case), with no ability to change the power purchase point.

(2) The Group **controls, supervises, and monitors** the operations of its staff working at each project through regular performance reports. Engineers collect data to generate monthly performance reports and coordinate to facilitate and maintain good relationships with the BSP group.

(3) The Group **seeks additional business opportunities** to increase revenue from the development of renewable energy power plant projects for sale. It also offers renewable energy project development services as per customer demand, invests in energy-related businesses, and diversifies into non-energy businesses to reduce the risk of dependence on major customers.

(4) The Group has **invested** in the gaming industry to develop gaming projects with multiple partners, including companies in Thailand and internationally recognized firms with experience and reputation.

This will allow the Group to generate **recurring income/passive income** from this business. The Group expects to see a higher proportion of revenue from non-energy-related businesses, which will also help mitigate the risks associated with dependence on its current customer base.

## Risk 2 Risks from Natural Disasters or Force Majeure Events

Related risk factors	: <u>Strategic Risk</u>
	• ESG risk
	• Climate change and disasters
ESG risk factors	: Yes

### Risk characteristics

SAAM Solar Power One Company Limited ("SAAM-SP1") or ("the Group"), a wholly owned subsidiary of the Company, is a business engaged in the generation and sale of electricity from ground-mounted solar power plants. Currently, it has one commercialized solar power plant project in Thailand. There is a potential risk of natural disasters or force majeure events, such as earthquakes, storms, floods, or fires, occurring in the area where the Group's power plant project is located. These events could result in the interruption of the plant's operations or cause damage to the assets used in the business.

### Risk-related consequences

If natural disasters or force majeure events, such as earthquakes, storms, floods, or fires, occur in the area where the Group's power plant project is located, causing the operations of the power plant to be interrupted or resulting in damage to the assets used in the business, it could negatively impact the Group's performance.

### Risk management measures

SAAM-SP1 has taken out insurance coverage in accordance with industry standards and the requirements of the projects lenders (Project Finance) to protect against property risks. The coverage includes (1) material damage, including machinery and electrical breakdown, and (2) business interruption, which covers damage from natural disasters such as earthquakes, storms, and floods.

## Risk 3 Risks of Investment in the Gaming Industry Not Yielding Expected Returns

Related risk factors	: <u>Strategic Risk</u>
	• Competition risk
	• Economic risk
	• New business risk
ESG risk factors	: No

### Risk characteristics

As the Company seeks to develop and invest in virtual global social platforms, it has expanded its business scope beyond the energy sector. The management has deemed it appropriate to begin with **investments in the gaming industry, a high-potential digital sector**. SAAM Solutions Company Limited (SAAM-S), a wholly owned subsidiary of the Company, has acquired a 40% stake in Nanuq Company Limited (NANUQ) through a capital increase. NANUQ possesses expertise and experience in end-to-end game design, development, and production, as well as **co-investing** in online game development projects with domestic partners to create and distribute its own game. The project is valued at approximately THB 80 million, with SAAM-S holding a 50% investment stake in the total project value.

### Risk-related consequences

As SAAM-S is a new entrant in the gaming industry, it faces limitations in experience and expertise, which may impact its operations or result in returns that deviate from expectations.

### Risk management measures

The Company has undertaken initiatives to enhance knowledge and develop the skills of its personnel in the gaming industry and digital technology through in-depth research, leveraging these insights to advance game development. Additionally, a robust management structure has been established, granting the Company joint signing authority with executives of the joint venture. The projects progress is closely monitored through the business management department, with regular engagement in meetings with clients and partners to ensure transparency and operational efficiency.

## Risk 4 Climate Change Risks

Related risk factors : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

### Risk characteristics

Climate change may occur in both sudden forms, such as flooding crises, storms, or pandemics, and gradual forms, such as global warming or droughts. These changes could impact various business sectors, including damage to supply chains, operational disruptions, or harm to company assets, along with increased costs associated with prevention and recovery from these effects.

### Risk-related consequences

#### (1) Decreased Energy Production Efficiency

For solar energy, changes in weather conditions such as frequent cloud cover or heavy rainfall may reduce the efficiency of energy production from solar panels. This would directly impact the group's revenue.

