CKPower
ENDLESS ENERGY

TRANSITION IN ACTION

Powering Progress
for a Sustainable Future



Sustainability Report 2024
CK Power Public Company Limited


We are Committed to Delivering Renewable Energy
that Empowers Progress Across the Region
We are dedicated to this mission,
ensuring that our “Renewable Energy”
drives the world toward a truly sustainable future.



From *Vision* to *Action*, a Decade of *Progress*

At CKPower,
we go beyond delivering energy for today.

We are building a sustainable future for generations to come. With a strong foundation in responsibility and innovation, we develop clean electricity that aligns with the evolvingneeds of the world. We believe that the path to a sustainable energy future starts here, and through our continued dedication, we strive to create a cleaner, more resilient world for all.

Key Milestones in Emission Reduction

In 2024, greenhouse gas emissions reduction achieving beyond target of 6,606.55 tCO_2e or 0.91%

93% of CKPower's electricity production is from renewable energy.

Driving Clean Energy Innovation with Sustainability DNA

At CKPower, Sustainability DNA is embedded in our core, fueling continuous innovation in clean energy. Achieving SET ESG Ratings AAA reinforces our unwavering commitment to advancing knowledge, empowering sustainability-driven innovators, and transforming innovation to add value to society, the environment, and a truly sustainable business growth.

CKP Exploration team

A new generation of engineers and executives from diverse units across the Company is driving energy innovation, uncovering new business opportunities, and shaping future strategies to propel CKPower forward—ensuring agility in navigating global challenges and opportunities.

93% Renewable Electricity Consumption within organization.



Human, the Ultimate Driving Force

People are the true driving force behind CKPower.

We empower our employees and communities to lead the transition towards a sustainable energy future, dvancing clean energy solutions and cutting-edge innovations.

With a strong foundation in engineering

CKPower is positioned as a pioneer in renewable energy generation across the region. Our expertise encompasses designing, engineering, operations, and maintenance—ensuring that we remain at the forefront of the renewable energy industry.

Hydrometeorological Forecastig Center

We developed the CKP Forecasting System, an advanced Hydrometeorological Forecasting System that enhances the accuracy and efficiency of water resource predictions for our hydropower plants. The system integrates real-time data management with sustainable modeling capabilities to support future projects through cutting-edge technology.

Environmental and Biodiversity team

Committed to environmental stewardship, CKPower continuously research and develop environmental conservation strategies to protect ecosystems. Through continuous studies and initiatives, we promote environmentally responsible practices and contribute to a more sustainable future.

Clean Electricity, Bright Future

We are committed to developing our people and fostering strong, sustainable communities as a "Kind Neighbor" through our renewable energy initiatives. We believe that clean energy is a catalyst for positive change—driving progress today and shaping a better tomorrow.



Creating Lasting Impact

4,377 children and youth have gained knowledge in natural resource conservation and environmental restoration.

9,513 children and youth have been empowered through education, fostering social responsibility and ecosystem stewardship.

Our 2026 Goals

Expand access to renewable electricity in communities, to reach a total capacity of **150,000 watts.**

Enhance renewable energy literacy for **over 20,000 children and youth.**

Restore and protect over **80 rai** of conservation land while providing environmental education to **10,000 community members.**
Create new economic opportunities by developing three sustainable products, to generate a cumulative additional income of **1,300,000 baht.**

We believe that clean energy is key to a better quality of life, energy security, and a truly sustainable future—for communities, society, and the world.



Partnerships for **Tomorrow**

We committed to building a sustainable future through transparent governance. Moving forward, we aim to foster sustainable partnerships to drive clean energy innovation and technology, enhancing business resilience, expanding customer reach, and strengthening strategic capabilities to navigate change and achieve long-term sustainable growth.

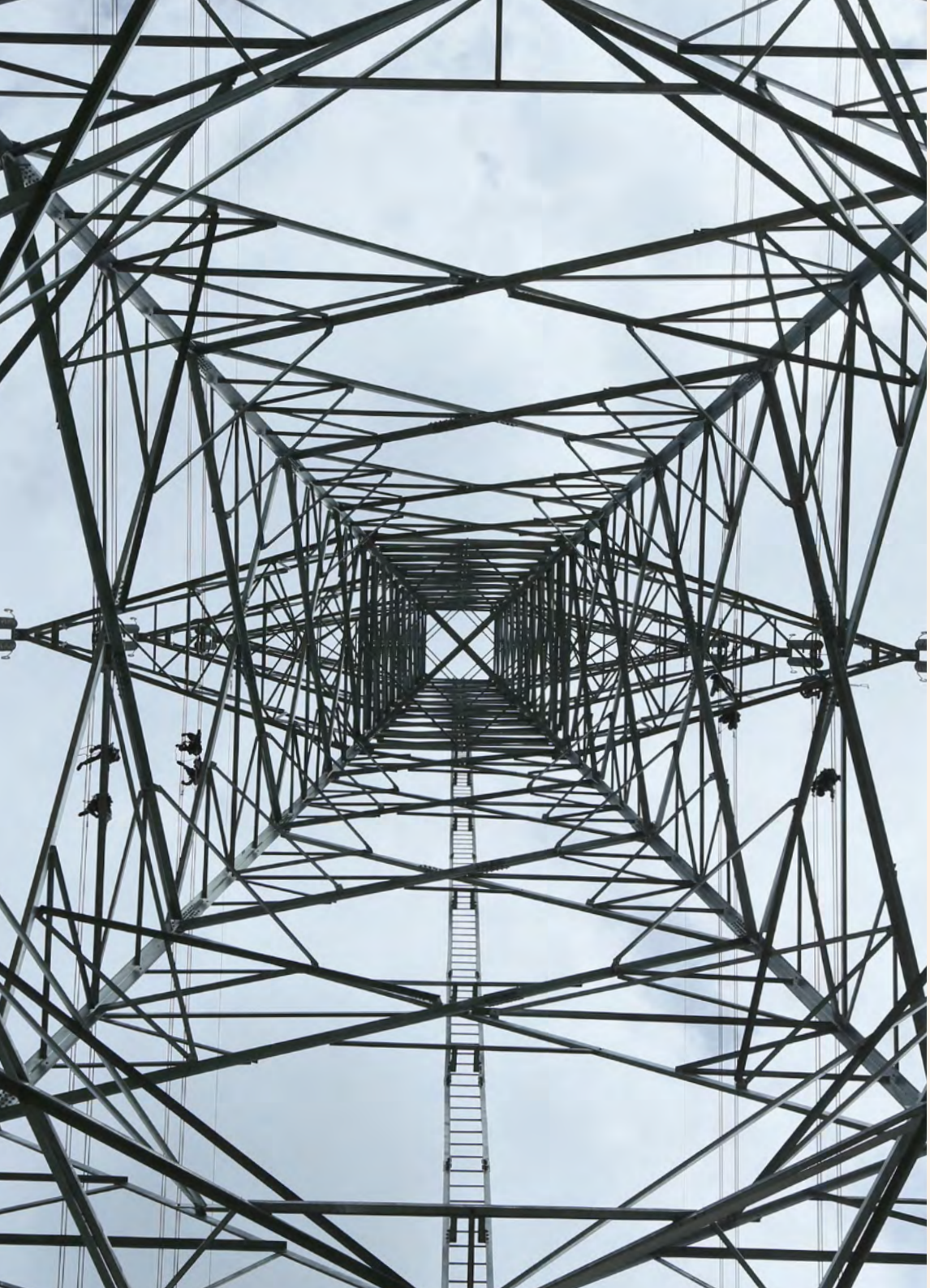
Strategic Partnerships for a Resilient Tomorrow

We explore **hydrogen project development** opportunities through **collaborations with leading domestic and international partners.**

We drive **clean energy adoption in the Renewable Energy Certificate (RECs) market** since 2022, delivering **39,660.46 RECs** to businesses committed to reducing **GHG Scope 2 emissions**

We believe that **strong partnerships are the key to advancing innovation and accelerating the clean energy transition—paving the way for a truly sustainable future for all.**


Powering Progress
towards a Clean Energy Future



Vision

»

To be one of the region’s largest producers of electricity from renewables with one of the lowest carbon footprints.

«

Mission

1

To generate an optimal, stable and fair return for shareholders.

2

To be responsible to the environment, community, and all stakeholders.

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Message from the Managing Director

Thanawat Trivisvavet
Managing Director

»
Dear Shareholders and Stakeholders,

The Year 2024 continued to bring intense challenges as the impacts of climate change grew more severe, disrupting lives property, and economies worldwide. COP29 emphasized the critical importance of global collaboration to achieve tangible progress in reducing greenhouse gas emissions and conserving natural resources. At CKPower, as one of the region's largest producers of electricity from renewables, recognizes its vital role in driving energy stability and fostering sustainable growth. We remain steadfast in our commitment to contributing to these global goals by consistently creating positive impacts.
«

"Transition in Action" – Turning Commitment into Action

With over 13 years of expertise and leadership in renewable energy, CKPower continues to advance the Energy Transition, aligned with our vision of becoming the region's leading renewable energy producer with one of the lowest carbon footprints. In 2024, under the theme "Transition in Action," we focused on implementing initiatives at all levels of the organization while expanding collaboration with our stakeholders to promote clean electricity generation from renewable sources such as hydropower and solar energy. These efforts have contributed to the reduction of greenhouse gas emissions of over **4.4 million tCO_2e** annually while sustainably and efficiently meeting the growing energy demand.

The C-K-P Strategy: Driving Sustainability Across All Dimensions

C – Clean Electricity:

CKPower remains a leader in renewable electricity generation, with **93%** of our total installed capacity in 2024 derived from **renewable sources**. Our carbon intensity remains remarkably low at **0.0689 tCO_2e/MWh** of electricity generated.

Through setting clear targets for greenhouse gas emission reduction and consistently monitoring our performance, CKPower was honored with the **"Climate Action Leading Organization (CALO)"** award for Outstanding Achievement in 2024, presented by the Ministry of Natural Resources and Environment. This recognition underscores our unwavering commitment to reducing greenhouse gas emissions, aligned with our **CKP NET ZERO EMISSIONS 2050 goal**.

To mitigate the impact of climate variability and ensure stability in clean electricity generation, CKPower has developed the CKP Forecasting System—a cutting-edge tool designed to enhance the accuracy of water flow forecasting. Additionally, we are advancing our assessments of **climate-related financial risks (IFRS S2) and disclosures tied to nature and biodiversity (TNFD),** underscoring our dedication to sustainable economic development and ecosystem preservation.

K – Kind Neighbor:

CKPower is dedicated to embedding sustainability into the mindset of every employee. In 2024, we participated in the **"ESG DNA"** initiative in collaboration with the Stock Exchange of Thailand, aiming to promote a sustainability-driven culture within the organization. This initiative serves as a key strategy for enhancing the capabilities of employees across all levels.

Beyond our organization, CKPower extends sustainability to the communities we serve. Our **"Hinghoi Project"** continues to improve quality of life and create sustainable livelihoods by increasing accessibility and advancing education in renewable energy. This initiative was honored with the **Asia Responsible Enterprise Awards 2024 in the Social Empowerment** category for the third consecutive year. Reflecting its success, the "Hinghoi Project" has positively impacted communities surrounding our power plants and remote areas in Thailand and the Lao PDR through its **'Competency - Co-creation -Connect - Cooperation'** framework.

P – Partnership for Life:

Collaboration is at the core of CKPower's success. We have initiated innovative projects, including the exploration and development of energy from **green hydrogen** and the sale of **Renewable Energy Certificates (RECs)**, to drive clean energy adoption across the region. Additionally, we have prioritized strengthening the stability of our power transmission systems and working closely with communities to mitigate risks, such as wildfires, ensuring operational resilience and continuity.

On the governance front, CKPower has reinforced awareness of best practices and enhanced risk management at all organizational levels through continuous communication efforts, including the publication of a quarterly Compliance Journal.

Through the initiatives outlined above, CKPower has exemplified its unwavering commitment to driving positive transformation across all dimensions—environmental, social, governance, and business model resilience. The Company has maintained the highest distinction of **"AAA"** in the **SET ESG Ratings** for the second consecutive year, been recognized as a sustainable stock for five consecutive years and earned an **"Excellent"** ranking in the **Corporate Governance Report of Thai Listed Companies (CGR)** for the seventh consecutive year. These accolades highlight our determination to propel the organization toward genuine and lasting sustainability.

As the Managing Director and the representative of the Corporate Sustainability Steering Committee, I extend my deepest gratitude to our shareholders, stakeholders, and employees for their unwavering support and dedication to our shared vision of sustainability. Your trust and collaboration remain the driving forces behind our success in driving positive impacts across environmental, social, and governance dimensions. Our focus on stable renewable electricity generation serves as a critical foundation for ensuring energy security and fostering sustainable development for communities and the economy alike.

Together, we will forge ahead with resilience and determination, building a sustainable and prosperous future for all.



Sincerely,

Thanawat Trivisvavet

Managing Director

About This Report

(GRI 2-1, 2-2, 2-3, 2-4, 2-5, 2-29)



CKPower Public Company Limited (hereinafter referred to as the "Company" or "CKPower" has disclosed its sustainability performance through annual sustainability reports since 2020. **The objective of the 2024 sustainability report, which is CKPower's 5th such report, is to present and communicate to all stakeholders vital issues as well as the Company's sustainability strategies, practices, targets, and performance across the economic and governance, social, and environmental** dimensions under its corporate governance system, reflecting its consideration to sustainable development in issues vital to business operations and to all stakeholders. The data presented in this report covers the period from **January 1 to December 31, 2024.**

The Company has prepared its **Sustainability Report** in accordance with the **Global Reporting Initiative Sustainability Reporting Standards (GRI Standards)**. The content of this report is based on an assessment of **14 material sustainability issues** relevant to the Company. It also includes **progress updates and performance results aligned with the United Nations Sustainable Development Goals (SDGs)** and the **United Nations Global Compact (UN Global Compact) principles.**

Additionally, the report discloses **climate-related financial** information following the **Task Force on Climate-Related Financial Disclosures (TCFD)** framework, in compliance with the **International Financial Reporting Standards: Climate-related Disclosures (IFRS S2).** It also incorporates disclosures aligned with the **Taskforce on Nature-related Financial Disclosures (TNFD) framework**.

For the year 2024, CKPower enhanced the quality of its sustainability report by ensuring full disclosure of its sustainability data and expanding the scope of reporting to cover all sustainability activities across the organization. The report was reviewed and approved by the Board of Directors, the Executive Committee, and the Sustainable Development Steering Committee, which was chaired by the Managing Director and consisted of executives from all power plants across the relevant scope of work. The report was also audited for data accuracy and integrity and verified for reliability by an external independent certification agency.



Report Verification

(GRI 2-5)

The indicators disclosed in this sustainability report have been reviewed for reliability and compliance with GRI Standards and have been verified with limited assurance by EY Office Limited, an external auditing firm, as detailed below:

GRI Standard Number	Disclosure Title
GRI 303-3 Water Withdrawal	Water Withdrawal
GRI 303-4 Water Discharge	Water Discharge
GRI 303-5 Water Consumption	Water Consumption
GRI 302-1 Energy Consumption	Energy Consumption within Organization
GRI 305-1 GHG Scope 1	Direct (Scope 1) Greenhouse Gas Emissions
GRI 305-2 GHG Scope 2	Energy Indirect (Scope 2) Greenhouse Gas Emissions
GRI 305-3 Other Indirect (Scope 3) GHG Emissions (Category 3: Fuel and Energy-Related Activities)	Other Indirect Greenhouse Gas Emissions (Scope 3) GHG Emissions (Category 3: Fuel and Energy-Related Activities)
GRI 305-4 GHG Emissions Intensity	GHG Emissions Intensity
GRI 305-7 Nitrogen Oxides (NO_x), Sulfur Oxides (SO_x), and Other Significant Air Emissions	Nitrogen Oxides (NO_x), Sulfur Oxides (SO_x), and Other Significant Air Emissions
GRI 306-3 Waste Generated	Waste Generated
GRI 306-4 Waste Diverted From Disposal	Waste Diverted from Disposal
GRI 306-5 Waste Directed to Disposal	Waste Directed to Disposal
GRI 403-9 Work – Related Injuries	Work-Related Injuries
Process of Materiality Assessment	Double Materiality

The auditing was conducted by an independent licensed auditor from EY Office Limited. The Auditor's report and the financial statements are disclosed in the 2024 Annual Report (56-1 One Report)

Scope of Reporting

(GRI 2-2, 2-3)

The content of the 2024 Sustainability Report covers the companies under CK Power Public Company Limited and companies in which CK Power Public Company Limited holds more than 50 percent of the shares or has operational control and shares the same scope as the financial reporting. The performance reported herein covered the period from January 1 to December 31, 2024. There are no significant changes in the reporting scope compared to the previous year.

Company	Country of Operation	Shareholding Percentage	Operation Control	Scope of Reporting		
				Governance and Economic[1]	Environment	Social
Nam Ngum 2 Power Company Limited[2]	Lao PDR	46.0%	Yes	o	o	o
Bangpa-in Cogeneration Limited	Thailand	65.0%	Yes	o	o	o
Bangkhenchai Company Limited	Thailand	100.0%	Yes	o	o	o
Xayaburi Power Company Limited	Lao PDR	42.5%	Yes	o	o	o
Luang Prabang Power Company Limited	Lao PDR	50.0%	Yes	△	△	△
Nakhon Ratchasima Solar Company Limited[1]	Thailand	30.0%	No	x	x	x
Chiangrai Solar Company Limited[1]	Thailand	30.0%	No	x	x	x
CKP Solar Limited	Thailand	100.0%	Yes	△	△	△
Vis Solis Limited	Thailand	100.0%	Yes	△	△	△
Helios Power Limited	Thailand	100.0%	Yes	△	△	△
Apollo Power Limited	Thailand	100.0%	Yes	△	△	△
Sole Power Limited	Thailand	100.0%	Yes	△	△	△

o = Full implementation of policies, guidelines and/or complete performance data collection

△ = Partial implementation of policies, guidelines and/or partial performance data collection

x = Inapplicable to operation

- 1 Governance and economic performance and the reporting scope can be found in the 2024 Annual Report (56-1 One Report).
- 2 Nam Ngum 2 Power Company Limited (NN2) is 46 percent owned by the Company via SouthEast Asia Energy Limited ("SEAN").

Contact information:

(GRI 2-3)

CK Power Public Company Limited (Head Office)

No. 587 Viriyathavorn Building, 19th Floor, Sutthisan Winitchai Road,
Ratchadaphisek, Dindaeng, Bangkok 10400

Tel: +66 2691 9720 Email: ccsm@ckpower.co.th

Fax: +66 2691 9723 Website: www.ckpower.co.th

Disclose Date: March 2025

Stakeholders Messages

(GRI 2-29)

Empowering People to Pay It Forward

Social Dimension



»
Over the past year, I had the opportunity to serve as the Secretary of the Sustainability Working Team at Nam Ngum 2 Hydropower Plant, collaborating with various departments on sustainability initiatives. This role provided a valuable learning experience, allowing me to engage with key sustainability trends while balancing my primary responsibilities in occupational health and safety. Initially, I was concerned about the additional workload, but with guidance from the central sustainability team and management, I realized how closely safety and sustainability are interconnected. I am pleased to see the organization's strong commitment to health and safety, ensuring that these efforts deliver real benefits to employees and stakeholders alike.
«

Ms. Manatsawan Singkrittaya
Officer - Safety & Sustainability Management
Employee



»
The Renewable Electricity for a Better Quality of Life project by CKPower, which installed solar-powered streetlights in Ban Phonpha, Anouvong District, Xaisomboun Province has been highly beneficial to our daily lives and transportation. The installation has significantly improved road safety for residents and motorists in the area. With the streetlights in place, the risk of theft, robbery, and accidents along the roads has been effectively minimized, enhancing overall security for our community. I would like to express my sincere gratitude to CKPower for this invaluable support.
«

Mr. Bounneuang Paengvilai
Nam Ngum 2 Hydroelectric Power Plant
Village Head, Ban Phonpha
Community Representative

»
I am very grateful that the Xayaburi Hydroelectric Power Plant has helped renovate the school building and install solar panels. This initiative has greatly improved the students' learning environment by providing reliable electricity, benefiting not only the students here but also those from neighboring villages who attend this school.