#### (2) Uncertain Weather Risks

Climate changes, such as extreme natural disasters or shifts in rainfall patterns or temperature, could affect the efficiency of energy production from solar panels.

#### (3) Climate Policy Risks

Stricter environmental laws or regulations could impact business operations and investments in renewable energy, such as greenhouse gas emission controls or changes in clean energy support policies.

### Risk management measures

Nevertheless, the Company is committed to systematically addressing and managing these challenges by implementing strategic planning aligned with sustainability goals. An emergency response plan has been developed to ensure business continuity. The Company also assesses the impact on stakeholders to build trust and maintain long-term relationships while minimizing environmental impact.

The Company is dedicated to becoming a leader in renewable energy both domestically and internationally, supporting environmental goals, reducing greenhouse gas emissions, and minimizing long-term impacts. Additionally, it focuses on building sustainable partnerships and enhancing the adaptability of the supply chain to mitigate risks from business disruptions.

## Risk 5 Risks from Technological Advancements and Cybersecurity Threats

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Changes in technologies
- New business risk

Operational Risk

- Product obsolescence
- System disruption risk

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

### **Risk characteristics**

As the Company has expanded into non-energy related businesses, advancements in technology and cyber threats may present several significant risks, including:

#### **(1) Technological Obsolescence**

The rapid pace of technological change may prevent the Company from developing or updating its products in line with market trends.

#### **(2) Cybersecurity Threats**

Cyberattacks, such as malware, ransomware, and data breaches, could compromise the security of the platform and user data.

#### **(3) Intense Competition**

The gaming and digital platform markets are dominated by major players with superior technology and resources, which could hinder the Company's growth.

#### **(4) Digital Regulatory Compliance**

Laws related to personal data protection (PDPA) and digital business regulations may impact the Company's operational strategies.

### **Risk-related consequences**

If the Company fails to address the aforementioned risks, the following impacts may arise:

#### **(1) Financial Losses:**

Cyberattacks or data breaches could result in significant costs for system recovery and damage compensation.

#### **(2) Reputational Damage:**

If the Company's platform is affected by cyber threats, user trust may decline, leading to a loss of customer base.

#### **(3) Reduced Competitive Advantage:**

Failure to adapt to new technologies could cause the Company's products to become outdated, resulting in a loss of market share.

#### **(4) Legal and Regulatory Risks:**

Non-compliance with regulations may lead to legal penalties or restrictions on the Company's operations in certain regions.

### **Risk management measures**

#### **(1) Strengthen Cybersecurity Systems**

Invest in technologies to protect against cyberattacks, such as threat detection systems, data encryption, and data backup solutions.

#### **(2) Continuously Develop and Upgrade Technology**

Research and develop games or platforms to stay current with emerging technologies, such as AI, Blockchain, and Cloud Computing.

#### **(3) Build Technological Partnerships**

Collaborate with cybersecurity and technology experts to enhance the ability to prevent and respond to threats.

#### **(4) Train and Develop Employee Skills**

Conduct training on cybersecurity best practices and the use of new technologies to enhance the capabilities of employees at all levels, including management and the board of directors.

#### **(5) Comply with Security Regulations and Standards**

Ensure compliance with cybersecurity standards and regulations, such as PDPA, ISO 27001, and other relevant measures.

#### **(6) Monitor and Manage Risks Continuously**

Establish systems for monitoring cybersecurity threats, along with response and recovery plans for unforeseen events.

## Information on business continuity plan (BCP)

### Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has adopted **risk management principles** as an integral part of its strategic planning and business operations. The risk management policy and framework are outlined as follows:

#### (1) Responsibility at All Levels:

Risk management is a shared responsibility among employees at all levels. Employees must be aware of potential risks in their work and organizational functions. Emphasis is placed on maintaining risks at an adequate and appropriate level.

#### (2) Adherence to International Best Practices:

The Company follows internationally recognized risk management standards. Risk management processes are implemented effectively to mitigate risks that may impact business operations. Risk management is integrated into decision-making, strategic planning, financial operations, and regulatory compliance. The goal is to align risk management with the Company's vision, mission, objectives, and strategies.