I would like to sincerely thank the Xayaburi Hydroelectric Power Plant for this support and hope to see more initiatives like this benefiting the community in the future.
«

Mr. Bounthawee Saiyaweth
Xayaburi Hydroelectric Power Plant
Village Head, Ban Huay Khua Luang
Community Representative

Empowering People to Lead Innovation

Environmental Dimension



»
Olic Company has consistently collaborated with Bang Pa-in Cogeneration Power Plant, one of CKPower's facilities, particularly in sharing innovations and participating in multiple CSR activities. Notably, Olic has taken part in the "Khlong Suay, Nam Sai" initiative —a Solar-powered water treatment system led by the power plant, reflecting a shared commitment to ESG advancement. Additionally, the power plant has implemented the Carbon Footprint of Product (CFP) labeling, which will be beneficial for Olic in the future by providing verified greenhouse gas emission data. This initiative enables Olic to make informed choices about electricity consumption with certified carbon emissions and further supports the company's sustainability efforts.
«

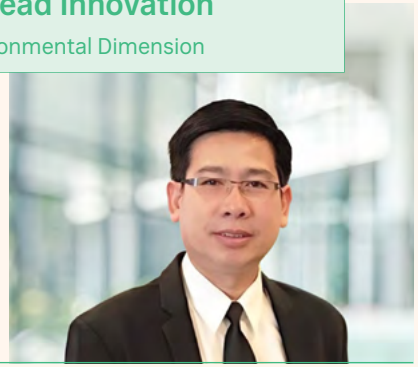
Ms. Saranya Suraphawvadee
Engineering Department Manager
Olic (Thailand) Limited
Customer

Stakeholders Messages

(GRI 2-29)

Empowering People to Lead Innovation

Environmental Dimension



»
CKPower's sustainability efforts, as a key electricity producer, play a crucial role in driving economic and social progress while prioritizing environmental and community well-being. The Company's operations reflect a strong commitment to clean electricity, minimizing environmental impact, and maintaining a balance across economic, social, and environmental dimensions. This commitment is evident through various projects in collaboration with industrial estates, focusing on improving community well-being, water management, and promoting efficient energy use through innovation, demonstrating a deep concern for environmental sustainability. As a representative from the public sector in the area, I strongly encourage CKPower to continue participating in initiatives that support industrial estate operations, aligning with national energy policies and contributing to positive environmental and social impacts.
«

Mr. Thanakrit Photong
Director, Bangpa-in Industrial Estate Office
Bangpa-in Industrial Estate
Government Agency



»
As a representative of a shareholder company, I recognize CKPower's strong potential for sustainable growth, leveraging its renewable energy production to create positive environmental impact while unlocking new financial opportunities such as Renewable Energy Certificate (RECs) sales and Green Bond issuance, which provide stable returns. Its clear management and strategic planning further enhance investor confidence and strengthen long-term competitiveness.

BEM's investment in CKPower marks another significant step in supporting environmental objectives, particularly in reducing greenhouse gas emissions, which is closely aligned with the country's climate goals. This investment reflects CKPower's genuine commitment to creating long-term value for both its shareholders and society, positioning itself as a key driver of sustainable development.
«

Ms. Panan Tosuwanthaworn
Deputy Managing Director Accounting & Finance
Bangkok Expressway and Metro Public Company Limited (BEM)
Investors and Shareholders

Cultivating People to Build New Businesses

Governance and Economic Dimension

»
CKPower's strong environmental and safety management practices effectively minimize negative impacts on surrounding communities while enhancing the company's reputation as a responsible partner of EGAT O&M. This commitment not only reinforces CKPower's positive standing but also contributes to EGAT O&M's sustainability efforts, ensuring operational reliability and promoting long-term sustainability throughout the supply chain.
«

Mr. Pongsakorn Chaimai
Head, Sales and Contract Management Section - International Operation and Maintenance Business 1
EGAT O&M
Supplier



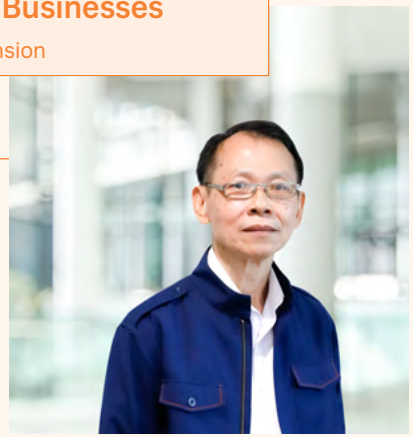
From Vision to Action:

Focusing on Enhancing Personnel Capabilities and Perspectives from the Governance Representatives

(GRI 2-29)

Cultivating People to Build New Businesses

Governance Dimension



»
The Company is committed to human capital development, providing employees with continuous learning opportunities. This approach enhances their ability to navigate challenges while strengthening the organization's resilience and adaptability.
«

Mr. Worawut Anurakwongsri
Managing Director,
Bangpa-in Cogeneration
Power Plant
Sustainable Development Steering Committee



»
At Bangpa-in Cogeneration Power Plant, we are committed to advancing sustainability by aligning our operations with CKPower's corporate sustainability framework. Our CSR initiatives are driven by the "Competency, Co-Creation, Cooperation, Connection" strategy, leveraging the engineering expertise of our employees and the Sustainability Working Team to develop innovative projects. We emphasize responsibility-sharing, open discussions, and active participation, providing a platform for employees to contribute ideas and continuously improve our sustainability efforts. Through these initiatives, our employees naturally integrate sustainability into their roles, demonstrating dedication, commitment, and teamwork in both community and environmental projects. This hands-on approach not only strengthens our connection with stakeholders but also enhances our ability to identify areas for improvement and implement systematic management practices. Moving forward, we will continue to drive sustainability with efficiency, collaboration, and innovation, ensuring that our efforts create a lasting positive impact.
»

Mr. Decha Chantawee
Plant Manager, Bangpa-in Cogeneration Power Plant
Chairperson of the Sustainability Working Team, Bangpa-in Cogeneration Power Plant

Transition in Action of CKPower

(GRI 2-29)

Empowering People to Pay It Forward

Social Dimension



»
Creating Value for Society through Sustainable Initiatives, we are committed to driving the transition toward a sustainable future by leveraging innovation, knowledge, and clean energy to create value for society. This year, we have implemented various community-driven initiatives under our Creating Value for Society framework, including: Renewable Electricity for a Better Quality of Life – promoting renewable energy awareness and access to clean power. Grow Green Project – focusing on waste management, increasing green spaces, and enhancing environmental awareness to protect and restore natural resources. One Power Plant One Product (OPOP) – supporting local communities in developing sustainable products and generating long-term income. These initiatives reflect our genuine commitment to making a meaningful impact on communities, society, and the environment, ensuring a sustainable and inclusive future for all.
«

Mr. Somchai Tarawat
Supervisor - CSR Project Management
Sustainability Supporting and Disclosure Working Team for Community and Social Development Projects

Transition in Action of CKPower

(GRI 2-29)

Empowering People to Pay It Forward

Social Dimension



»
Under CKPower's CSR Strategy Framework, the Grow Green project converts food waste into soil conditioners for Ban Pak Hung-Pak Bo, reducing waste and supporting eco-friendly farming. The Solar Streetlight Project in Ban Pak Hung-Pak Bo enhances road safety with solar-powered lights and promotes renewable energy awareness. Both initiatives engage Xayaburi Hydropower Plant employees to drive sustainable community growth.
«

Mr. Damrong Chongkul
Senior Manager - Civil Engineering and Service
Xayaburi Hydroelectric Power Plant
Sustainability Working Team of Xayaburi Hydroelectric Power Plant responsible for the Clean Energy for Ban Pak Hung-Pak Bo Project the Grow Green Project

»
The Company emphasizes employee engagement in sustainability efforts, leveraging working teams to drive sustainability projects effectively. By integrating ESG strategies with employees' internal and external experiences, the Company fosters innovation in projects such as OPOP (One Power One Product) and Renewable Electricity for a Better Quality of Life. These initiatives aim to educate students and communities on clean energy while also providing vocational knowledge, empowering them with sustainable career opportunities.
«

Mr. Panyakorn Wiriyathamcharoen
Control board
Bangpa-in Cogeneration Power Plant
Sustainability Working Team of responsible for the Vocational Promotion Project for Students and the Renewable Electricity for a Better Quality of Life – Jaofasang School Project





»
Renewable Electricity for a Better Quality of Life – Ban Phonpha ProjectThe Ban Phonpha Renewable Electricity Project is a collaborative effort involving multiple stakeholders, bringing together the expertise and capabilities of all involved to ensure its successful implementation. Everyone contributed their knowledge and skills to drive this initiative smoothly. As an electrical engineer and a member of the Sustainability Working Team of Nam Ngum 2 Hydroelectric Power Plant, I feel deeply honored and grateful to be part of this clean energy innovation. The installation of solar-powered lighting enhances safety for nighttime travel, reflecting our commitment to sustainable community development. I hope this project will create long-lasting value and improve the quality of life for the community in a meaningful and sustainable way.
«

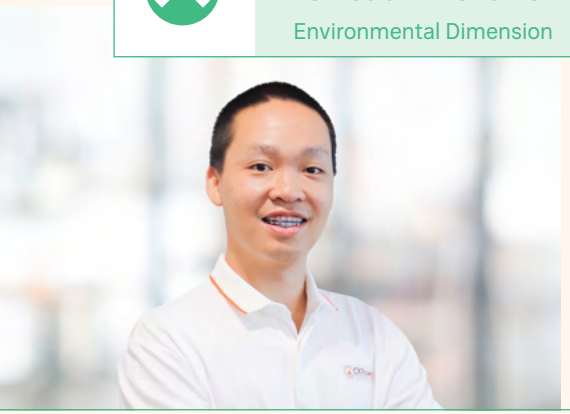
Mr. Anan Uthumphan
Engineer - PPA Management
Nam Ngum 2 Hydroelectric Power Plant
Sustainability Working Team of Nam Ngum 2 Hydroelectric Power Plant responsible for the Renewable Electricity for a Better Quality of Life – Solar Installation Project at Ban Phonpha

Transition in Action of CKPower

(GRI 2-29)

Empowering People to Lead Innovation

Environmental Dimension

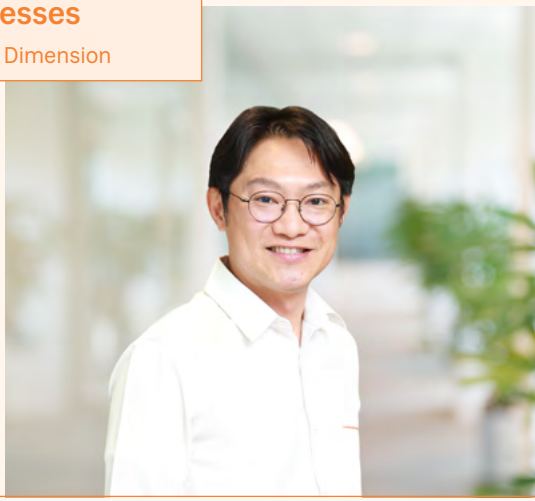


»
Electricity plays a crucial role in daily life, and our organization is committed to producing clean energy through solar power technology (Solar Cell). This renewable and pollution-free energy source not only minimizes environmental impact but also helps combat climate change by utilizing solar energy, a sustainable and inexhaustible resource. As the Sustainability Working Team of Bangkhenchai Solar Power Plant, we are dedicated to ensuring that our operations meet Thailand's energy demands while fostering pride in using environmentally friendly electricity for a greener and more sustainable future.
«

Mr. Natthaphong Somporn
Engineering Supervisor - Solar and Wind Energy
Sustainability Working Team of Bangkhenchai Solar Power Plant Responsible for collecting ESG data for Bangkhenchai Solar Power Plant

Cultivating People to Build New Businesses

Governance and Economic Dimension



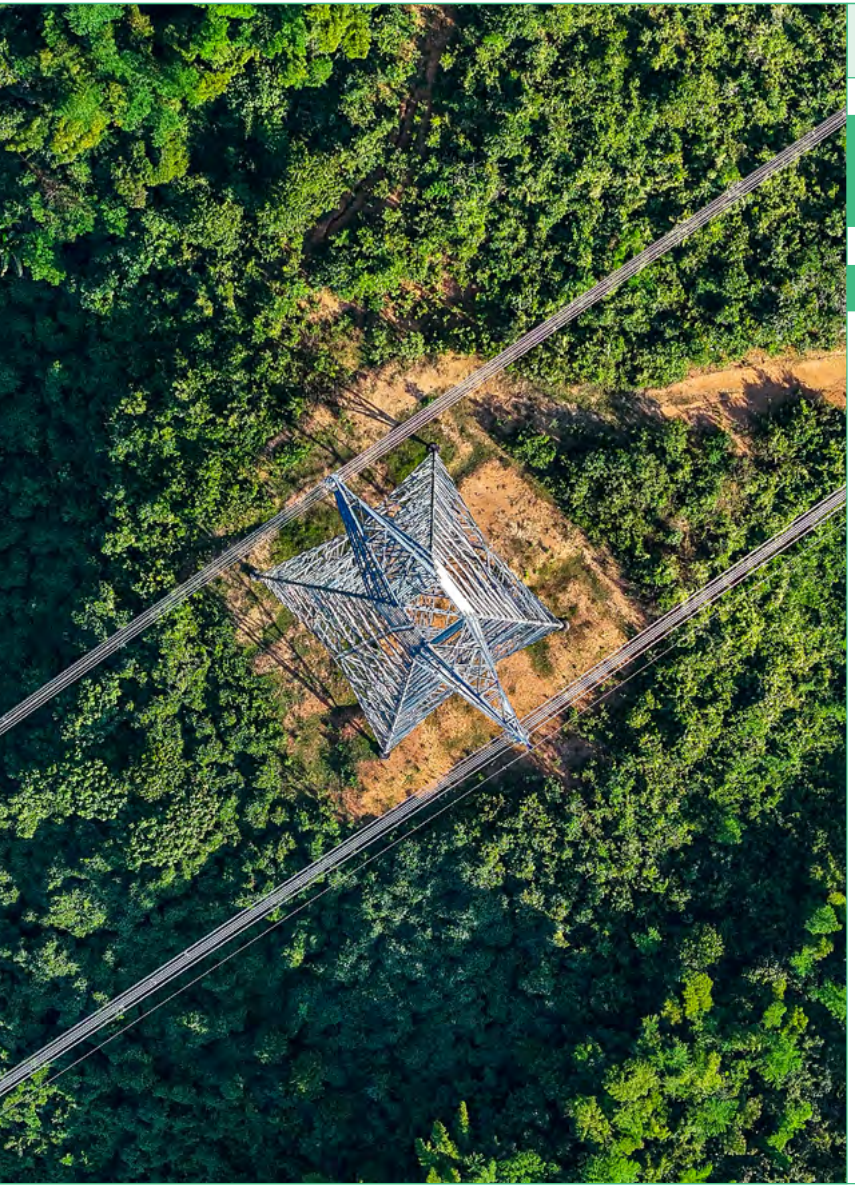
»
The Company is committed to being a leader in renewable and clean energy, continuously promoting and providing opportunities for employees to explore and develop new innovations that contribute to the Company's New S-Curve. Additionally, the Company supports employee growth through training and continuous learning. Whenever challenges arise, collaboration and creative problem-solving are at the heart of our organization, ensuring that we overcome obstacles efficiently and effectively.
«

Mr. Korakot Konsaard
Senior Engineer - Project Control and Development
Innovation Development Project Lead for CKP Forecasting System



»
As the CKP Forecasting System Development Team, we focus on integrating data and advanced technology to enhance the accuracy and speed of water volume forecasting. Despite challenges such as data diversity and volume, we continuously refine our processes and develop in-house analytical tools to improve performance. These enhancements ensure that data quality remains up-to-date and consistent, ultimately optimizing water management efficiency and promoting sustainability.
«

Dr. Surajate Boonya-aroonnet
Senior Chief Engineer – Hydrology Engineering
Project Leader for CKP Forecasting System



2024 Key ESG Highlight

C

Environmental (Clean Electricity)

Energy Management and Climate Change

Renewable energy capacity	93%
Renewable electricity consumption within the organization	93%
GHG Reduction from the 2024 target	0.91%
GHG scope 1 and 2 emissions per unit total energy generated	0.0689 tCO_2e/MWh

Biodiversity

Fish have been able to migrate upstream safely	>132 Fish species
Develop a Biodiversity Action Plan (BAP) for XPCL	100%
Taskforce on Nature-related Financial Disclosures report (TNFD)	100%



2024 Key ESG Highlight

Social (Kind Neighbor)

Social and Community Care

Unresolved complaints	**ZERO** case

Renewable electricity for better quality of life

Renewable energy for enhancing the quality of life in communities	**100,330** watts (cumulative)
Children and youth reach knowledge in renewable energy	**9,513** children and youth (cumulative)
Renewable energy learning centers for communities	**25** learning centers (cumulative)

Co-creating innovations to enhance opportunities for communities

Products Innovation for communities	**3** products (cumulative)
Increase income for communities	**844,350** baht

Respect for Human Rights

Case of unmanaged Human Rights Violations Across the Value Chain	**ZERO** case
Human Right Due Diligences rectification, and remediation measures established	**100%**
Awareness-raising on human rights among all employee level	**100%**



2024 Key ESG Highlight

Governance and Economic (Partnership for Life)

Business Model Resilience

Expand renewable energy certificates (RECs) sales
18,771 RECs

Solar Power Project 1-3 with Bangkok Expressway and Metro Public Company Limited (BEM)
7 MW

Innovations
19 innovations (cumulative)

System Reliability and Availability

Renewable energy generated
8.8 million MWh

Achievement Awards

Sustainability Awards

1



SET ESG Ratings “AAA”

CKPower received the highest rating of “AAA” in the SET ESG Ratings 2024, awarded by the Stock Exchange of Thailand (SET). Among 228 participating companies, CKPower was one of only 56 listed companies to achieve this distinction. This marks the second consecutive year that CKPower has been recognized, reaffirming its steadfast commitment to sustainability and responsible business practices.

2



Thai Institute of Directors (IOD) – Corporate Governance Excellence

CKPower has received an “Excellent” rating in the Corporate Governance Report of Thai Listed Companies from the Thai Institute of Directors (IOD) for the sixth consecutive year in 2024, reaffirming its commitment to good corporate governance and ethical business practices.

3



ESG 100 List 2024

CKPower has been included in the “ESG 100: Sustainable and Investment-Worthy Companies 2024” under the Energy and Utilities sector for the third consecutive year. Recognized by the Thaipat Institute, this selection highlights CKPower’s strong ESG performance and financial sustainability.

Additionally, CKPower ranked among the top 8 companies with the highest ESG scores in the Electric Utilities & Power Generators category out of 69 companies assessed.

Sustainability Awards



Sustainability Disclosure Recognition 2024 – Thaipat Institute

CKPower has been awarded the Sustainability Disclosure Recognition 2024 by the Thaipat Institute for the third consecutive year, reaffirming its commitment to transparent ESG reporting beyond financial disclosures. This recognition underscores CKPower's dedication to long-term business resilience, providing stakeholders with valuable insights and reinforcing its alignment with the United Nations Sustainable Development Goals (SDGs).

Energy Management and Climate Change and Environment Awards



Climate Action Leading Organization (CALO) 2024

CKPower has been awarded the "Climate Action Leading Organization (CALO) – Outstanding Category 2024" by the Ministry of Natural Resources and Environment, recognizing its excellence in greenhouse gas measurement, verification, and reduction planning. This achievement underscores CKPower's steadfast commitment to emissions reduction, environmental stewardship, and stakeholder engagement across its value chain. This recognition aligns with CKPower's vision to be one of the region's largest producers of electricity from renewables while maintaining one of the lowest carbon footprints.



"GOOD PEOPLE: PRESERVE THE WORLD" Honorary Plaque Award 2024

CKPower has been honored with the "GOOD PEOPLE: PRESERVE THE WORLD" Award 2024 by the Senate Commission on Religion, Ethics, Art, and Culture. This recognition highlights CKPower's leadership in environmental conservation and sustainability, acknowledging its vision, policies, and long-term initiatives that promote responsible business practices. Through its "C-K-P" strategy.

Social and Community Awards



Asia Responsible Enterprise Awards 2024 (AREA) for Social Empowerment

CKPower has been recognized with the Asia Responsible Enterprise Awards 2024 (AREA) in the Social Empowerment category for the third consecutive year by Enterprise Asia, a leading NGO promoting responsible entrepreneurship in Asia. The award acknowledges the "Hinghoi Project", CKPower's long-standing social initiative, which has been positively impacting communities for over eight years. Through the "Competency, Co-Creation, Cooperation, Connection" strategy, the project aligns with local ways of life, benefiting communities surrounding CKPower's power plants and remote areas in Thailand and Lao PDR.



CSR-DIW Continuous Award 2024

Bangpa-in Cogeneration Power Plant has received the "CSR-DIW Continuous Award 2024" for the third consecutive year under the CSR-DIW project initiated by the Department of Industrial Works, Ministry of Industry. This recognition underscores the plant's commitment to sustainable business practices, ensuring stakeholder engagement across the value chain, fostering community and environmental care, and encouraging employee participation in community development—promoting harmonious coexistence as an integral part of the community.



CKPower Fosters a Sustainability-Driven DNA, Recognized by SET

CKPower embeds a sustainability-driven DNA across the organization through the "C-K-P" strategy, focusing on ESG capacity building. As part of this effort, the Company participated in the "ESG DNA: Sustainability Knowledge Program for All Employee Levels", organized by the Stock Exchange of Thailand (SET). CKPower received an honorary certificate for its commitment, with 98% of employees completing the training. This achievement reinforces CKPower's dedication to integrating ESG principles into daily operations, fostering a culture of sustainability, and driving long-term business resilience.



Membership in Partnership Networks

United Nations Global Compact: UN Global Compact

CKPower has been a UN Global Compact member for the fifth consecutive year, aligning its business operations with the United Nations Global Compact (UNGC) principles. As a signatory, CKPower upholds the Ten Universal Principles, reinforcing its fundamental responsibilities in human rights, labor standards, environmental protection, and anti-corruption—demonstrating its unwavering commitment to sustainable and responsible business practices.

Thailand Carbon Neutral Network: TCNN

CKPower has joined the Thailand Carbon Neutral Network (TCNN), reinforcing its commitment to climate action. In recognition of its excellence in greenhouse gas management, the Company has been awarded the Climate Action Leading Organization (CALO) – Outstanding Category 2024, underscoring its leadership in emissions reduction and sustainable environmental practices.