#### (3) Risk Mitigation Measures:

The Company establishes measures to address and mitigate operational risks. Preventive actions are taken to avoid potential losses or damages. Regular monitoring and evaluation of risk management performance are conducted.

### IT Contingency Plan

Information technology is a critical asset for the Company's operations and must be protected to ensure security and effective use. The Company recognizes the importance of its database and IT systems, which could be impacted by both external and internal factors, potentially causing damage to its databases and equipment.

Therefore, an **IT Contingency Plan has been developed to address emergency situations arising from disasters that may impact the information and communication technology systems**. This plan serves as a framework for maintaining and resolving issues that could potentially affect the Company's database and IT systems as follows:

- (1) Analysis and Assessment of Disaster Severity
- (2) Preventive Measures and Initial Preparations
- (3) Preparedness Planning
- (4) Organizational Structure and Designation of Responsibilities in Emergency Situations
- (5) Measures for Preventing and Addressing Disaster-Related Issues
- (6) Problem-Solving Process for Uncertainty and Disaster Scenarios
- (7) System Recovery Plan to Return to Normal Operations
- (8) Monitoring and Reporting Outcomes

Reference link to business continuity plan (BCP) : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 69/308



## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 82-91

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

The Company aims to deliver sustainable value to its stakeholders by proactively adapting to evolving technological, organizational, and societal landscapes. This strategic orientation supports the country's transition toward a digital economy. To achieve this, the Company integrates technological innovation into its operations while continuously redesigning operational processes from organizational structures to the delivery of products and services to customers. Through systematic analysis and effective management of business data, the Company enhances its capability to generate new value propositions for customers. By leveraging digital technologies, the Company develops innovative business models, creates new revenue streams, and elevates user experiences to better respond to the evolving needs of its customers.

Furthermore, the Company has expanded its strategic role as a **developer of non-energy-related projects**. Currently, the Company has entered the **gaming industry, digital platform and digital economy businesses**, and **digital asset investments**, with the objective of supporting sustainable growth and strengthening the long-term capabilities of the Company and its corporate group.

#### ● Core Activities

##### (1) Inbound Logistics

The Company systematically manages production inputs associated with its diverse business operations, including the **energy business, gaming business, digital platform and digital economy businesses**, and **digital asset investments**. This process covers the procurement of fuels, equipment, and technologies required for electricity generation, as well as the sourcing of digital infrastructure, software, and information technology systems that support the development of digital platforms and services. The Company emphasizes the selection of partners and suppliers that demonstrate high standards of quality, reliability, and operational excellence to ensure efficient and uninterrupted business operations. In addition, with respect to workforce procurement, the Group enters into service agreements with **operations and maintenance service providers**, as well as outsourcing personnel responsible for **security services and facility maintenance** to safeguard company assets and equipment.

##### (2) Operations

The Company produces and develops products and services in accordance with the characteristics of each business segment.

In the **energy business**, the Company focuses on efficient management of power plants and energy projects to ensure stable and reliable electricity generation. The operational process begins when sunlight strikes photovoltaic panels. The surface of each photovoltaic cell generates positive and negative charge carriers. The structure of the solar cell creates an internal electric field that separates these charges, producing low-voltage **direct current (DC)** electricity.

This low-voltage DC electricity is transmitted to a **String Combiner Box**, where electrical currents are consolidated before being delivered to an **inverter** that converts the electricity into low-voltage **alternating current (AC)**. The AC electricity is then transmitted to a **transformer**, which increases the voltage to **220 kilovolts**. Subsequently, the electricity passes through **switchgear equipment**, which regulates the connection between the power generation system and the electricity purchasers grid network. The electricity is then measured through the projects electricity meter and ultimately supplied to the **Provincial Electricity Authority**.

Meanwhile, in the **gaming business, digital platform and digital economy businesses**, and **digital asset investments**, the Company focuses on the continuous development of products, technological platforms, and innovative services to accommodate user demand and support market growth.

### (3) Outbound Logistics

The Company is committed to continuously delivering value to stakeholders by adapting to technological, economic, and societal changes that support the countrys transition to a digital economy. Innovation and technology are integrated into business operations, while operational processes are continuously improved from organizational structures and product development to the delivery of products and services to customers to enhance efficiency and operational agility.