Thai Renewable Energy (RE100) Association

CKPower remains a member of the RE100 initiative, reaffirming its commitment to accelerating the transition to clean energy and supporting global climate action.

Sustainability Disclosure Community: SDC

CKPower remains a member of the Sustainability Disclosure Community, an initiative established by the Thaipat Institute to promote transparency and best practices in sustainability reporting. This reflects CKPower's commitment to enhancing ESG disclosures and aligning with global sustainability standards.

CSR-DIW Network

CKPower has joined the CSR-DIW Network, reinforcing its commitment to fostering sustainable coexistence between industrial operations and local communities.



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About CKPower

Policy and Business Overview

(GRI 2-1)

CK Power Public Company Limited ("the Company" or "CKP") was established by CH. Karnchang Public Company Limited ("CH. Karnchang Group") and registered on June 8, 2011, with an initial registered capital of THB 1,000,000. CKP operates as a power generation and distribution company, focusing on renewable energy and various fuel-based power sources. As a subsidiary of CH. Karnchang Group, CKP specializes in energy investment across multiple power sectors, with its headquarters in Bangkok, Thailand.

The Company was converted into a public limited company on February 6, 2013, and its common shares were listed and began trading on the Stock Exchange of Thailand ("SET") on July 18, 2013. Initially, CKP had a registered and paid-up capital of THB 5,000 Million, which was later increased. On April 10, 2015, shareholder approval was granted to raise the capital to THB 9,240 Million. As of today, CKP has a registered and paid-up capital of THB 8,129 Million.

Investment Structure by Power Plant Type

At present, CKPower invests in companies that produce and distribute electricity through three types of power plants

1. Hydroelectric Power Plants
2. Solar Power Plants
3. Cogeneration Power Plants

Hydroelectric Power Plants



Solar Power Plants



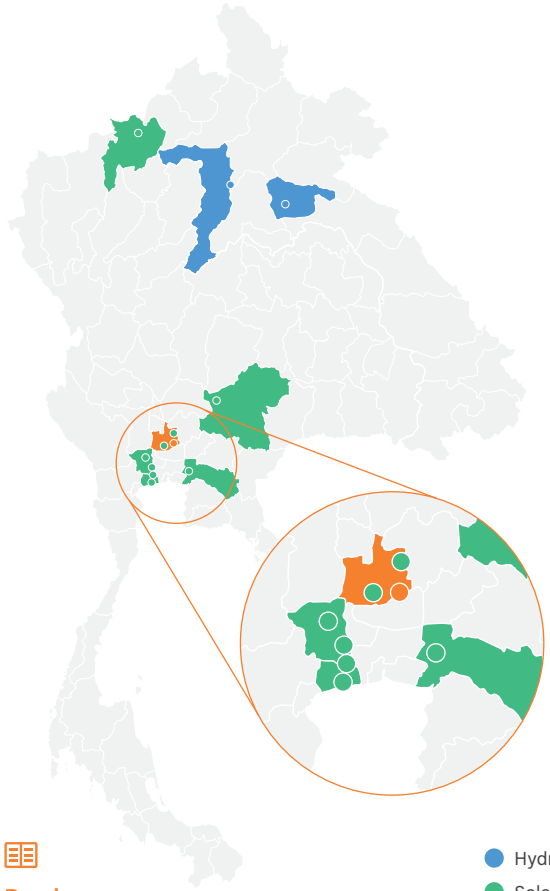
Cogeneration Power Plants



Overview

Total Installed Capacity

3,640 Megawatt



Reed more
Business Overview

- Hydroelectric Power Plants
- Solar Power Plants
- Cogeneration Power Plants

Hydroelectric Power Plants

proportion* **92%**

Installed Capacity	Number of Power Plant
3,360 Megawatt	**3** Power Plants

Location: Lao PDR

615	Nam Ngum 2 Hydroelectric Power Plant [1]
1,285	Xayaburi Hydroelectric Power Plant
1,460	Luang Prabang Hydropower Project

Cogeneration Power Plants

proportion* **7%**

Installed Capacity	Number of Power Plant
238 Megawatt	**2** Power Plants

Location: Thailand

118	Bangpa-in Cogeneration Power Plant 1 (“BIC1”)
120	Bangpa-in Cogeneration Power Plant 2 (“BIC2”)

Solar Power Plants

proportion* **1%**

Installed Capacity	Number of Power Plant
42 Megawatt	**13** Power Plants

Location: Thailand

8	Bangkhenchai Solar Power Plant
0.89	Phachi Solar Power Plant
0.97	Banglen Solar Power Plant
0.97	Phutthamonthon Sai 5 Solar Power Plant
0.72	Mahachai Solar Power Plant
0.51	Krathum Ban Solar Power Plant
2.67	Khlong Preng Solar Power Plant
6	Nakhon Ratchasima Solar Power Plant
8	Chiangrai Solar Power Plant
6	Pakthongchai Solar Project
7	Solar Power Project 1-3 with Bangkok Expressway and Metro Public Company Limited (BEM)

Note
[1] NN2 is 46% owned by the Company through Southeast Asia Energy Limited (SEAN)
* Proportion of installed capacity

Vision

To be one of the region's largest producers of electricity from renewables with one of the lowest carbon footprints.

Missions

- To generate an optimal, stable and fair return for shareholders.
- To be responsible to the environment, community and all stakeholders.

Sustainability Framework

(GRI-1)

In 2024, CKPower has implemented its sustainability strategy under the "C-K-P" approach, covering three key dimensions

- Environmental Dimension (C - Clean Electricity)
- Social Dimension (K - Kind Neighbor)
- Governance and Economic Dimension (P - Partnership for Life)

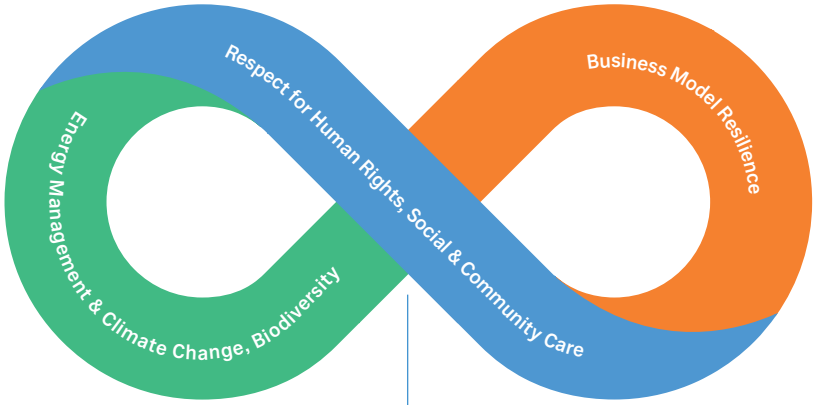
Sustainability Strategy Aligned with the Vision

"One of the region's largest producers of electricity from renewable sources with one of the lowest carbon footprints" Sustainability framework is accompanied by clear goals, success indicators, and a five-year action plan (2022–2026), focusing on five key areas to drive CKPower toward becoming a leader in clean energy generation and distribution. It is designed to address industry challenges and ensure endless sustainable growth in the future.

- Energy Management and Climate Change
- Biodiversity
- Social and Community Care
- Respect for Human Rights
- Business Model Resilience



Sustainability Framework



C Environment — Clean Electricity

Energy Management and Climate Change

- Renewable electricity consumption within organization by 2043 — **100%**
- Renewable energy capacity by 2043 — **>95%**
- GHG emissions by 2050 — **Net Zero**

Biodiversity

- Assessment of residual impacts at all operation sites by 2026 — **100%**
- No net loss of biodiversity and ecosystem services by 2040 — **No Net Loss**

K Social — Kind Neighbor

Respect for Human Rights

- Awareness raising on human rights among employees at all levels — **100%**
- Assessed human rights risk and impact assessment throughout our value chain — **100%**
- **Zero** case unmanaged human rights violation across the value chain

Social and Community Care

- **Zero** unresolved complaints
- **Creating value for society** and ecosystems with renewable electricity by 2026

P Governance and Economy — Partnership for Life

Business Model Resilience

- **Explore new customers** and geographies within ASEAN
- **Integrate digital transformation and other innovations** to boost operational efficiency

Sustainability Framework

Sustainability Management Guidelines

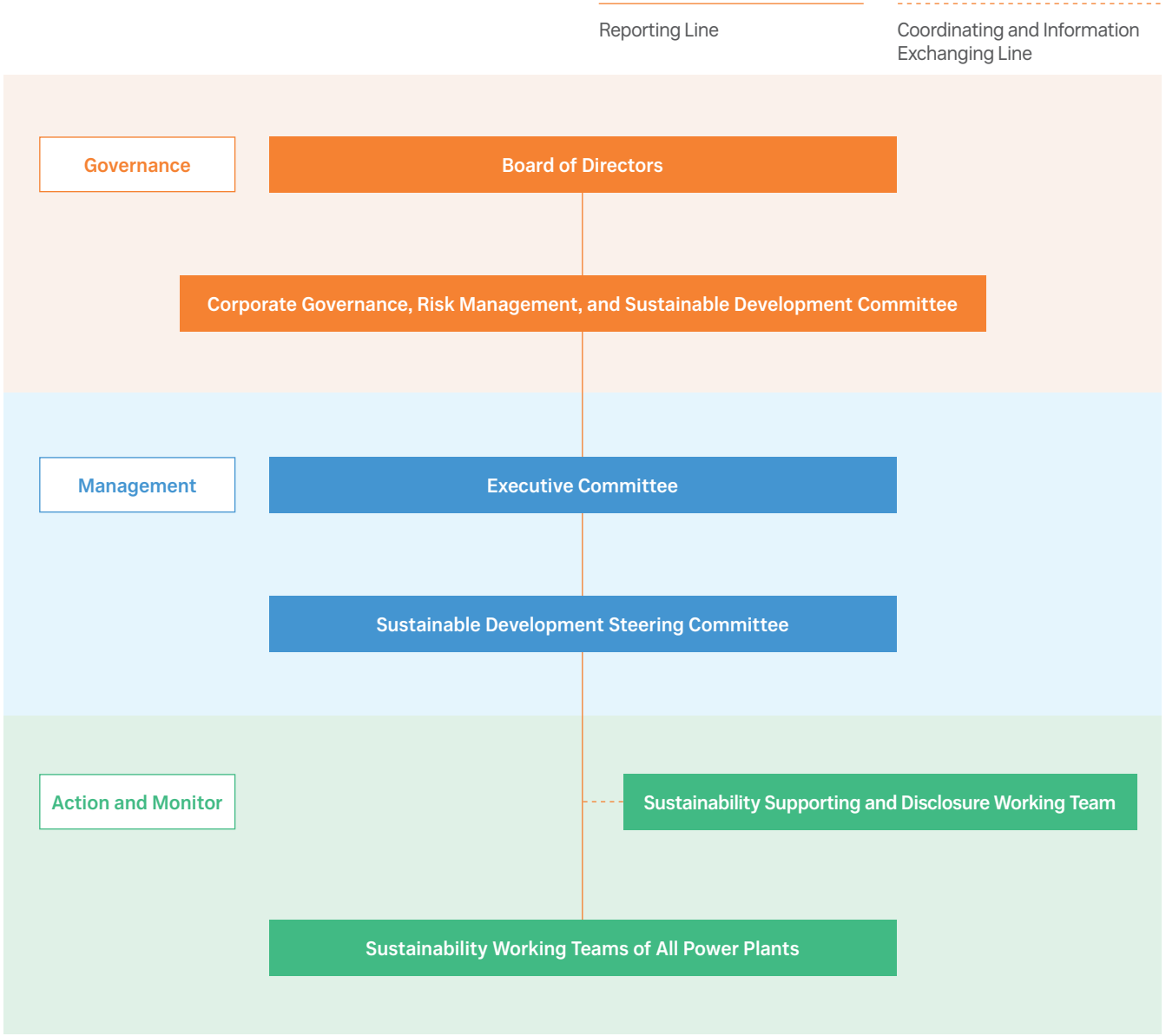
Sustainability Management Structure

(GRI 2-9, 2-11)

CKPower has established a Sustainable Development Steering Committee, chaired by the Managing Director, with executives from all power plants serving as committee members, ensuring comprehensive oversight across all relevant areas. The committee is responsible for

- Defining strategic directions and targets in alignment with CKPower Group's sustainability policy and framework.
- Providing recommendations and guidance on sustainability management to the sustainability working teams.
- Appointing sustainability working teams for CKPower and its subsidiaries.
- Monitoring, reviewing, and evaluating the performance of CKPower's and its subsidiaries' sustainability working teams.
- Reporting progress on sustainability initiatives to the Corporate Governance, Risk Management, and Sustainable Development Committee, the Board of Directors, and the Executive Committee at least twice a year.

Read more
Sustainability Management Policy



Materiality 2024

(GRI 3-1, 3-2)

Materiality Identification Process

In 2024, CKPower conducted a Materiality Assessment to identify key sustainability issues relevant to its business, following an annual review process aligned with the Global Reporting Initiative (GRI) Standards. This year, CKPower adopted the Double Materiality approach under GRI Standards 2021, considering both

- Inside-out Impact – How CKPower's business activities affect the environment, society, and stakeholders.
- Outside-In Impact – How sustainability factors influence CKPower's business operations and financial performance.
- Evaluating Both Positive and Negative Impacts – Including business opportunities and risks.

The Materiality Assessment process integrates **Sustainability Impact** and **Financial Impact** evaluations while considering value creation for all stakeholders. Human rights considerations are also incorporated into the assessment framework. To ensure credibility and transparency, CKPower consulted external experts in the energy sector and sustainability during the assessment process. Furthermore, this report has undergone independent external assurance to verify the accuracy and reliability of the materiality assessment. The sustainability material topics disclosed in this report have been approved by the Board of Directors, the Corporate Governance, Risk Management, and Sustainable Development Committee, and senior management. CKPower follows a five-step Materiality Assessment process, as outlined below

Step 1 – Identifying Sustainability Issues in the Organizational Context

Step 2 – Assessing Actual and Potential Impacts

Step 3 – Stakeholder Engagement and Impact Validation

Step 4 – Prioritization of Material Sustainability Topics

Analyze
- Environment
- Social
- Governance and Economic

Step 5 – Reporting, Review, and Continuous Improvement

Determine material topics for reporting

CKPower's Material Topics

Environmental Dimension
- Energy Management and Climate Change
- Environmental Management
- Biodiversity

Social Dimension
- Social and Community Care
- Respect for Human Rights
- Occupational Health and Safety
- Human Capital Management

Governance and Economic Dimension
- Corporate Governance
- Risk and Crisis Management and Cybersecurity and Data Privacy
- Business Model Resilience
- System Reliability and Availability
- Innovation Management
- Customer Relationship Management
- Supply Chain Management

Step 1: Identifying Sustainability Issues in the Organizational Context

CKPower considers various internal and external factors related to its business operations, including strategy, vision, objectives, and facility locations, as well as global and industry trends, risks, and opportunities that may impact future sustainability efforts. The assessment also incorporates universal human rights principles and historical events to analyze key and supporting activities throughout the value chain. This process helps identify stakeholder groups directly and indirectly affected—both positively and negatively—by CKPower's operations. The value chain impact analysis results are detailed in Section 3 of the Annual Report 2024 (Form 56-1 One Report).

Following this, CKPower determines material sustainability issues that influence its long-term sustainability across environmental, social, governance, and economic (ESG) dimensions. The 2023 material topics were reviewed alongside the aforementioned internal and external factors. Additionally, CKPower benchmarked its sustainability priorities against those of other companies within the same industry at both national and global levels.

This benchmarking includes assessments from: Morgan Stanley Capital International (MSCI) ESG Ratings, Dow Jones Sustainability Indices (DJSI),Sustainability Accounting Standards Board (SASB), Sustainalytics ESG Risk Ratings, SET ESG Rating from Stock Exchange of Thailand ESG Ratings, United Global Compact and Sustainable Development Goals.

Step 2: Assessing Actual and Potential Impacts

CKPower analyzes the impacts on stakeholders throughout the value chain, identifying both current and potential effects across environmental, social, governance, and economic dimensions.

The assessment categorizes impacts into two types:

Financial Impact: Evaluating risks and opportunities associated with material sustainability topics that could affect **profitability, business continuity, and shareholder value**. Proactive management of these issues can unlock new business opportunities and drive long-term value creation.

Sustainability Impact: Assessing both **positive and negative impacts** of CKPower's operations on the environment, society, and stakeholders.

Step 3: Stakeholder Engagement and Impact Validation

CKPower engages with key stakeholders to validate the impact of its business operations across environmental, social, governance, and economic aspects, as well as human rights considerations.

Following this, CKPower establishes qualitative and quantitative criteria for assessing sustainability impacts, including

- **Scope – The extent of the impact.**
- **Scale – The magnitude of the effect.**
- **Remediability – The ability to mitigate or reverse the impact.**
- **Likelihood – The probability of occurrence.**

Impacts are evaluated based on **Magnitude** (level of impact) and **Likelihood** (probability of occurrence). This assessment prioritizes material topics and aligns sustainability strategies with business performance objectives.

Step 4: Prioritization of Material Sustainability Topics

CKPower ranks sustainability impacts by assessing their significance to stakeholders and business operations at high to very high impact levels. The financial impact assessment is categorized into 3 levels based on defined criteria.

1. Materiality Topics – Issues with a significant impact on CKPower's sustainability and business operations, requiring active management and strategic focus.
2. Business Fundamental Topics – Essential topics that CKPower must manage in compliance with regulations, industry standards, and best practices to ensure operational efficiency.

The finalized material topics have been approved by the Board of Directors, the Corporate Governance, Risk Management, and Sustainable Development Committee, and senior management. The assessment results serve as the foundation for CKPower's sustainability risk and opportunity management strategy.

Step 5: Reporting, Review, and Continuous Improvement

CKPower implements action plans to mitigate negative impacts and enhance the management of both material sustainability topics and business fundamental topics. The Materiality Assessment results are regularly reviewed by the Board of Directors, the Corporate Governance, Risk Management, and Sustainable Development Committee, the Sustainability Steering Committee, and senior management. To ensure transparency, CKPower continuously discloses material sustainability topics in its Sustainability Report and updates them annually in response to evolving environmental, social, and economic conditions. This process allows the Company to refine its sustainability strategies and management approaches effectively.

Key Sustainability Issues Analysis

The assessment of stakeholder impacts and the prioritization of key sustainability issues have enabled CKPower to identify and categorize 14 key sustainability topics, covering the economic, social, and environmental dimensions. These topics are divided into two main groups:

- **Materiality Topics: 7 Topics**
- **Business Fundamental Topics: 7 Topics**

Materiality Topics (7 Topics)

These topics have been identified based on their significant impact on CKPower's business, considering both internal and external factors. They represent high to very high impact issues that require active management to align with CKPower's sustainability strategy.

Additionally, these topics encompass key concerns raised by stakeholders during the assessment process, reflecting their growing expectations in 2024.

Business Fundamental Topics (7 Topics)

These are essential topics that CKPower must manage in compliance with legal requirements, industry standards, and best practices at both the national and international levels. While they may not be categorized as high-impact sustainability issues, they are critical for maintaining operational efficiency, risk management, and business continuity.

If these fundamental topics are not effectively managed, the Company may face challenges in achieving its short-term, medium-term, and long-term targets.

Commitment to Long-Term Sustainable Growth

Dimensions	Material Topics	Business Fundamental Topics
Environment	Energy Management and Climate Change; Environmental Management; Biodiversity	
Social	Social and Community Care; Respect for Human Rights	Human Capital Management; Occupational Health and Safety
Governance and Economic	Business Model Resilience; Risk and Crisis Management and Cybersecurity and Data Privacy	Corporate Governance; Innovation Management; Customer Relationship Management; Supply Chain Management; System Reliability and Availability

C



C – Clean Electricity | Environmental Dimension

CKPower is committed to leveraging technology and environmentally friendly innovations in business operations to balance environmental conservation, optimize energy management, reduce greenhouse gas emissions, and restore ecosystems and biodiversity—all while ensuring the stability and reliability of clean electricity generation.

K



K – Kind Neighbor | Social Dimension

CKPower is dedicated to enhancing quality of life and fostering shared value among communities, society, and stakeholders, both directly and indirectly. The Company operates with strong regard for human rights principles in line with international standards across its entire value chain.

P



P – Partnership for Life | Governance and Economic Dimension

CKPower strengthens its resilience in addressing challenges and driving sustainable business growth through strategic investments in new business opportunities across ASEAN, while integrating innovation and digital technology into operations. These efforts reinforce regional energy security and ensure fair and sustainable returns for customers and shareholders.

Changes in material topics compared to 2023 (12 Topic in 2023) are described below.

CKPower has identified **12 key sustainability issues** along with **2 fundamental business issues,** which include **Customer Relationship Management** and **Supply Chain Management.** For **2024,** CKPower has **restructured** its material sustainability topics, now defining **7 key sustainability issues** and **7 fundamental business issues** to align with its **2022-2026 sustainability strategy,** which consists of **five core strategies.** This adjustment was made based on **stakeholder feedback and executive discussions,** leading to the addition of **two new key sustainability topics**

- **Environmental Management**
- **Risk and Crisis Management and Cybersecurity and Data Privacy**

Other topics have been **reclassified as fundamental business issues,** ensuring that CKPower's **sustainability practices remain aligned with its business operations.**

Outcomes of Materiality Identification

Relevant Stakeholders	Impacts on Stakeholders	Types of Impact		Financial Impacts (On a scale of 5)	Actions	SDGs
		Actual	Potential			
Environmental						
Energy Management and Climate Change						
• Employees • Customers • Suppliers and contractors • Shareholders and investors • Communities and Society • Government agencies (in Thailand and Lao PDR)	(+) Reduction of Greenhouse Gas Emissions through Renewable Energy Generation – CKPower's renewable energy production significantly contributes to lowering greenhouse gas emissions, mitigating climate-related risks, and reducing environmental impact. Supporting Clean Energy Goals for Customers and Investors – CKPower aligns with the sustainability objectives of customers and investors seeking renewable energy investments by offering low-carbon electricity solutions that help drive the transition toward a greener economy.	●		●●○○○	• Establishing Energy Conservation and Climate Change Policies – Implementing clear policies to guide CKPower's commitment to energy efficiency and climate resilience. • Expanding Renewable Energy Capacity – Increasing installed renewable energy capacity while integrating innovative technologies to enhance power generation efficiency. • Promoting Renewable Energy Adoption in Communities – Sharing best practices, educating stakeholders, and facilitating knowledge exchange on renewable energy within communities and across the industry. • Enhancing Renewable Energy Utilization within the Organization – Increasing the proportion of renewable electricity used in CKPower's own operations. • Scaling Up Renewable Energy Capacity – Continuously investing in expanding installed renewable power capacity to strengthen energy sustainability and security.	7.1, 7.2, 7.3 9.1, 9.4,9.5 13.1, 13.2, 13.3
	(−) Climate change may affect rainfall and sunlight, impacting electricity generation and overall business operations. Variations in precipitation and sunlight availability can directly influence power production efficiency.		●	●●●○○	• Develop concrete climate change strategies and operational plans. • Conduct climate risk assessments to establish mitigation and adaptation measures. • Implement a Hydrometeorological Monitoring and Forecasting System to accurately predict water inflow, optimize energy production planning, and enhance water resource management. • Apply innovative water management solutions in cogeneration power plants to optimize water use in power generation processes.	

Remark: The number of green dots in the table represents the financial impact or opportunity associated with each material issue, categorized as follows
●●● : Indicates a high level of financial impact or opportunity for the Company.
●● : Indicates a moderate level of financial impact or opportunity for the Company.
● : Indicates a low level of financial impact or opportunity for the Company.

(+) Positive Impact (−) Negative Impact

Relevant Stakeholders	Impacts on Stakeholders	Types of Impact		Financial Impacts (On a scale of 5)	Actions	SDGs
		Actual	Potential			
Environmental Management						
• Employees • Shareholders and investors • Communities and society • Government agencies (in Thailand and Lao PDR)	(+) Effective environmental management enhances the company's operational efficiency while minimizing negative impacts on stakeholders.	●		●●○○○	• Establish an environmental policy. • Conduct environmental impact assessments in strict compliance with legal requirements and international standards. • Implement continuous monitoring and control processes to ensure environmental quality and enhance the company's environmental management performance.	12.2, 12.4, 12.5, 12.6 13.1, 13.2, 13.3
	(−) Without effective environmental management in power plant operations, there is a risk of negative impacts on surrounding communities, natural resource utilization, and the way of life of residents near the facilities.		●	●●●○○	• Establish an environmental management system that aligns with national regulations and international standards. • Manage water, general waste, and hazardous waste while ensuring air quality compliance with legal requirements. Promote innovation to enhance operational efficiency. • Set environmental screening criteria for suppliers to ensure sustainability practices across the value chain.	
	(+) Implementing an efficient water resource management and forecasting system, alongside investments in innovation, enables the company to optimize reservoir water storage for hydropower plants. This proactive approach ensures water availability for future use, particularly in dry seasons, mitigating the risk of water shortages.		●	●●●○○	• Collaborate with relevant agencies, local authorities, customers, and surrounding communities to enhance water resource management. • In storage-based hydropower plants, maintain sufficient water reserves during dry seasons to support both power generation and community needs.	
	(−) The lack of effective water resource management for hydropower plants could lead to business risks, including water shortages or excessive water levels, potentially disrupting operations and impacting surrounding communities.		●	●●●○○	• Implementing Hydrometeorological Monitoring and Forecasting Systems: Enhancing the accuracy of water inflow forecasting for hydropower plants to support efficient energy production planning and environmental management. • Applying Innovative Water Management Solutions: Utilizing advanced assessment tools to optimize water usage in the production process for cogeneration power plants, ensuring resource efficiency and operational stability.	

Remark: The number of green dots in the table represents the financial impact or opportunity associated with each material issue, categorized as follows
●●● : Indicates a high level of financial impact or opportunity for the Company.
●● : Indicates a moderate level of financial impact or opportunity for the Company.
● : Indicates a low level of financial impact or opportunity for the Company.

(+) Positive Impact (−) Negative Impact

Relevant Stakeholders	Impacts on Stakeholders	Types of Impact		Financial Impacts (On a scale of 5)	Actions	SDGs
		Actual	Potential			
Biodiversity						
• Communities and society • Government agencies (in Thailand and Lao PDR) • Employees	⊕ **Enhancing Biodiversity Management through Technology** Integrating technology into biodiversity management helps mitigate risks and reduce negative impacts on ecosystems caused by business operations, reinforcing stakeholder confidence.	●		●●○○○	• Conducting Environmental Impact Assessments (EIA): Assessing environmental impacts before initiating any project and implementing biodiversity restoration initiatives, such as monitoring fish passage systems to conserve aquatic species. • Utilizing Innovative Technology for Fish Migration Tracking: Implementing advanced tracking systems to monitor fish migration patterns, supporting effective biodiversity management and minimizing ecological impact. • Allocating Budget for Research and Development: Investing in R&D projects to advance environmental conservation efforts and promote sustainable biodiversity management.	15.1, 15.2, 15.3, 15.5, 15.9 15.a
	⊖ **Risks of Inadequate Biodiversity Management** Failure to implement biodiversity management in hydropower operations could negatively impact surrounding ecosystems, erode stakeholder confidence, and create challenges for future projects.		●	●●○○○	• Establish a Biodiversity Management Policy: Define a clear framework for biodiversity conservation. • Develop Concrete Strategies and Action Plans: Implement structured initiatives to mitigate environmental impacts. • Assess and Promote Biodiversity Services: Conduct biodiversity impact assessments and enhance biodiversity services through various projects. • Implement Biodiversity Monitoring and Restoration Plans: Develop monitoring systems and action plans to track biodiversity health and restoration progress. • Support Reforestation and Habitat Restoration: Engage local communities in forest conservation and restoration efforts around project sites to minimize environmental impact during construction and operations. • Enhance Nature-Related Financial Disclosures: Align reporting with the Taskforce on Nature-related Financial Disclosures (TNFD) framework to ensure transparency and accountability in biodiversity management.	

Remark: The number of green dots in the table represents the financial impact or opportunity associated with each material issue, categorized as follows
●●● : Indicates a high level of financial impact or opportunity for the Company.
●● : Indicates a moderate level of financial impact or opportunity for the Company.
● : Indicates a low level of financial impact or opportunity for the Company.

⊕ Positive Impact ⊖ Negative Impact

Relevant Stakeholders	Impacts on Stakeholders	Types of Impact		Financial Impacts (On a scale of 5)	Actions	SDGs
		Actual	Potential			
Social						
Social and Community Care						
• Communities and society • Government agencies (in Thailand and Lao PDR) • Employees • Customers	(+) **Enhancing Community Engagement and Sustainable Development** Building community awareness and understanding of power plant operations fosters positive relationships, supports local development, and creates job opportunities. This proactive engagement helps prevent conflicts and strengthens the company's reputation.	●		●○○○○	• Annual Community Dialogues and Stakeholder Engagement: Conduct regular discussions and feedback sessions with communities surrounding power plants. • Structured CSR Strategy and Action Plan: Implement initiatives under the CSR Strategy Framework, such as the Clean Energy for Communities project, which promotes renewable energy knowledge, environmental restoration, and vocational development to generate income and enhance local products. • Local Employment Promotion: Support local workforce participation by prioritizing hiring from nearby communities, contributing to job creation and sustainable income generation.	3.4, 3.9 8.8, 8.96 11.4, 11.6 13.1, 13.2
	(−) **Potential Impact on Community Well-being and Environment** Power plant operations may affect local communities' way of life, livelihoods, and environmental conditions.		●	●●●○○	• Establish a Community Engagement and Development Policy to ensure responsible and inclusive operations. • Develop Structured Strategies and Action Plans for effective community participation and impact mitigation. • Conduct Impact Assessments and Engagement Initiatives in compliance with legal requirements, both prior to and during construction, as well as throughout power plant operations. • Implement Community and Social Engagement Programs that align with the Company's business activities and sustainability goals. • Provide Accessible Grievance Mechanisms and ensure transparent impact management and remediation processes.	

Remark: The number of green dots in the table represents the financial impact or opportunity associated with each material issue, categorized as follows
●●● : Indicates a high level of financial impact or opportunity for the Company.
●● : Indicates a moderate level of financial impact or opportunity for the Company.
● : Indicates a low level of financial impact or opportunity for the Company.

(+) Positive Impact (−) Negative Impact

Relevant Stakeholders	Impacts on Stakeholders	Types of Impact		Financial Impacts (On a scale of 5)	Actions	SDGs
		Actual	Potential			
Respect for Human Rights						
• Employees • Communities and society • Government agencies (in Thailand and Lao PDR) • Suppliers and contractors	(+) **Promoting Human Rights for Fair and Inclusive Business Practices** Advancing human rights fosters fair treatment of all stakeholders while enhancing awareness and accountability throughout the supply chain.		●	●○○○○	• Establish Policies and Monitoring Mechanisms to assess, track, and mitigate human rights risks across the value chain, ensuring alignment with international standards for sustainable and stable business operations. • Promote Human Rights Awareness through regular training sessions for employees, executives, suppliers, and communities, reinforcing human rights principles throughout the supply chain.	5.1, 5.5, 5.6 10.2, 10.3 ,10.4
	(−) **Risks of Human Rights Violations** Failure to uphold human rights practices can lead to financial repercussions, such as fines and legal complaints, as well as a loss of trust and corporate reputation.	●		●○○○○	• Develop Concrete Strategies and Action Plans to uphold human rights principles. • Conduct Comprehensive Human Rights Due Diligence to assess and mitigate risks effectively. • Implement Awareness Programs through various initiatives and activities to reinforce respect for human rights. • Establish Preventive Measures to safeguard against human rights violations across all affected stakeholder groups. • Provide Accessible Complaint Mechanisms for human rights concerns to ensure transparency and accountability.	

Remark: The number of green dots in the table represents the financial impact or opportunity associated with each material issue, categorized as follows
●●● : Indicates a high level of financial impact or opportunity for the Company.
●● : Indicates a moderate level of financial impact or opportunity for the Company.
● : Indicates a low level of financial impact or opportunity for the Company.

(+) Positive Impact (−) Negative Impact

Relevant Stakeholders	Impacts on Stakeholders	Types of Impact		Financial Impacts (On a scale of 5)	Actions	SDGs
		Actual	Potential			
Governance and Economic						
Risk and Crisis Management and Cybersecurity and Data Privacy						
• Customers • Employees • Shareholders and investors • Government agencies (in Thailand and Lao PDR) • Communities and Society • Suppliers and contractors	⊕ **Effective Risk and Crisis Management** A robust risk and crisis management system enables the company to effectively mitigate potential risks, particularly emerging risks that may impact future operations. Proactive risk management not only minimizes negative impacts but also strengthens stakeholder confidence across the value chain.	●		●○○○○	• Establish a Risk Management Process and systematically identify and assess emerging risks. • Foster a Risk-Aware Culture across all levels of the organization. • Conduct Enterprise Risk Assessments and monitor risk control measures to ensure they remain within acceptable levels. • Provide Business Ethics Training for employees to enhance their understanding of risk management principles. • Conduct training on business ethics for employees to enhance their understanding of risk management related to ethical conduct and compliance with business ethics policies. • Publish the Compliance Journal Quarterly to educate employees and internal stakeholders on risk-related topics and reinforce a strong compliance culture.	8.1, 8.6 16.3, 16.5, 16.6

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⊕ Positive Impact ⊖ Negative Impact

Relevant Stakeholders	Impacts on Stakeholders	Types of Impact		Financial Impacts (On a scale of 5)	Actions	SDGs
		Actual	Potential			
Risk and Crisis Management and Cybersecurity and Data Privacy						
	⊖ **Cybersecurity and Data Privacy Risks** Inadequate cybersecurity measures and improper management of personal data may lead to information system disruptions, data breaches, and loss of stakeholder trust. Such incidents could impact overall business operations and reduce stakeholder confidence and satisfaction.		●	●●●○○	• Establish an Information Disclosure Policy aligned with the Stock Exchange of Thailand's disclosure guidelines to prevent data leaks. • Regularly assess the security of the Company's information systems and power plant operations to ensure resilience against cyber threats. • Define clear responsibilities for safeguarding critical information assets to ensure appropriate protection. • Implement a Risk Assessment Framework in accordance with ISO 27001:2013 to prioritize cybersecurity and data privacy risks and establish mitigation plans and implement risk management in accordance with ISO 27001:2022 standards, which have been updated from the 2013 version. • Provide regular cybersecurity and data privacy training to employees to enhance awareness and minimize human errors that could lead to security breaches.	8.1, 8.6 16.3, 16.5, 16.6

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⊕ Positive Impact ⊖ Negative Impact

Relevant Stakeholders	Impacts on Stakeholders	Types of Impact		Financial Impacts (On a scale of 5)	Actions	SDGs
		Actual	Potential			
Business Model Resilience						
• Customers • Employees • Shareholders and investors	(+) A resilient business model enables the Company to effectively adapt to dynamic market conditions, ensuring long-term business stability and sustainability. The ability to respond flexibly to evolving industry trends strengthens CKPower's competitive position and enhances long-term business resilience.		●	●●●○○	• Develop concrete strategies and action plans to ensure business adaptability. • Enhance collaboration both internally and externally to strengthen business capabilities. • Expand business operations into ASEAN markets to drive regional growth and seize long-term opportunities. • Leverage renewable energy certificates (RECs) to support the company's Net Zero targets and meet stakeholder expectations on carbon reduction.	7.1, 7.2, 7.3 8.2, 8.4 9.1, 9.4 12.2, 12.6
• Shareholders and investors • Customers • Suppliers and contractors • Employees	(−) If CKPower lacks adaptability in its business operations and fails to mitigate future risks, it may lose its competitive edge and risk a decline in stakeholder confidence. A rigid business model could hinder operational efficiency and long-term sustainability, ultimately impacting trust and business continuity.		●	●●●○○	• **Implement a Business Continuity Management (BCM) policy** to ensure operational resilience. • **Set clear business objectives and develop structured action plans** for sustainable growth. • **Continuously monitor, refine, and enhance risk management strategies** to strengthen business adaptability and long-term resilience.	13.1

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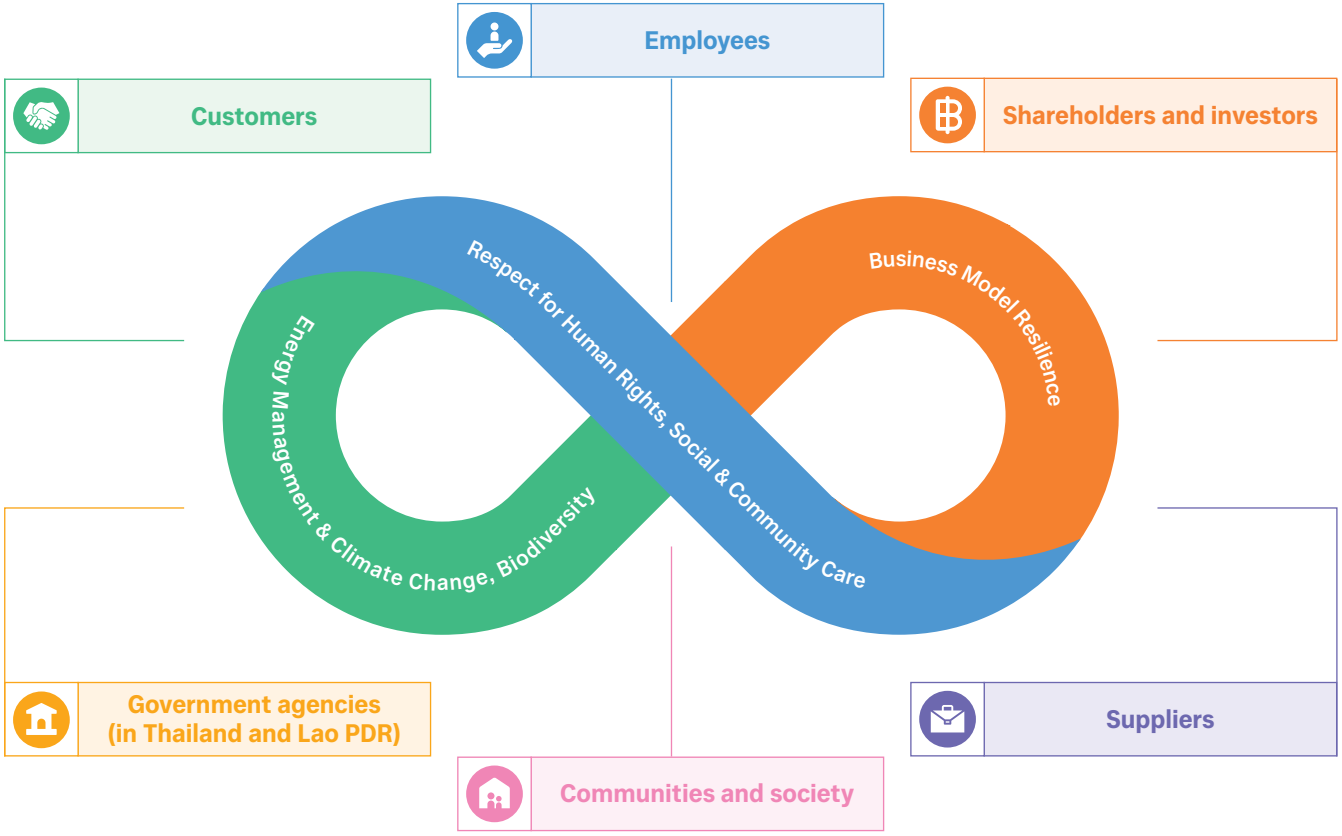
(+) Positive Impact (−) Negative Impact

Approach to Stakeholder Engagement
(GRI 2-29)

CKPower recognizes the crucial role of stakeholder engagement in enhancing business operations and fostering long-term sustainability. To ensure a structured and transparent approach, CKPower has established a stakeholder engagement policy, designed to prioritize and understand stakeholder perspectives and expectations in the formulation of strategies and management approaches. The Company annual review of stakeholder engagement activities and communication channels to ensure all stakeholders have equal opportunities to participate, voice concerns, and contribute in a transparent and meaningful manner.

1	Establishing objectives and engagement scope
2	Identifying and analyzing stakeholders for prioritization
3	Planning stakeholder engagement strategies
4	Undertaking stakeholder engagement initiatives
5	Managing stakeholder engagement risks
6	Monitoring and evaluating engagement effectiveness

CKPower has identified six key stakeholder groups



CKPower's stakeholder engagement process is compliant with the AA1000 Stakeholder Engagement Standard (AA1000SES), ensuring a comprehensive approach to identifying stakeholders who may be positively or negatively impacted by its business activities across environmental, social, governance, and economic dimensions. The Company also integrates human rights considerations into its engagement strategy and evaluates stakeholder relationships based on their level of influence and interdependence with CKPower's operations.

Read more Stakeholder Engagement

Commitment to the Sustainable Development Goals (SDGs)

(GRI 2, GRI 3)

CKPower is committed to driving sustainability initiatives in a **strategic and unified direction**, ensuring long-term value creation for stakeholders across the value chain, while upholding its commitment to environmental and social responsibility. The Company integrates sustainability principles and responsible business practices across environmental, social, economic, and governance (ESG) dimensions, along with comprehensive human rights principles at both the national and global levels. These principles serve as the foundation of CKPower's sustainability strategy, ensuring alignment with international standards and ensuring effective implementation. CKPower incorporates the United Nations Sustainable Development Goals (SDGs) and the UN Global Compact (UNGC) principles into its sustainability framework. The Company directly aligns with 13 out of 17 SDGs, setting clear targets and performance indicators that integrate with its

- Vision and mission
- Material sustainability topics
- Business model and strategic plans
- Stakeholder expectations

By embedding **SDGs into its sustainability strategy,** CKPower ensures a **comprehensive, measurable, and forward-thinking approach** that delivers **tangible positive impacts**—driving meaningful progress toward a more sustainable future.