Through systematic analysis and management of business data, the Company develops new approaches to value creation for customers. By leveraging digital technologies, the Company expands into new business models, develops additional revenue streams, and enhances user experiences that effectively respond to customer needs.

Beyond its core energy operations, the Company has expanded its role as a **project developer in non-energy sectors**, including the **gaming industry, digital platforms and digital economy**, and **digital asset investments**. These initiatives create new growth opportunities, diversify business risks, and strengthen the long-term competitiveness of the Company and its corporate group.

The Company also continues to enhance its product and service delivery systems through **energy infrastructure and digital platforms**, enabling customers to access services more conveniently, rapidly, and efficiently.

### (4) Marketing and Sales

The Company places strong emphasis on developing marketing and sales strategies that align with the characteristics of each business segment. By utilizing **data insights and digital technologies**, the Company analyzes customer behavior to design products and services that effectively meet market demands.

In the **energy business**, the Company prioritizes long-term partnerships with government and private sector counterparts under **Power Purchase Agreements (PPAs)**, while also exploring opportunities to expand into **renewable energy markets**.

For the **gaming business, digital platform and digital economy businesses**, and **digital asset investments**, the Company leverages **online marketing channels, digital media communication**, and **community-building initiatives** to strengthen brand awareness and expand its customer base.

### (5) After-Sales Services

The Company places strong emphasis on continuous customer care following the delivery of products and services, with the objective of building customer satisfaction and long-term relationships across all business segments.

In the **energy business**, the Company operates a robust monitoring and management system for electricity production and distribution to ensure a stable power supply in accordance with established standards.

For the **gaming business, digital platform and digital economy businesses**, and **digital asset investments**, the Company provides user support through online systems, including technical assistance, system updates, content updates, and the continuous development of new features to meet user needs.

In addition, the Company has established multiple communication channels for customer contact, including **websites, postal mail, email, and telephone**, as well as formal complaint submission channels via written correspondence. These measures enhance customer confidence, satisfaction, and brand loyalty key drivers of the Company's long-term sustainable growth.

- **Supporting Activities**

In addition to its core business activities, the Group prioritizes the development and strengthening of its **organizational capabilities, technological infrastructure, and innovation capacity** to support long-term business sustainability.

The Company actively promotes innovation and the continuous integration of **information technology into operational processes** to improve management efficiency, enhance the quality of products and services, and establish competitive advantages.

Moreover, the Company focuses on developing **digital infrastructure, business data management systems, human capital capabilities**, and **strategic partnerships with business partners**. These initiatives support the expansion of operations across the **energy sector, digital businesses**, and **emerging technology investments**, while also creating opportunities to enter high-growth industries in the future.

Such strategic initiatives strengthen the Company's **value chain** and support sustainable long-term growth for both the Company and its corporate group.

Reference link to sustainable supply chain management plan : [https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20\(resize\).pdf](https://investor.saam.co.th/th/pdf/new-update-file/2568/SAAM%20-%20%E0%B8%A3%E0%B8%A7%E0%B8%A1%E0%B9%80%E0%B8%A5%E0%B9%88%E0%B8%A1%20V4%20(resize).pdf)

Page number of the reference link : 83-84

## Information on new suppliers undergoing sustainability screening criteria

### New suppliers undergoing sustainability screening criteria

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

## Information on supplier code of conduct

### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : [https://investor.saam.co.th/en/pdf/new-update-file/2568/SAAM\\_56-1%20One%20Report\\_2567\\_Final\\_for%20SAAM%20Website.pdf](https://investor.saam.co.th/en/pdf/new-update-file/2568/SAAM_56-1%20One%20Report_2567_Final_for%20SAAM%20Website.pdf)

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

**Key suppliers acknowledging compliance with the supplier code of conduct**

Does the company require key suppliers to : Yes  
 acknowledge compliance with the supplier code of  
 conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : No

#### Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	N/A

#### Additional explanation for research and development (R&D) expenses over the past 3 years

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No  
innovation culture

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

#### Benefits of innovation development

##### Financial benefits

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

##### Non-financial benefits

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

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