C – Clean Electricity	
K – Kind Neighbor	
P – Partnership for Life	

Joining the United Nations Global Compact



Joining the United Nations Global Compact (UNGC)

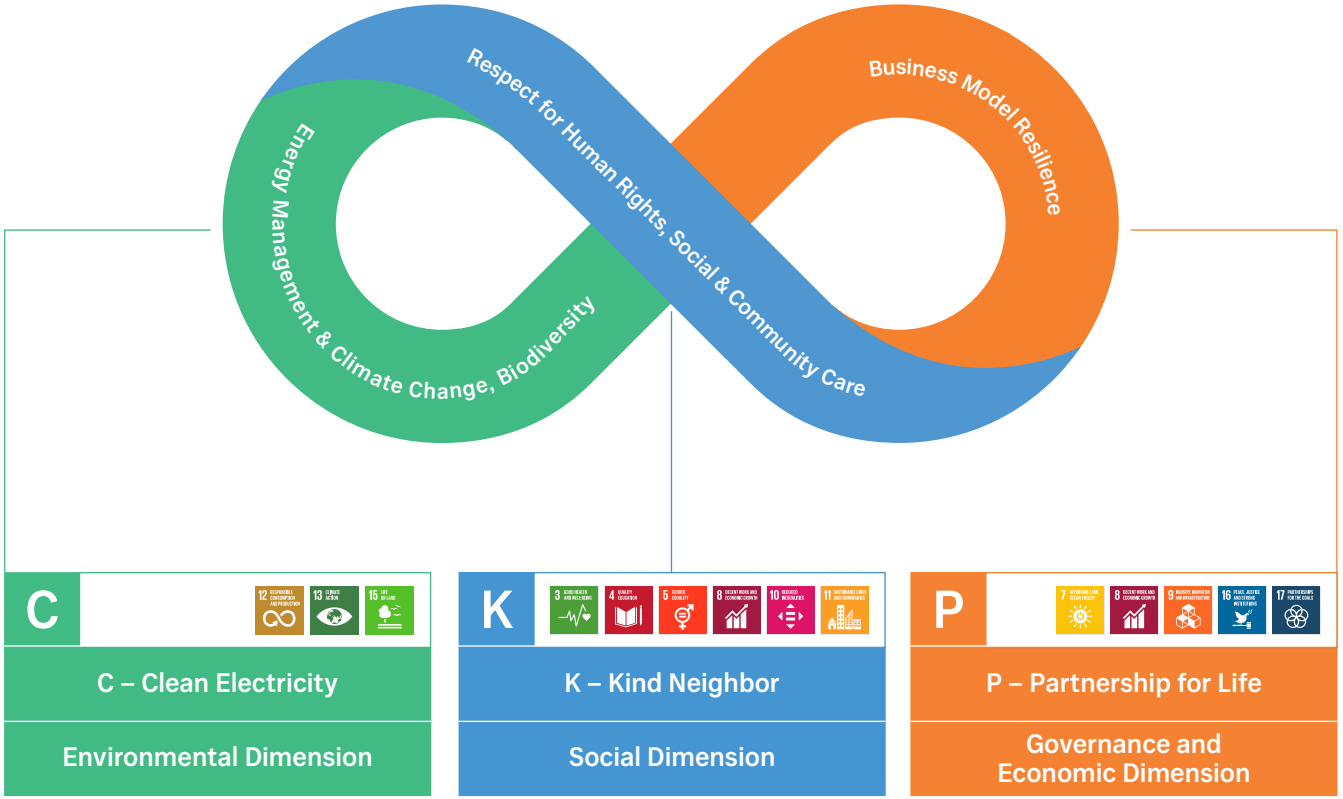
WE SUPPORT UN GLOBAL COMPACT

CKPower recognizes its vital role as a responsible global corporate citizen, committed to driving positive change and enhancing quality of life while upholding social and environmental responsibility. The Company integrates sustainability principles into its operations, ensuring long-term value creation for stakeholders and fostering a more sustainable and equitable society. By joining the United Nations Global Compact (UNGC), CKPower reinforces its commitment to sustainable business practices in alignment with international standards, further demonstrating its dedication to corporate responsibility and long-term sustainability.

As a UNGC corporate member, CKPower pledges to uphold the 10 universal principles covering human rights, labor standards, environmental protection, and anti-corruption. These principles serve as a foundation for the Company's sustainability strategy, ensuring responsible business practices across all dimensions—economic, environmental, and social.

Beyond compliance, CKPower is committed to elevating sustainability standards at both national and global levels. By aligning its operations with international sustainability goals, CKPower actively contributes to advancing sustainable development worldwide, reinforcing its role as a leader in the transition to a more responsible and resilient energy future.

Human Rights | Labour | Environment | Anti-Corruption





Pathway to Net Zero GHG Emissions

Transition in Action:
Powering Progress for a Sustainable Future

Under the "Energy Transition" concept, CKPower is committed to driving the organization toward greater reliance on renewable energy, such as hydropower and solar power, which serve as the foundation for sustainable investments in other renewable energy ventures. This approach ensures continuous value creation for the future.

Collective Employee Engagement in Driving the Organization Forward

CKPower firmly believes that the "Energy Transition" requires the collaboration of all stakeholders to achieve Net Zero greenhouse gas emissions. To foster this commitment, CKPower has adopted the ESG DNA framework—developed by the Stock Exchange of Thailand (SET)—to enhance employees' knowledge, awareness, and understanding of environmental, social, and governance (ESG) principles at all levels. This initiative is designed to drive sustainable development across all dimensions of the organization. For over a decade, CKPower has demonstrated the crucial role of clean energy solutions, such as hydropower, in not only reducing greenhouse gas emissions but also strengthening Thailand’s energy security. Embedding ESG DNA within the organization is a key enabler that empowers employees to actively participate in the Company’s operations and support its greenhouse gas reduction goals.

By integrating ESG knowledge through the ESG DNA framework, CKPower equips its employees with the capability to drive innovation, enhance operational processes, and make sustainability-focused decisions. This collective effort ensures that the Company not only advances its Net Zero aspirations but also generates positive, long-term impacts on society and the environment.

"Together for Implementation" Advancing Global target

CKPower's clean energy transition aligns with the goals of the Paris Agreement, which aims to limit global temperature rise to no more than 1.5°C. The Company is actively driving greenhouse gas reduction efforts and advancing toward Net Zero emissions, reinforcing its commitment to sustainability.

Under the "Transition in Action: Powering Progress for a Sustainable Future" framework, CKPower is dedicated to fostering innovation and collaboration across all sectors. This approach accelerates the transition to a low-carbon society, with clear objectives that reflect the transformative power of clean energy in shaping a more sustainable world for all.

With the unwavering commitment of its employees, CKPower firmly believes that **renewable energy is the key to a sustainable future.** The Company remains steadfast in its mission to become **one of the region's largest producers of electricity from renewables with one of the lowest carbon footprints.**

Science-Based Targets: Aligning with Global Climate target: To ensure its emissions reduction targets align with international climate commitments and the Paris Agreement, CKPower has adopted the Science-Based Targets (SBT) approach for the power generation sector. This strategy is designed to limit the global temperature rise to no more than 1.5°C.

CKPower has set short-term, medium-term, and long-term greenhouse gas (GHG) reduction targets, using 2021 as the base year, to establish a solid foundation for achieving Net Zero emissions by 2050.

This commitment not only supports global climate action but also reinforces CKPower's position as a leading renewable energy provider in the region, driving sustainable progress and strengthening stakeholder confidence in the Company's role in the clean energy transition.

Commitment

CKPower is committed to achieving Net Zero Greenhouse Gas Emissions by 2050, following a **science-based approach** tailored for the energy sector. This commitment aligns with the **Sustainable Development Goals (SDGs),** particularly Goal 13: Climate Action, reinforcing the Company's dedication to mitigating climate change. In addition, CKPower adheres to the **Task Force on Climate-Related Financial Disclosures (TCFD) framework** and assesses climate-related risks and opportunities based on the International Financial Reporting Standards (IFRS S1 and IFRS S2). These standards ensure transparency in disclosing financial risks and opportunities related to climate change, helping stakeholders understand potential impacts on the Company's financial position.

To support these objectives, CKPower has implemented a systematic climate risk management approach to ensure that its operations align with sustainable development goals. The Company also drives the energy transition by integrating cutting-edge innovations into business development, enabling a sustainable and efficient pathway toward achieving Net Zero emissions by 2050.

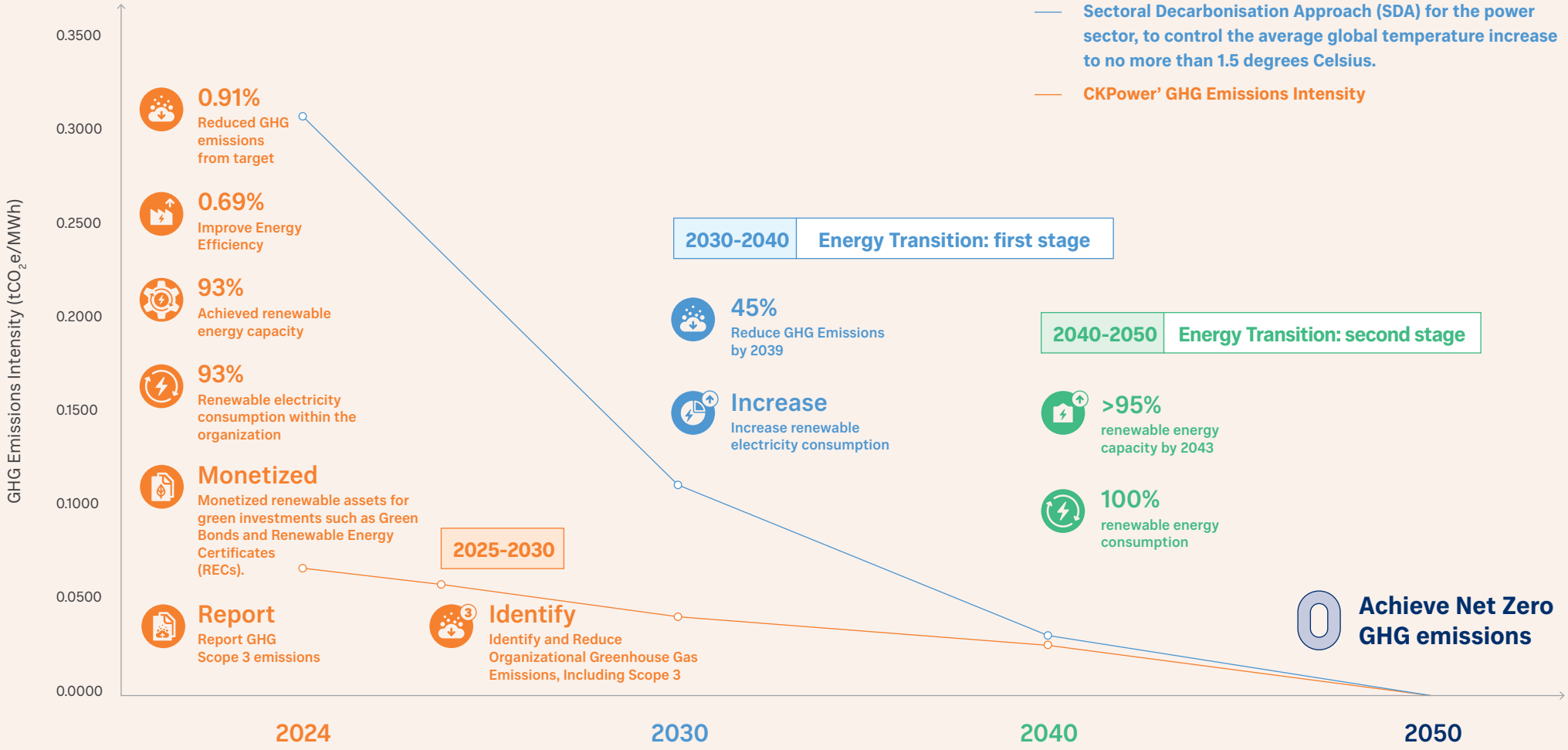
Strategic Climate Action Framework for Net Zero by 2050

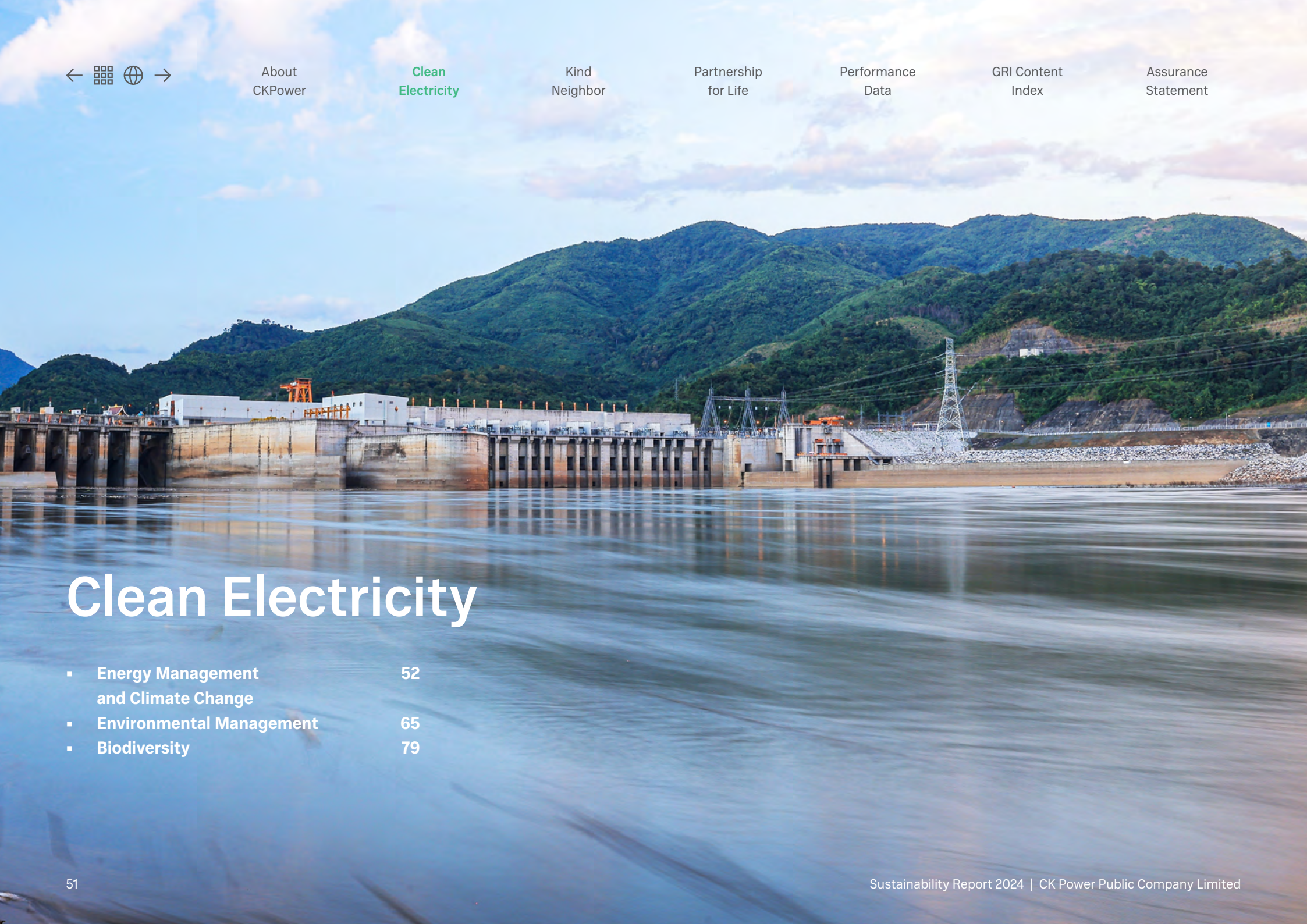
CKPower has established a clear and organization-wide climate action framework under its five-year strategic plan (2022–2026) to drive progress toward Net Zero greenhouse gas emissions by 2050. The Company's Energy Management and Climate Change Strategy outlines key initiatives to address climate change through its Net Zero Strategy, which focuses on

REDUCE ↓		Reduce energy consumption to decrease GHG emissions
↑ IMPROVE		Improve energy efficiency in electricity production
↑ IMPROVE		Increase renewables capacity
↑ IMPROVE		Increase renewable energy consumption
↑ IMPROVE		Expand business opportunities for green investments

CKPower - Pathway to Net Zero

Sectoral Decarbonisation Approach (SDA) for the power sector, to control the average global temperature increase to no more than 1.5 degrees Celsius.





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Energy Management and Climate Change

Energy Consumption
(GRI 302)

Long-term Targets	
Renewable electricity consumption within the organization by 2043	100%
Renewable energy capacity by 2043	>95%

	2024 Targets	2024 Achievements
Renewable electricity consumption within the organization	93%	93%
Renewable energy capacity	93%	93%
Total energy consumption within organization	2,125,923.79 MWh	2,115,423.22 MWh
Energy intensity	0.20 MWh/MWh	0.20 MWh/MWh

SDGs

Energy Management and Climate Change

GHG Emissions
(GRI 305)

Long-term Targets

GHG emissions by 2050	**Net Zero**

	2024 Targets	2024 Achievements
GHG Scope 1 emissions	**725,998.74** tCO_2e	**719,161.16** tCO_2e
GHG Scope 2 emissions	**1,748.67** tCO_2e	**1,979.70** tCO_2e
GHG Scope 3 emissions	**119,586.41** tCO_2e	**181,920.80** tCO_2e
GHG emissions intensity	**0.0677** tCO_2e/MWh	**0.0689** tCO_2e/MWh



Impact on Business

Climate change has profound implications for ecosystems, biodiversity, and human societies, posing significant risks to businesses, especially in the energy sector, which plays a vital role in reducing GHG emissions and mitigating the impacts of this crisis. Thailand, as part of its commitment under the Paris Agreement, has outlined its Nationally Determined Contributions (NDCs) to mitigate emissions and build climate resilience.

For CKPower, achieving Net Zero Greenhouse Gas Emissions by 2050 is more than a regulatory obligation—it is a strategic imperative. The Company has established a **strategy to achieve Net Zero Greenhouse Gas Emissions by 2050,** focusing on transitioning to clean energy from renewable sources, such as hydropower and solar power. CKPower also strives to build stakeholder confidence by maintaining reliable delivery of clean electricity and transparent business operations and supporting the collective pursuit of international targets. In addition, this challenge has created a great opportunity for CKPower to establish its regional leadership in renewable energy by making a positive impact through sustainable delivery of clean electricity.

Challenges and Opportunities

The global transition to sustainable energy presents both challenges and opportunities for CKPower. The Company recognizes the pressing need to expand its renewable energy portfolio while navigating regulatory shifts and evolving market dynamics. To address these challenges, CKPower has implemented strategic initiatives, including:

- **Green Financing Initiatives:** CKPower has accessed environmental funding through Green Bonds and Renewable Energy Certificates (RECs), reinforcing its commitment to clean energy expansion.
- **Regulatory Preparedness:** In anticipation of the Climate Change Act, set to take effect in 2026, CKPower is aligning its operations with upcoming regulations. This includes compliance with mandatory GHG reporting, adaptation to carbon pricing mechanisms such as carbon taxes and Emissions Trading Systems (ETS), and alignment with Thailand's developing Taxonomy for Green Finance.
- **Energy Risk Management:** The Company prioritizes energy efficiency, resource optimization, and climate risk assessment to balance sustainability goals with stakeholder expectations.

Commitment

CKPower is dedicated to reaching its Net Zero emissions target by the year 2050 and aims to increase its renewable energy production to exceed 95% by 2043, primarily through hydropower and solar power. The Company is also focused on supporting and driving the creation and development of innovations to reduce energy consumption, optimize electricity production efficiency, and raise awareness about energy conservation throughout the organization value chain.

CKPower has integrated the United Nations Sustainable Development Goals (SDGs), particularly **Goal 7: Affordable and Clean Energy, and Goal 13: Climate Action,** as a framework in its business operations to promote collective action for a sustainable energy transition.

Furthermore, in response to the outcomes of the 29th United Nations Climate Change Conference (COP 29), CKPower is committed to limiting global temperatures below 1.5 degrees Celsius and intensifying its continuous efforts to reduce GHG emissions in support of long-term climate goals.



Operational Guidelines

Strategies and Strategic Plans

Energy Management and Climate Change Strategies

CKPower strives to become one of the region's largest producers of electricity from renewables with one of the lowest carbon footprints. Currently, CKPower's renewables-based energy generation accounts for **93% of its total renewable energy capacity,** with a target to expand the proportion to exceed 95% by 2043 as well as to become a 100% renewable electricity organization within the same year.

To support these goals, CKPower has developed the Energy Management and Climate Change Roadmap, which is aligned with international standards, such as:

- Task Force on Climate-Related Financial Disclosures (TCFD)
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 Climate-related Disclosures

CKPower has conducted **climate change risk and opportunity assessments** to strategize and establish plans focused on achieving Net Zero Greenhouse gas emissions efficiently, with emphasis on five key strategies.

REDUCE	Reduce energy consumption to decrease GHG emissions
IMPROVE	Improve energy efficiency in electricity production
IMPROVE	Increase renewables capacity
IMPROVE	Increase renewable energy consumption
IMPROVE	Expand business opportunities for green investments

These strategies encompass short-term, medium-term, and long-term planning to achieve Net Zero greenhouse gas emissions, supported by effective governance and sustainable operations.

Energy Conservation Policy

Climate Change Action Policy

CKPower IFRS S2 Sustainability Disclosure Standard 2024

Energy Management and Climate Change Strategies

Strategies	Short-term Plans	Medium-term (5-year) Plans	Long-term Plans
REDUCE **Reduce GHG Emissions**	Developing a database on the organization's energy consumption and GHG emissions. Conducting annual climate-related risk and opportunity assessments. Developing climate change strategies.	Conducting annual climate-related risk and opportunity assessments.	Reducing GHG emissions by 45% by 2039. Striving towards Net Zero GHG emissions by 2050.
IMPROVE **Improve Energy Efficiency**	Implementing measures and increasing investments in decarbonization & contributing to GHG reduction projects.	Continuously optimizing energy efficiency.	Conducting energy conservation and energy cost saving projects.
IMPROVE **Increase Renewable Energy Capacity**	93% Renewable energy capacity	Expanding renewable energy capacity	> 95% Renewable energy capacity
IMPROVE **Shift to Renewable Energy Consumption**	100% Renewable electricity consumption within organization including the use of Renewable Energy Certificates (RECs).	Offsetting residual GHG emissions and increasing GHG removals.	
IMPROVE **Monetize Renewable Assets**	Issuing green bonds. Sale of Renewable Energy Certificates (RECs).	Preparing for the implementation of Internal Carbon Pricing.	Diversifying into new businesses that leverage advanced renewable energy technologies

Strategic Plans

Energy Management and Climate Change Strategies

CKPower has formed **an Energy Management and Climate Change Committee,** operating under the **Corporate Governance, Risk Management, and Sustainable Development Committee** and **guided by the Sustainable Development Steering Committee.** This committee sets strategic directions and goals in alignment with sustainability and climate change policies and operational frameworks, ensuring compliance with international standards and trends.

To ensure robust governance and execution, this committee oversees the implementation of energy and climate change strategies, working closely with **Sustainability working teams** from all power plants. CKPower has defined roles, responsibilities, performance indicators, and remuneration for managing plant operations. These executives are accountable for overseeing sustainability and climate change initiatives, ensuring they align with the Company's goals. These executives collaborate with the **Sustainability Supporting and Disclosure Working Team** to provide quarterly performance reports to the Board of Directors.

To further bolster its operations in sustainability and climate change, CKPower has established energy conservation and climate change policies and set organizational targets for reducing energy usage and greenhouse gas emissions across both office and production processes. Employees are also encouraged to develop innovative solutions for reducing energy consumption, improving electricity production efficiency, and lowering GHG emissions, with the goal of enhancing awareness about energy conservation and climate change within all company units, thereby driving the achievement of the Net Zero emissions target.

Climate Risk Management

CKPower proactively assesses climate-related risks and opportunities across its operations in Thailand and Lao PDR. These assessments categorize risks into short-term, medium-term, and long-term timeframes, ensuring effective risk prioritization and mitigation planning. The results of these assessments are integrated into CKPower's enterprise risk management framework for systematic and efficient management.

CKPower has adopted the Task Force on **Climate-related Financial Disclosures (TCFD)** framework, the **IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information,** and the **IFRS S2 Climate-related Disclosures Standard in its assessments** and in establishing clear management approaches to ensure CKPower's adaptability and growth amid climate change challenges.

Green Financing Activities in 2024

Renewable Energy Certificate (RECs), Trading Program

CKPower continues to expand green investment opportunities while generating additional revenue through the sale of Renewable Energy Certificates (RECs). Following registration with relevant agencies to issue RECs, CKPower has been exploring the market and selling these certificates to companies seeking to offset their Scope 2 emissions.

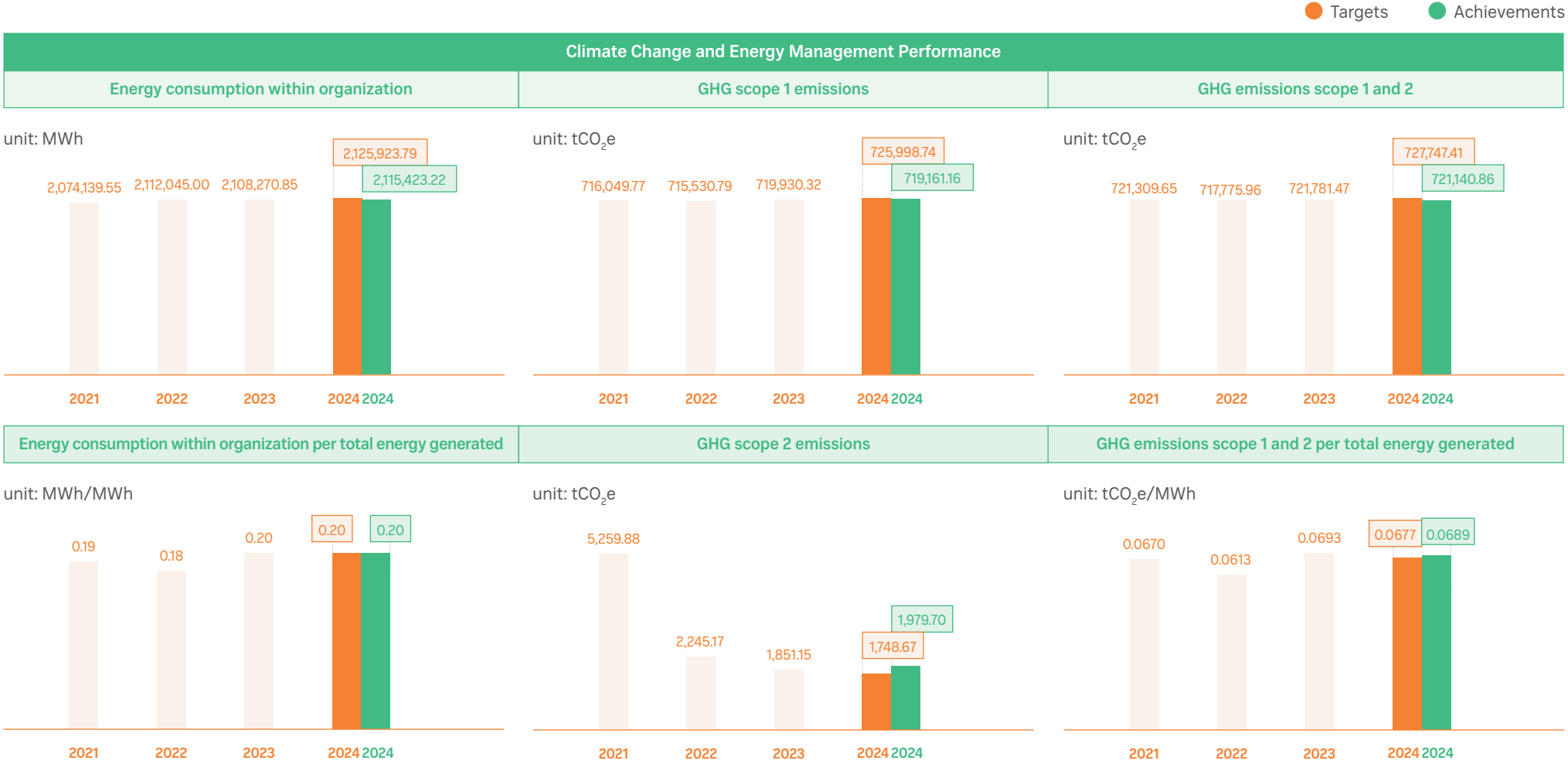
The program not only supports partners' climate change mitigation efforts but also reinforces CKPower's environmental initiatives, enhances its image as a sustainability-focused organization, and creates new business opportunities in support of sustainability goals at both corporate and national levels.



Internal Carbon Pricing (ICP)

CKPower is currently studying **Internal Carbon Pricing (ICP)** for implementation across its operations. This mechanism will enable the Company to effectively analyze costs and returns from GHG emission reductions and prepare for climate-related government regulations.

ICP data will be integrated into CKPower's strategic planning and GHG management to sustainably support CKPower's emission reduction targets.



Project Highlights in 2024

Lower Gas Pressure - Better Heat Rate Project at Bangpa-in Cogeneration Power Plant



The Bangpa-in Cogeneration Power Plant implemented an efficiency optimization initiative to reduce energy losses in electricity generation. The project involves comprehensive system inspection and analysis and the optimization of fluid pressure points in the piping, leading to decreased energy consumption for gas compressors.

Outcomes in 2024

Reduction in electricity consumption	688 MWh
Reduction in GHG emissions	343.9 tCO_2e/year
Reduction in energy costs	2,561,520 baht

Achievement

This initiativeexemplifies CKPower's dedication to minimizing environmental impacts through strategic emissions reduction and energy optimization, in alignmentwith the Company's sustainable development targets.

Deactivation of a Cooling Fan during Off-peak Periods (00:00-06:00 hrs.) at Bangpa-in Cogeneration Power Plant



The Bangpa-in Cogeneration Power Plant launched an Off-peak energy optimization initiative, in which cooling fans were shut down during 00:00-06:00 hours to eliminate unnecessary power consumption and maximize energy management efficiency.

Outcomes in 2024

Reduction in energy consumption	34.3 MWh/year
Reduction in GHG emissions	43.52 tCO_2e/year
Cost savings	350,648 baht/year
Extended equipment lifespan, particularly for cooling fans, resulting in reduced maintenance and equipment replacement needs	

Achievement

This initiative demonstrates CKPower's commitment to energy efficiency enhancement, cost optimization, and environmental impact reduction through lower GHG emissions. The improvements have strengthened the plant's operational sustainability and underscore CKPower's commitment to achieving its sustainability targets and efficient energy management.

Steam Turbine Load Adjustment Project Phase 2 at Bangpa-in Cogeneration Power Plant



Due to reduced customer steam demand, excess steam was being released to condensers, leading toenergy wastage. CKPower identified this as an opportunity to harness the surplus steam for power generation.

Action undertaken

- Conducted comprehensive engineering studies to optimize energy efficiency
- Enhanced steam turbine efficiency and developed advanced control systems to utilize excess steam for additional power generation.

Outcomes in 2024

Total steam turbine power generation capacity achieved	25.3 MW
Increase in power capacity through excess steam utilization	1.3 MW
Reduction in energy usage for gas compression	1,422 MWh
Reduction in energy costs	5,295,432 baht
Reduction in GHG emissions	657.21 tCO_2e

Achievement

This initiative reinforces CKPower's commitment to optimizing energy efficiency and minimizing resource wastage.

Cooling Tower Optimization Project at Bangpa-in Cogeneration Power Plant



A cooling tower management initiative was launched to regulate ventilation fan activation and adjust cooling water pump operations, enhancing energy and water efficiency.

Outcomes in 2024

Reduction in electricity consumption	86 MWh/year
Reduction in GHG emissions	39.75 tCO_2e/year
Reduction in energy costs	320,317 baht/year
Reduced water loss from cooling tower evaporation	

Achievement

This projectnot only improves electrical energy efficiency in the cooling tower system but also significantly reduces water loss and environmental impact. These improvements exemplify CKPower's commitment to sustainable business practices and align with its GHG reduction goals.

Benefits

- Reduced natural resource and energy consumption in power plant operations
- Enhanced stakeholder confidence in CKPower's energy and environmental initiatives

Online Water Wash Project at Bangpa-in Cogeneration Power Plant



The Bangpa-in Cogeneration Power Plant's engineering team deployed an advanced online water wash system for the gas turbine air compression system to enhance operational efficiency, reduce water washing intervals, minimize resource consumption, and maintain peak system performance.

Outcomes in 2024

Reduction in energy consumption	1,839 MWh/year
Reduction in water usage	40 m^3/year
Cost savings	6.83 million baht/year
Reduction in GHG emissions	847.37 tCO_2e/year

Achievement

The Online Water Wash project not only reduces energy and water resource consumption but also demonstrates CKPower's commitment to sustainable innovation development and environmental impact reduction. This initiative also enhances gas turbine system reliability, reduces maintenance frequency, and extends equipment lifespan in the production process.

Benefits

- Advancement of CKPower's GHG reduction targets
- Promotion of resource efficiency
- Alignment with CKPower's corporate sustainable development framework

Off-peak Gas Compressor Power Reduction Project at Bangpa-in Cogeneration Power Plant



The engineering team at Bangpa-in Cogeneration Power Plant discovered that the excessive pressure of the gas compressor activated the excess flow valve system, resulting in energy loss.

They studied and improved the excess flow valve system and reduced the pressure of the gas leaving the pistons to ensure that the valve system would not be triggered, efficiently reducing energy wastage in the gas compression process.

Outcomes in 2024

Reduction in natural gas compressor power consumption from 980 kW to	860 kW
Reduction in electricity usage	375 MWh/year
Reduction in GHG emissions	109.95 tCO_2/year
Cost savings	885,000 baht/year

Achievement

This project demonstrates CKPower's commitment to optimizing energy production and reducing Off-peak energy losses. Beyond cost and energy reductions, the project reduces environmental impact through GHG emission reductions and showcases the engineering team's capabilities in implementing innovative solutions for positive organizational and environmental impact.

Benefits

- Advancement of CKPower's GHG reduction targets
- Long-term cost reduction
- Enhancement of corporate image as a sustainability and energy efficiency focused organization

Electric Vehicle Project at Xayaburi Hydroelectric Power Plant



The Xayaburi Hydroelectric Power Plant replaced diesel-powered vehicles with electric vehicles to support GHG reduction goals and promote clean energy adoption.

Outcomes in 2024

- Addition of 1 electric vehicle, bringing the current EV fleet to 2 vehicles
- 2 electric three-wheelers in active service

Total distance covered by electric vehicles and three-wheelers **39,329.20** km

Diesel fuel avoided **4,712.39** liters

Achievement

This initiative aligns with CKPower's sustainability goals, reducing fossil fuel dependency while promoting environmental responsibility.

Benefits

- Advancement of CKPower's GHG reduction targets
- Promotion of clean energy use in the organization
- Fostering sustainability awareness among employees and communities

Water Truck Usage Reduction Project for Garden and Landscape Maintenance at Xayaburi Hydroelectric Power Plant



The Xayaburi Hydroelectric Power Plant enhanced its water management system for garden, lawn, and tree maintenance by replacing water trucks with a pipeline network covering required areas, reducing fossil fuel consumption.

Outcomes in 2024

Reduction in diesel fuel consumption **330** liters/month

Reduced need for water trucks, lowering fuel-related emissions

Enhanced efficiency in green space maintenance

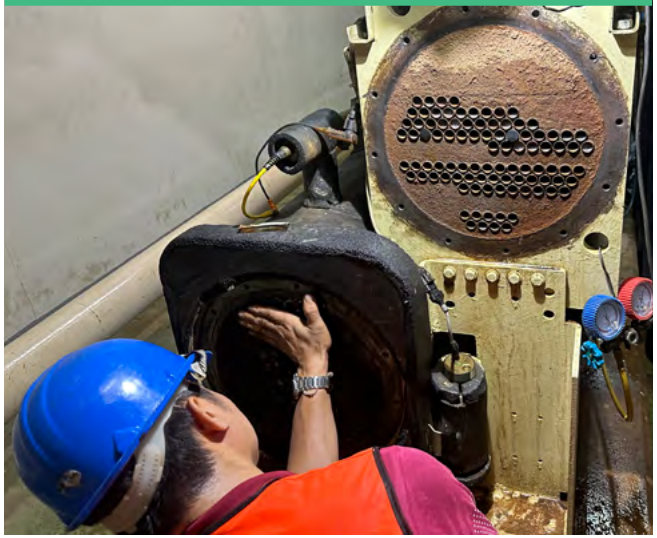
Achievement

This project demonstrates CKPower's commitment to reducing GHG emissions and promoting resource efficiency. The green space maintenance system improvement through pipeline installation has reduced fossil fuel dependency, lowered costs, and increased operational efficiency.

Benefits

- Advancement of CKPower's GHG reduction targets
- Reduction of diesel expenses
- Promotion of sustainability in green space maintenance

Chiller Efficiency Optimization Project at Nam Ngum 2 Hydroelectric Power Plant (In Progress)



The Nam Ngum 2 Hydroelectric Power Plant initiated the optimization project for its chiller to reduce electrical power consumption within the plant and improve the cooling system performance. The project began with a comprehensive study and inspection of the existing chiller system, which revealed equipment deterioration due to long-term use.

Project implementation

- Maintenance and detailed inspection of the chiller system was conducted.
- Following assessment and analysis, a decision was made to replace the chiller in use with a new unit to improve operational efficiency and reduce energy consumption.
- The target is a minimum 3% reduction in chiller power consumption compared to the previous chiller.

Target and timeframe

The project is ongoing and is expected to be completed in 2025.

Expected Outcomes

- **Reduced energy consumption within the plant**
- **Enhanced cooling system efficiency**
- **Long-term energy cost reduction and significant GHG emission reductions**

Anticipated achievement

This initiative is part of CKPower's commitment to leveraging cutting-edge technology to enhance operational efficiency and sustainability.

Benefits

- Long-term chiller system reliability
- Advancement of CKPower's Net Zero targets
- Reduction of electricity consumption and enhancement of overall operational efficiency



Read more Environmental Management

Overall Performance of Energy Conservation Projects in 2024

Reduction in energy consumption 4,444.3 MWh 4,770 liters

Reduction in GHG emissions 2,054.49 tCO_2e/year

Reduction in energy costs 16.59 million baht

Performance Breakdown by Project

Project	Type of energy reduction	Reduction in energy consumption	Reduction in GHG emissions (tCO_2e/year)	Reduction in energy costs (baht/year)
Internal Combustion Engine to PHEV Transition Project	Fuel	58 liters	0.155	190,643
Lower Gas Pressure - Better Heat Rate Project	Electricity	688 MWh/year	343.9	2,561,520
Steam Turbine Load Adjustment Project Phase 2	Electricity	1,422 MWh/year	657.21	5,295,432
Deactivation of a Cooling Fan during Off-peak Periods (00:00-06:00 hrs.)	Electricity	34.3 MWh/year	43.52	350,648
Cooling Tower Optimization Project	Electricity	86 MWh/year	39.75	320,317
Online Water Wash Project	Electricity	1,839 MWh/year	847.37	6,830,000
Off-peak Gas Compressor Power Reduction Project	Electricity	375 MWh/year	109.95	885,000
Electric Vehicle Project	Fuel	4,712.39 liters	12.63	155,508
Water Truck Usage Reduction Project for Garden and Landscape Maintenance	Fuel	In progress	In progress	In progress
Chiller Efficiency Optimization Project	Electricity	In progress	In progress	In progress



Environmental Management

Law
(GRI 307)

Long-term Targets

No violations of environmental laws or regulations throughout operations	**No** case

2024 Targets		2024 Achievements	
Violations of environmental laws or regulations throughout operations	**No** case		**No** case
Fine for violations of environmental laws or regulations	**0** baht		**0** baht
An expected fine for violations of environmental laws or regulations	**0** baht		**0** baht

SDGs

Environmental Management

Water Resources Management

(GRI 303)

Long-term Targets

Water quality of discharged water meets legal standards, and **water resources are used efficiently**

Efficiently meet legal standards

2024 Targets		2024 Achievements	
Total water withdrawal from all area	≤8,949.86 million liters	9,322.91 million liters
Total water withdrawal from all areas per total energy generated	≤0.00083 million liters/MWh	0.00089 million liters/MWh
Wateswater to be treated before discharge	100%	100%



Environmental Management

Waste Management
(GRI 306)

Long-term Targets

General and hazardous waste management complies with legal standards — **Efficiently meet legal standards**

2024 Targets		2024 Achievements
Total weight of hazardous waste generated	≤94.85 metric tons	107.07 metric tons
Total weight of hazardous waste generated per production unit	≤0.000009 metric tons/MWh	0.000010 metric tons/MWh
Total weight of non-hazardous waste generated	≤126.68 metric tons	124.04 metric tons
Total weight of non-hazardous waste generated per production unit	≤0.000012 metric tons/MWh	0.000012 metric tons/MWh
Total weight of waste generated	≤221.53 metric tons	231.12 metric tons
Total weight of waste generated per production unit	≤0.000021 metric tons/MWh	0.000022 metric tons/MWh
Total weight of waste reused or recycled	>12.77 metric tons	64.15 metric tons

Air Emissions
(GRI 305-7)

Long-term Targets

Air quality from chimneys complies with legal standards throughout operations — **Efficiently meet legal standards**

2024 Targets		2024 Achievements
Total NO_x emitted	≤740,000 kg	706,282.84 kg
Total NO_x emitted per total energy generated	≤0.438 kg/MWh	0.426 kg/MWh
Total SO_x emitted	≤39,000 kg	20,785.85 kg
Total SO_x emitted per total energy generated	≤0.023 kg/MWh	0.013 kg/MWh
Total particulate matter (PM) emitted	≤17,000 kg	10,504.32 kg
Total particulate matter (PM) per total energy generated	<0.010 kg/MWh	0.006 kg/MWh

Impact on Business

CKPower emphasizes the efficient utilization of natural resources, ensuring a balance between business operations and environmental stewardship through comprehensive strategies. These range from reducing resource consumption to implementing effective environmental management. In addition, the Company adopts advanced eco-friendly technologies that not only minimize environmental impact but also enhance operational efficiency and cost-effectiveness.

Recognizing the risks associated with water shortages and climate change, CKPower has established efficient water resource management guidelines for both production processes and infrastructure management. This approach enhances water security and sustainability. CKPower also promotes knowledge sharing, understanding, and collaboration with stakeholders to collectively conserve natural resources and minimize environmental impacts across all operational processes.

Challenges and Opportunities

Environmental management is a significant challenge for CKPower, particularly in maintaining environmental quality and maximizing the use of limited natural resources. As a renewable energy power producer, CKPower has strategically designed production processes that minimize environmental impact. The Company actively cultivates eco-consciousness among its personnel through continuous knowledge development, fostering creative thinking, and supporting innovative projects focused on environmental conservation.

CKPower also focuses on adhering to increasingly stringent regulations and evolving stakeholder expectations to ensure sustainable growth and maintain a long-term balance between economic growth and environmental stewardship.

Commitment

CKPower is committed to a sustainable energy transition, aiming to increase its renewable energy capacity to reduce environmental impacts and ensure efficient natural resource consumption. The Company has established an environmental policy and social and environmental practices that comply with international standards and relevant laws.

To foster eco-consciousness within the organization, CKPower integrates ESG principles (Environmental, Social, and Governance) into personnel development. The Company also leverages advanced technologies and innovations to enhance environmental management, supporting long-term business continuity and sustainability. These initiatives underscore CKPower's commitment to leading the renewable energy industry while achieving a balance between business growth and environmental stewardship.

Operational Guideline

Strategy and Roadmap

CKPower is committed to increasing its renewable energy capacity through investments in hydropower and solar power projects, thereby supporting clean electricity production and reducing environmental impacts. While electricity is generated alongside steam production in natural gas-fueled cogeneration power plants, CKPower emphasizes systematic environmental quality monitoring and continuous improvement of production process to minimize pollution.

To achieve sustainable environmental management, CKPower utilizes advanced technologies for systematic environmental quality monitoring, ensuring compliance with both legal and international standards. The Company actively shares knowledge with employees and stakeholders to foster sustainable environmental practices within communities.

CKPower's operations are certified under ISO 14001:2015, ensuring comprehensive environmental impact assessments across all processes, with preventive, mitigation, and remediation measures effectively implemented. All power plants under CKPower are approved by regulatory bodies and transparently report the performance of their environmental measures.

Environmental Policy

Social and Environmental Guidelines

In 2024, CKPower's environmental data was verified by an independent agency, EY Office Limited, covering key metrics such as water withdrawal, water consumption, water discharge, waste management, and air emissions. This reinforces stakeholder confidence in the Company's transparency and commitment to transparency and environmental stewardship.

The Company also prioritizes environmental knowledge transfer to employees and stakeholders, fostering collaboration for sustainable environmental management development and building positive relationships with communities across all operational areas. This approach aims to create long-term value and sustainability for both CKPower and communities surrounding its operations, reinforcing its commitment to environmental stewardship and social responsibility.

Water Resources Management

CKPower prioritizes sustainable water resource management as water is critical to electricity production, particularly in hydropower generation, which accounts for over 90% of total power output.

The Company has implemented comprehensive measures to:

1. **Monitor water sources** to prevent shortages and enhance water utilization efficiency in both production processes and office facilities.
2. **Promote efficient water usage across all operations to optimize resource utilization.**
3. **Apply advanced technologies** for sustainable water resource management to enhance efficiency and minimize environmental impacts.
4. **Control effluent quality to meet legal requirements and international standards, protecting aquatic ecosystems and surrounding communities.**

CKPower conducts qualitative and quantitative water risk assessments across its power plants annually, using the **AQUEDUCT Water Risk Atlas** developed by the World Resources Institute (WRI). These assessments enable CKPower to proactively identify potential risks and implement strategic measures to manage water-related challenges, ensuring minimal environmental impact and safeguarding surrounding communities.

To further support water resource sustainability, CKPower actively engages local residents and government agencies in comprehensive water conservation efforts from upstream to downstream to ensure sufficient water supply for operation needs and community consumption.

In 2024, CKPower launched the **CKP Forecasting System: XHPP Inflow Forecasting (2024),** an advanced Hydrometeorological Forecasting System designed to enhance the accuracy and extended the range of water volume predictions. This system enables more precise and proactive power generation planning, particularly for hydropower plants, optimizing operational efficiency and resource utilization.

This initiative underscores the Company's commitment to a clean energy transition by leveraging technology and innovation utilization to enhance operational efficiency optimize and reduce environmental risks. By utilizing hydropower as a sustainable energy source, CKPower aligns its strategy with **global efforts to achieve a low-carbon society** and reinforces its role as a leader in sustainable energy production.



Cogeneration Power Plants: Located in the Bangpa-in industrial estate, CKPower's cogeneration power plants implement efficient water management practices aligned with regulations. The plants operate under water supply agreement with TTW Public Company Limited (TTW), which manages water within the estate.

Water is drawn from the Chao Phraya River and treated by TTW before use. Treated wastewater is stored in holding ponds for one day before being discharged into the estate's drainage canal, promoting **reuse and** efficient water utilization.

Additionally, Bangpa-in Cogeneration Power Plant maintain effluent quality control to ensure compliance with legal requirements and the water quality standards of the industrial estate. This approach guarantees environmentally safe and sustainable long-term water management.

Hydroelectric Power Plants: CKPower's hydroelectric power plants utilize both surface and underground water sources for operational and employee consumption, ensuring optimal water resource utilization. Water is recycled within the facilities before being discharged, with strict controls on effluent quality to **ensure compliance with legal requirements and environmental standards.**

This approach minimizes environmental impact and supports sustainable water management. In the **electricity production process,** CKPower's hydroelectric power plants prioritize sustainable water resource utilization to minimize environmental impact. The Company implements regular water quality monitoring and control to ensure compliance with environmental standards. Water usage assessment and monitoring are reported under the GRI (Global Reporting Initiative) framework, promoting **transparency and social responsibility.**

CKPower also emphasizes on water management in areas with sensitive ecosystems, focusing on minimizing impacts on water resources and the environment. This proactive approach supports sustainable business operations and meets the expectations of stakeholders across all dimensions.

Solar Power Plants: CKPower's solar power plants rely on water supply systems drawn from municipal and surface water sources. The water is efficiently reused within the facilities to maximize resource utilization, with a strong emphasis on water conservation and minimizing excessive usage. This approach ensures efficient operations while supporting environmental sustainability. Effluent quality is closely monitored to comply with legal requirements and environmental standards, ensuring safe discharge practices and environmental protection.

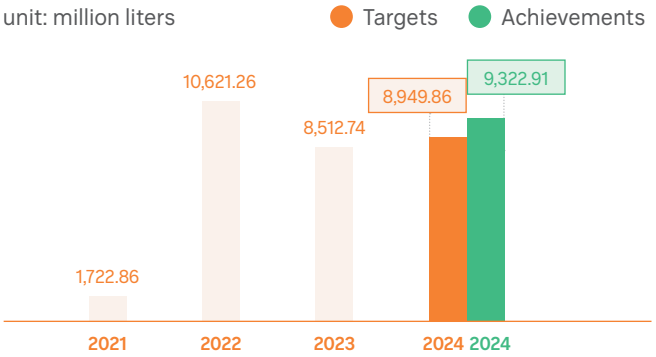
Water management in CKPower's solar power plants focuses primarily on water usage for cleaning solar panels, which is crucial for maintaining electricity production efficiency. Regular cleaning ensures optimal solar panel performance, contributing to consistent and reliable energy output. In addition, the Company monitors water usage and discloses water management data according to GRI (Global Reporting Initiative) standards to ensure transparency and build stakeholder confidence in the sustainability of its operations.

Through these practices, CKPower demonstrates its commitment to a clean energy transition, sustainable water resource management, and effective climate change response. These initiatives align with the Company's strategic goal of supporting environmental stewardship and achieving long-term operational sustainability.

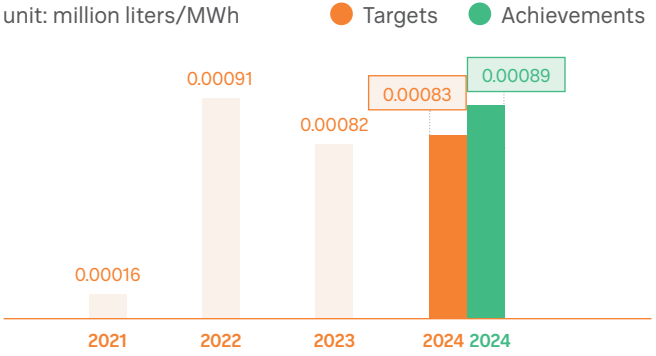
Water Resources Management Performance

CKPower has implemented measures to optimize water resource utilization and reduce environmental impact. In 2024, CKPower had no environmental impacts resulting from the quality of discharged water, as it did not exceed the discharge limits, supporting business sustainability while balancing organizational growth with responsible natural resource stewardship.

Total water withdrawal from all area



Water Withdrawal per Total Energy Generated



Remark: In 2022, CKPower expanded the scope of water indicator data collection to include the Xayaburi Hydroelectric Power Plant, Nam Ngum 2 Hydroelectric Power Plant, and CKPower's headquarters for the first time.

Waste Management

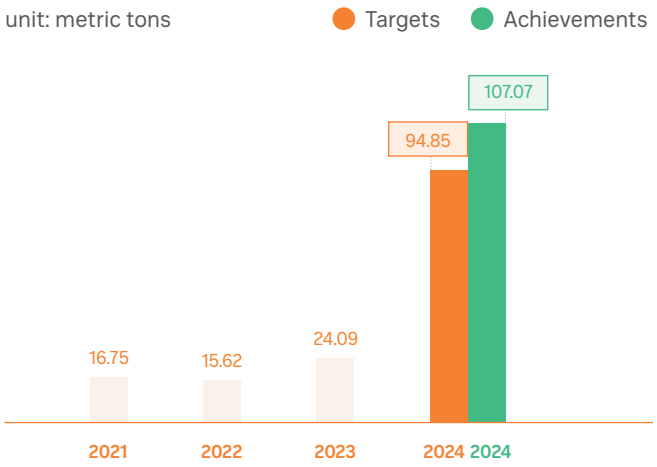
CKPower prioritizes sustainable waste management for all types of waste, including non-hazardous waste, hazardous waste, and organic waste, complies with the Hazardous Substances Act (1992), relevant regulations, COP, ERC guidelines, and ISO 14001:2015. In Lao PDR, waste management aligns with ISO 14001:2015 and international environmental standards to minimize environmental impacts and enhance resource efficiency. The Company actively seeks to reduce waste at the source by establishing protocols for managing the waste generated in its activities both in offices and power plants.

To ensure optimal resource utilization, CKPower promotes circular economy principles by encouraging waste reutilization and managing end-of-life waste in compliance with legal requirements and relevant standards, focusing on proper waste segregation, recycling, and safe disposal methods. To foster a sustainability-focused organizational culture, CKPower provides waste management training to employees, ensuring proper understanding and implementation of best practices in all operational areas. Through these initiatives, CKPower demonstrates its commitment to sustainable waste management and environmental stewardship.

	Avoid materials that produce waste that resists disposal.
	Reduce the purchase of materials that generate waste.
	Recycle leftover materials.
	Recover used materials for reuse.

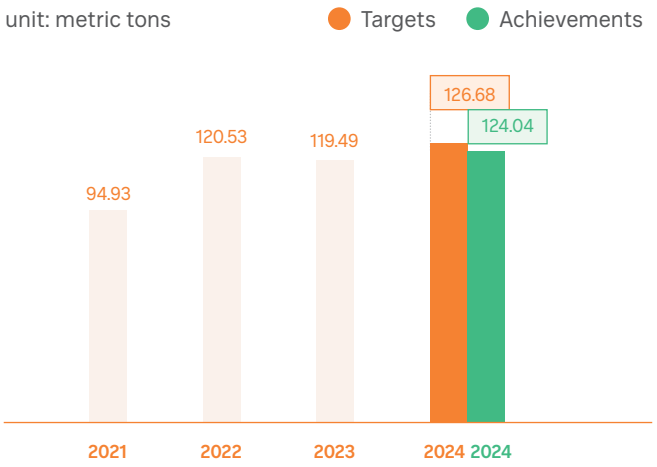
Waste Management Performance

Total hazardous waste generated

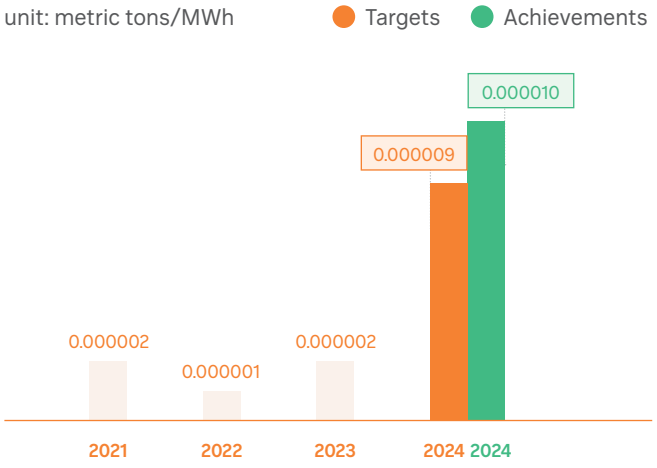


Waste Management Performance

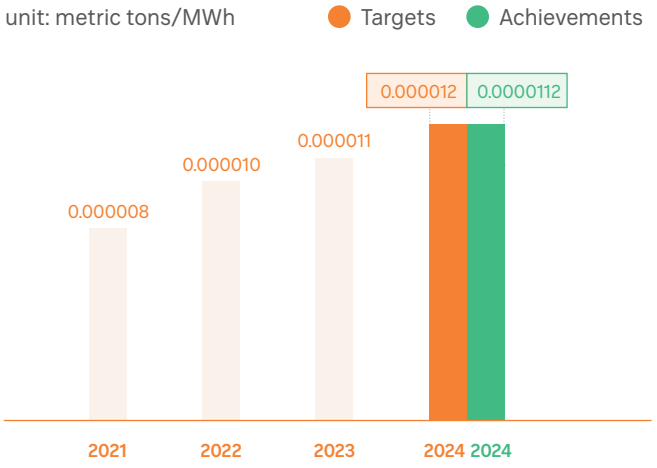
Total non-hazardous waste generated



Total hazardous waste generated per total energy generated

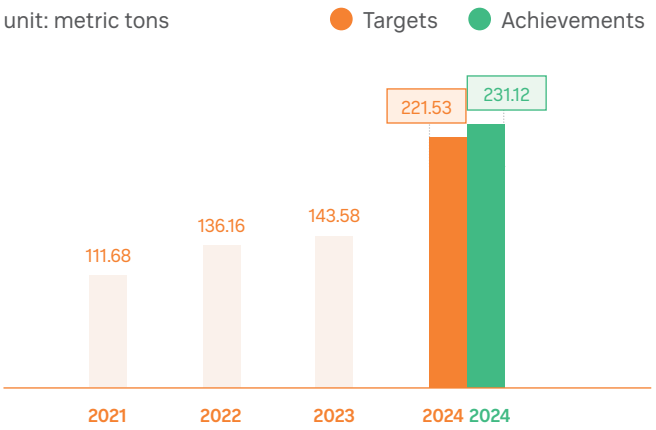


Total non-hazardous waste generated per total energy generated

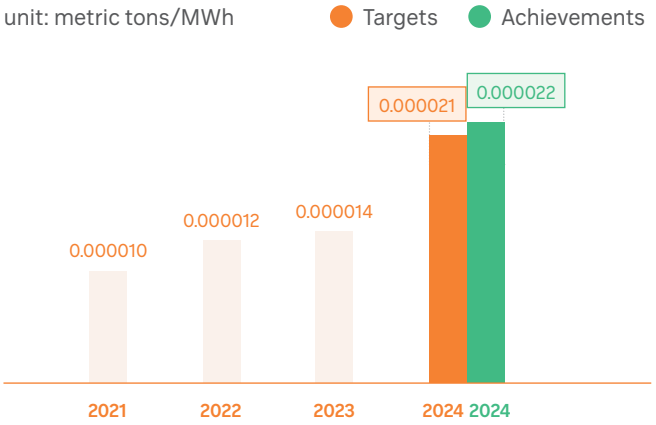


Waste Management Performance

Total waste generated



Total waste generated per total energy generated



Remark: CKPower expanded the scope of waste indicator data collection to cover its headquarters for the first time in 2022. Nam Ngum 2 Hydroelectric Power Plant underwent a major overhaul in January-February 2024.

Air Quality Management

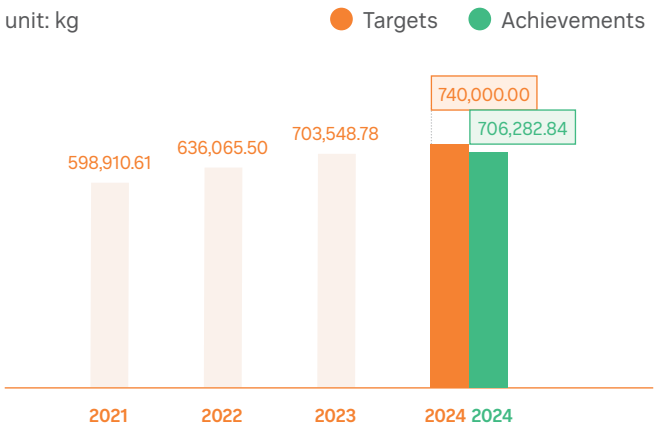
CKPower is committed to rigorous air quality management practices. As 93% of the power that CKPower produces is generated from various sources of renewable energy, such as hydropower and solar power, which do not involve the burning of fossil fuels a 93% of its electricity is generated from renewable energy sources, including hydropower and solar power, which do not involve fossil fuel combustion. As a result, there are no air pollutant emissions from these electricity generation processes, supporting CKPower's role in reducing air pollution and mitigating climate change impacts.

For the Bangpa-in Cogeneration Power Plant, which uses natural gas with low nitrogen content as fuel, the combustion process may produce thermal nitrogen oxide (NO_x). To minimize NO_x emissions, CKPower uses Dry Low NO_x Burner (DLE) technology, which controls the mixing of fuel and air before combustion, reducing the combustion chamber temperature and lowering NO_x emissions by approximately 40-50%. This also enhances fuel efficiency and minimizes resource loss.

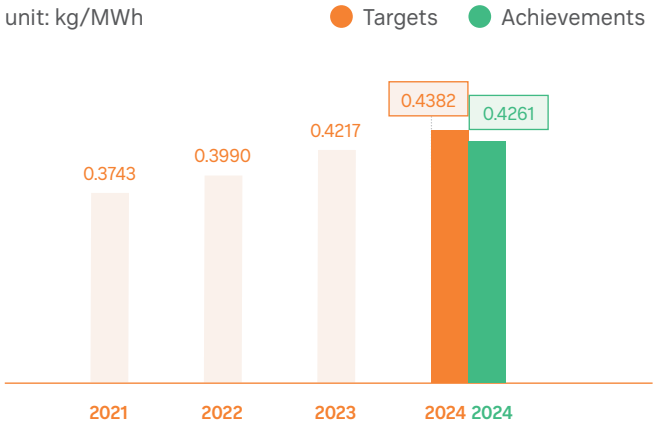
To ensure stringent environmental control and regulatory compliance, CKPower has installed Continuous Emission Monitoring Systems (CEMs) at the flare stacks to monitor and measures air quality in real time. The Company discloses air quality information in line with Environmental Impact Assessment (EIA) monitoring measures and reports the measurement results twice a year, ensuring transparency and accountability in its air quality management practices.

Air Quality Performance

Total NO_x emitted



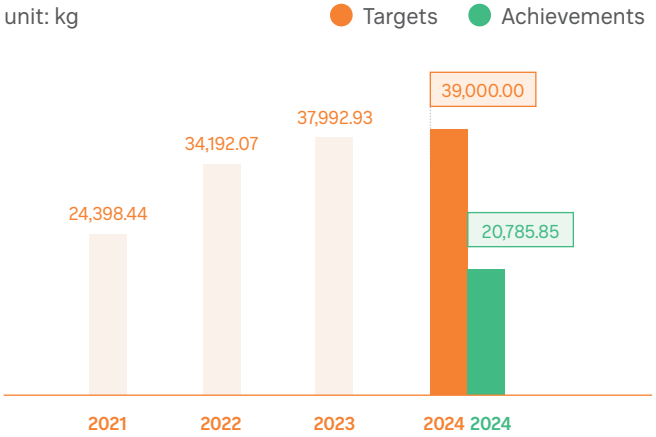
Total NO_x emitted per total energy generated



Remark: The Company's only facility with air pollution emissions is the Bangpa-in Cogeneration Power Plant.

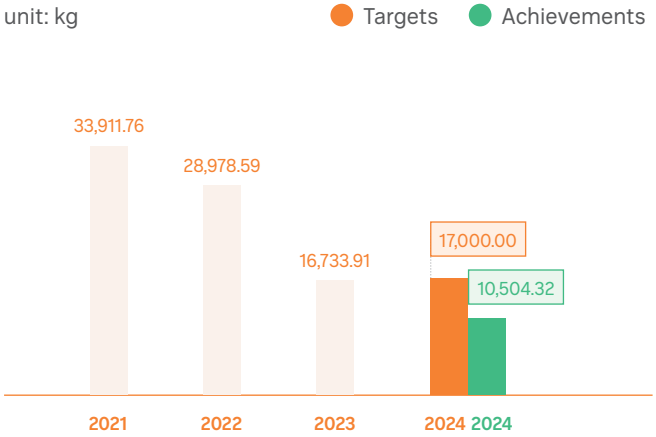
Air Quality Performance

Total SO_x emitted

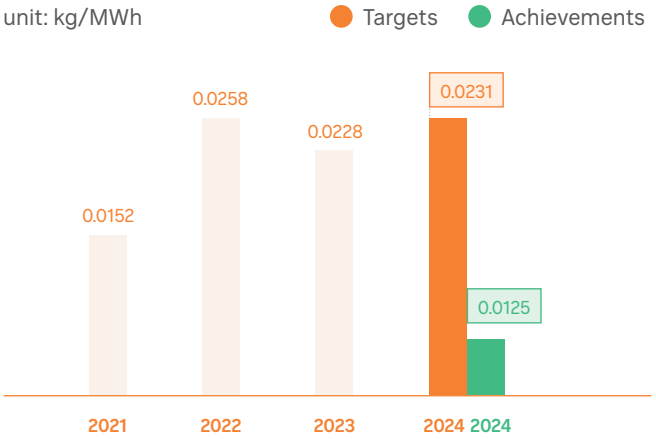


Air Quality Performance

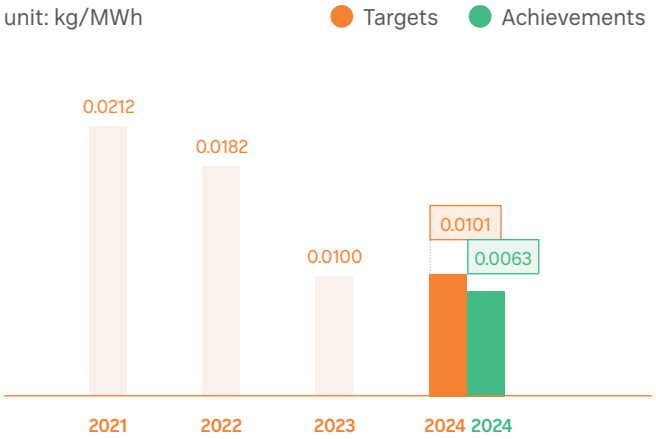
Total particulate matter (PM) emitted



Total SO_x emitted per total energy generated



Total particulate matter (PM) emitted per total energy generated



Remark: The Company's only facility with air pollution emissions is the Bangpa-in Cogeneration Power Plant.



Projects Highlight in 2024

Paper-X Project (ongoing project)



Objective

Paper-X is an ongoing project aimed at reducing waste by recycling paper, maximizing the utilization of paper waste, and encouraging employee participation in proper paper sorting processes. The project promotes sustainability by enhancing resource efficiency and fostering an organizational culture of environmental responsibility.

Details

Paper collected for the project is ategorized into three types:

- White paper
- Cardboard/ brown paper
- Other paper

The sorted paper is recycled into new paper and distributed to schools in communities surrounding the power plants to support education and promote learning opportunities for students.

2024 Performance

Used paper were recycled — **2,080** kg

New paper were produced from the recycled paper — **39** reams

The recycled paper was donated to Bangpa-in Rachanukroh 1 School as educational supplies.

Achievement

The Paper-X project effectively reduces waste and paper consumption while also raising employee awareness about proper waste separation. It promotes resource recycling for sustainability and supports education for youth in communities around the Company's power plants. This initiative reflects CKPower's commitment to creating positive social and environmental impacts.

Benefits

- Reduction of paper usage and organizational waste
- Promotion of recycling and value enhancement of unused resources
- Strengthening community relations through educational support

ReFun Machine (ongoing project)



Objective

The ReFun Machine Project conducted annually to collect used plastic bottles and deliver them to Chak Daeng Temple in Samut Prakan, where they are sorted and recycled into synthetic fibers. These fibers are then processed into fabrics used funeral rites, monk robes, blankets, and other products, promoting circular economy principles and waste value addition.

Implementation

- Collected plastic bottles are processed to enhance their value through recycling.
- Part of the proceeds from the sales of recycled products, including monk robes and blankets, is distributed as wages to community members who help with waste sorting and product manufacturing.
- The project encourages local residents to utilize their skills livelihood generation, supporting community development and economic empowerment.

Outcomes

- Long-term environmental impact reduction by decreasing plastic bottle waste.
- Promotion of proper plastic usage for more efficient waste management.
- Increased employee awareness of proper waste segregation and the value addition of plastic waste.

2024 Performance

PET plastic bottles were collected	177.90 kg
The amount was equivalent of 1.5 liter PET bottles	5,870 bottles
The collected plastic bottles were delivered to Chak Daeng Temple, generating income and creating livelihoods for the local community.	

Achievement

This project reduces plastic waste while showcasing CKPower's commitment to social and environmental responsibility by promoting recycling for value creation and supporting local livelihoods. Additionally, it raises employee awareness of efficient waste management and reinforces the Company's sustainability-driven image.

Benefits

- Reduction of environmentally harmful plastic waste
- Community income generation and career opportunity creation
- Employee engagement in sustainable waste management practices.

Think Before You Print Project (ongoing project)



Objective

CKPower has implemented the Think Before You Print Project to raise employee awareness of resource efficiency and minimize unnecessary consumption. The project aims to reduce color printing and promoting the shift from hard copies to e-documents as an alternative to hard copies, effectively lowering environmental impact and reducing organizational costs.

Implementation

- Employee awareness initiatives are carried out to promote efficient resource utilization.
- Unnecessary color printing minimized, and the use of e-document usage is actively promoted across all departments.
- Operational processes are adjusted to ensure compliance with relevant laws and regulations, such as accounting standards.

2024 Performance

Fewer pages of color documents printed were reduced compared to the previous year	946 pages
Cost savings for the organization	1,970 baht

Achievement

This project effectively raises employee awareness about efficient resource utilization and promotes the adoption of digital technology to reduce paper dependency. This initiative lowers environmental impact, particularly through the reduction of waste paper and printing ink, and supports CKPower's commitment to sustainability and resource efficiency.

Benefits

- Reduction of natural resource consumption, such as paper and printing ink
- Operational cost reduction
- Contribution to environmental and sustainability goals
- Promotion of behavioral change among employees towards efficient resource utilization

Waste Sorting Bin Program (ongoing project)



Objective

CKPower has implemented the Waste Sorting Bin Program to promote proper waste segregation in its offices, ensuring that each waste type is correctly processed, recycled, or repurposed for further use. This initiative supports efficient waste management and environmental sustainability by reducing improper waste disposal and enhancing resource efficiency.

Implementation

Six categories of waste bins have been strategically placed at various points within the offices to facilitate proper waste segregation.

	General Waste		Hazardous Waste
	Paper		Infactious Waste
	Recyclable Plastic		Oganic Waste

- The weight of each type of waste is recorded as comparison data for determining the reduction of waste in the future.
- Employees are encouraged to learn how to separate waste at the source.
- Training and activities are organized to foster understanding of proper waste sorting.

Additional activities

- A training program titled “Putting Waste in the Right Bin to Better Protect the World” has been organized to instill knowledge of proper waste sorting.
- Training documents and content have been distributed through the mobile application CKPower Academy to provide ready access for employees and executives.

2024 Performance

Employees demonstrated the ability to segregate waste properly, leading to more effective and appropriate waste disposal.

Segregated waste was effectively valorized in various forms, maximizing resource efficiency and minimizing environmental impact.

Achievement

The Waste Sorting Bin Program reflects the Company's commitment to sustainability through efficient waste management. It reduces waste disposal, encourages employee participation in environmental conservation, and fosters awareness of proper waste segregation.

Benefits

- Reduction of improper waste disposal
- Promotion of recycling and resource efficiency
- Cultivation of waste sorting habits in the organization
- Contribution to CKPower’s sustainability goals and reduction of environmental impacts

Optimization of Chloride Control for Cooling BIC1 (ongoing project)



Objective

The Optimization of Chloride Control for Cooling BIC1 Project focuses on enhancing water efficiency in the cooling tower system and reducing water loss by adjusting the chloride control range, allowing the processed water to be reused before discharge. This initiative supports sustainable water resource management and efficient water utilization.

Implementation

- The chloride control range of the cooling tower system is adjusted to increase water recirculation capacity.
- Effluent discharge and make-up water consumption are effectively reduced, contributing to water conservation and cost efficiency.

2024 Performance

Effluent discharge from the cooling tower system was efficiently reduced.

Make-up water consumption was reduced by over 28,006 cubic meters, equivalent to water saved. **28** million liters

Achievement

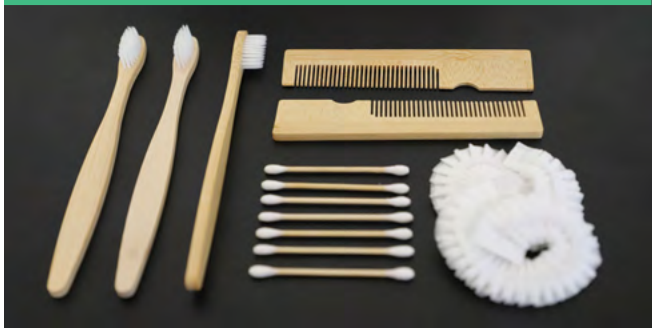
This project reflects CKPower's commitment to efficient water resource utilization and minimizing resource loss in energy production. It reduces water costs while reinforcing the Company's environmental responsibility and sustainable resource management.

Benefits

- Reduction in water consumption during energy production
- Promotion of sustainable water resource management
- Reduction of environmental impacts from effluent discharge
- Alignment with the Company's sustainable development goals and water resource management objectives.



Recycle Packaging Phaseout Project All Power Plants



Objective

As part of its waste management and plastic reduction efforts, CKPower has replaced all single-use bathroom products in power plant accommodations with refillable alternatives, promoting eco-friendly materials and minimizing environmental impact.

Implementation

- Single-use plastic bottles and sachets for shower cream and shampoo were replaced with large refillable containers, reducing plastic waste.
- Products made from natural, eco-friendly ingredients were selected to minimize environmental impact.
- Existing toiletries, such as toothbrushes and cotton swabs, were replaced with those made from eco-friendly materials.

2024 Performance

Plastic waste from bathroom product packaging in power plant accommodations was reduced by **100%**

Approximately of plastic waste was reduced **10.96** kg

Achievement

This project reflects CKPower's commitment to plastic waste reduction and eco-friendly materials. It minimizes environmental impact while raising employee awareness about sustainable consumption choices.

Benefits

- Reduction of plastic waste at operating sites
- Promotion of the use of eco-friendly materials and sustainable consumption.
- Minimization of environmental impact from single-use plastics
- Enhancement of the corporate image as a leader in sustainable development and environmental stewardship.

Green Composting Bin Project at Nam Ngum 2 Hydroelectric Power Plant



Objective

The Green Composting Bin Project aims to promote sustainable environmental development by implementing efficient waste management practices at the Nam Ngum 2 Hydroelectric Power Plant. The project focuses on waste segregation to ensure proper disposal, recycling, or conversion into value-added products, supporting CKPower's commitment to environmental sustainability.

Details

CKPower has designed organic composting bins made from discarded materials for converting organic waste, such as food scrape and grass clippings, from Nam Ngum 2 Hydroelectric Power Plant's canteen, into Biowaste Soil Conditioner. This Soil Conditioner is then reused within the power plant for green area and agricultural gardens, promoting a circular economy and resource efficiency.

Primary objectives

- Wet waste reduction: Managing and reducing food scraps from the canteen to minimize landfill waste and protect the environment.
- Soil Conditioner cost reduction: Producing quality Biowaste Soil Conditioner from waste materials for use in the power plant's Grow Green gardens , reducing the need for commercial soil conditioners.
- Environmental knowledge enrichment: Enhancing employee knowledge and understanding about organic composting production and efficient waste management, fostering a culture of environmental responsibility within the organization.

2024 Performance

Food waste reduction: Since the beginning of the project in late August 2024, the Company has achieved a **100%**

Reduction in canteen wet waste sent to landfills, totaling **2,600** kg

Currently improving the quality of Biowaste Soil Conditioner, with expectations to produce high-quality Soil Conditioner by 2025 for use in green space maintenance and agricultural activities within the power plant.

Achievement

The Green Composting Bin Project reflects CKPower's commitment to sustainable waste management by reducing organic waste and creating value-added products. This initiative minimizes environmental impact, lowers costs, and fosters waste management awareness within the organization.

Benefits

- Reduction of wet waste sent to landfills
- Cost reduction in soil conditioner for gardening and agricultural activities.
- Employee knowledge enrichment on waste management and organic composting.
- Contribution to CKPower's sustainability targets and environmental conservation initiatives.

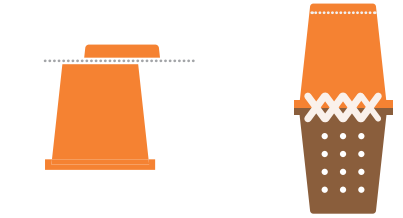


Process of making Green Composing bin project

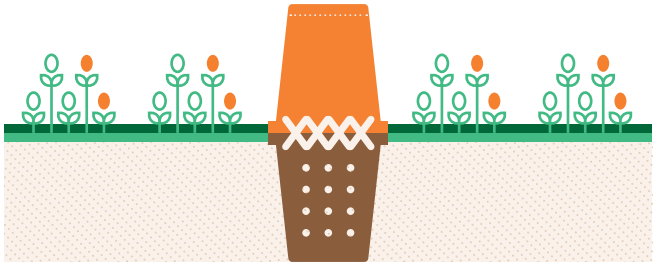
1 Prepare the equipment



2 Steps to make the eco-friendly compost bin



3 Install the eco-friendly compost bin



Dig a hole in an area exposed to sunlight at all times, then place the fully assembled eco-friendly compost bin into the ground



Biodiversity

Biodiversity
(GRI 304)

Long-term Targets

Development
of a Biodiversity Management Plan

2024 Targets		2024 Achievements
Biodiversity Action Plan (BAP) Framework for Xayaburi Hydroelectric Power Plant	100%	100%
Completed Critical habitat assessment (CHA)	100%	100%

SDGs

Biodiversity

Biodiversity
(GRI 304)

Long-term Targets

Assessment of residual impacts at all operating sites by 2026	100%	Achieve No net loss (NNL) of biodiversity and ecosystem services by 2040	No Net Loss

2024 Targets		2024 Achievements
Biodiversity data collection and assessment of protected areas and species according to IUCN for Xayaburi Hydroelectric Power Plant	100%	100%
Completed Taskforce on Nature-related Financial Disclosures (TNFD) report	100%	100%
Fish to migrate upstream safely, maintaining or exceeding the 2023 level	>125 species	132 species



Impact on Business

CKPower recognizes potential impacts on biodiversity and ecosystems arising from its business operations, including compliance risks associated with environmental regulations and international standards, such as IFC Performance Standards and Equator Principles. Non-compliance could result in penalties or project cancellations, potentially affecting business continuity and stability.

To address these risks, the Company emphasizes proactive risk assessment and analysis to develop preventive policies and measures for impact mitigation, while also actively promoting the implementation of technology and innovation for sustainable biodiversity conservation and restoration.

Furthermore, CKPower prioritizes collaboration with surrounding communities and stakeholders in environmental conservation efforts to maintain a balance between business growth and ecosystem protection. This approach not only advances the Company's corporate sustainability goals but also enhances its credibility as an organization committed to biodiversity stewardship.

Challenges and Opportunities

Biodiversity holds paramount importance for business operations, as the CKPower faces challenges in regulatory compliance, natural resource management, and meeting increasing expectations from investors and society regarding ecological impacts in operating sites.

Furthermore, technological advances in data management and monitoring have necessitated the development of transparent and standardized biodiversity disclosure frameworks. In response to these challenges, CKPower has developed the biodiversity framework focusing on prevention and impact mitigation, as well as sustainable ecosystem conservation and restoration.

This approach aligns with Sustainable Development Goal 15 (SDG 15), which focuses on protecting, restoring, and promoting the sustainable use of terrestrial ecosystems. In addition, the Company implemented the Taskforce on Nature-related Financial Disclosure (TNFD) framework in 2024 to elevate its biodiversity management practices to meet international standards.

These initiatives not only enhance CKPower's corporate credibility but also create business opportunities by attracting ESG-focused investors and strengthening the Company's competitive advantage in sustainability-oriented markets.

Commitment

CKPower is committed to achieving **"No Net Loss (NNL) of Biodiversity and Ecosystem Services"** by 2040. To prevent and reduce potential impacts on biodiversity, the Company has developed a biodiversity action plan and integrated these objectives into the corporate sustainability strategy while also placing emphasis on effective natural resource protection and management.

Key initiatives undertaken include:

- **Environmental Monitoring Program:** Conducting systematic monitoring and assessment of environmental impacts in operating sites
- **Biodiversity Strategy and Roadmap:** Establishing guidelines for biodiversity protection and restoration
- **Adoption of the Taskforce on Nature-Related Financial Disclosures (TNFD) reporting and disclosure:** Ensuring transparent disclosure of nature-related financial data.

Furthermore, CKPower conducts biodiversity impact assessments encompassing both its own operations and those of suppliers. This comprehensive evaluation provides valuable insights for developing and enhancing the Company's long-term biodiversity impact management guidelines in a sustainable manner.

Operational Guidelines

Strategies and Strategic Plans

Biodiversity and Ecosystem Management

CKPower acknowledges the critical importance of biodiversity and ecosystems and is committed to conducting business in strict accordance with its Biodiversity Management Policy to support sustainable conservation of natural resources and the environment. The Company places emphasis on innovation and the implementation of environmentally friendly technologies in its operations to create positive impacts and minimize negative effects on ecosystems.

Awareness Building

CKPower actively promotes awareness and fosters understanding about the importance of biodiversity and ecosystems among employees at all levels and stakeholders throughout the supply chain to build a sustainable corporate culture and strengthen collaboration among all stakeholders. In addition, the Company actively implements biodiversity restoration and conservation projects that promote community and social engagement to support sustainable development.

Biodiversity Management Policy

Biodiversity Management Framework

In its power generation operations, CKPower implements a comprehensive biodiversity framework that spans from project design to operational management across all facilities. This framework incorporates the following Mitigation Hierarchy:

Mitigatizon Hierarchy

- **Avoid**
- **Minimize**
- **Restore and Offset**

Mitigation Hierarchy: Operate with due circumspection in conjunction with biodiversity conservation throughout project design, construction, and operational management across all company facilities to maintain biodiversity at every level.

Avoid: Avoid activities in areas that may result in adverse impacts or damage to biodiversity.

Minimize: Establish measures to reduce and limit potential impacts to the least extent feasible.

Restore and offset: Carry out restoration and offsetting initiatives in relation to ecosystem services and biodiversity to ensure No Net Loss of biodiversity.

Biodiversity Roadmap

CKPower has developed Biodiversity Roadmap Phase 1, spanning five years (2023-2027), to strive toward achieving No Net Loss of biodiversity and ecosystem services by 2040. This plan establishes clear annual targets and implementation guidelines to create positive biodiversity impacts and support both corporate and global sustainability goals.

Phase 1 (2023-2027): Key Action Plan

2022

- Initiated Biodiversity Road map Development.
- Established preliminary guidelines for biodiversity management.
- Developed a biodiversity management policy.

2023

- Launched the Environmental Monitoring Program to assess and monitor impacts in operating sites.
- Developed Phase 1 of the Biodiversity Action Plan (2023-2027).

2024

- Conducted a Critical Habitat Assessment (CHA) and developed the Biodiversity Action Plan (BAP) framework for CKPower's critical operating sites. (Xayaburi Hydroelectric Power Plant)
- Prepared a Taskforce on Nature-related Financial Disclosures (TNFD) report for transparent nature-related disclosure.
- Developed the Biodiversity Action Plan (BAP) for Xayaburi Hydroelectric Power Plant.

2025

- Expand Biodiversity Action Plan (BAP) development to all critical operating sites.
- Complete the Biodiversity Action Plan (BAP) for Xayaburi Hydroelectric Power Plant.

2026

- Implement the Biodiversity Action Plan (BAP) at all of CKPower's critical operating sites
- Phase 2 (2026-2040): Continuous Monitoring and Implementation
- Continuously implement the Biodiversity Action Plan (BAP) across all operating sites
- Regularly monitor and evaluate operating sites.
- Review and adjust biodiversity management guidelines as appropriate.



1. Monitoring

CKPower monitors and inspects terrestrial and aquatic biodiversity as per the Environmental and Social Management and Monitoring Plan during the Operation Phase (ESMMP-OP) in accordance with environmental impact prevention and mitigation measures as well as biodiversity risk assessment.

- **Nam Ngum 2 Hydroelectric Power Plant** monitoring encompasses construction and operational activities, with biodiversity management in operational areas aimed at maintaining aquatic biodiversity as much as possible, particularly regarding sediment quality, water quality, fish species, and fish eggs. All power plants will conduct environmental quality measurements in compliance with legal requirements and established standards.
- **Xayaburi Hydroelectric Power Plan**t regularly monitors key environmental quality indicators in the Mekong River, such as sediment volume, water quality, fish species, and fish eggs in the area under monitor, which spans both the upstream and downstream sections flowing through the power plant. This includes active participation in preserving both upstream and downstream ecosystems to maintain their natural state as much as possible, ensuring continuous sustainability. Additionally, the plant actively contributes to the conservation of forest areas.



Deforestation

- No stage in the production process of any of the Company's power plants involves deforestation, and none of the Company's power plants are situated within protected areas, including reserved forest areas and world heritage areas.

Hunting

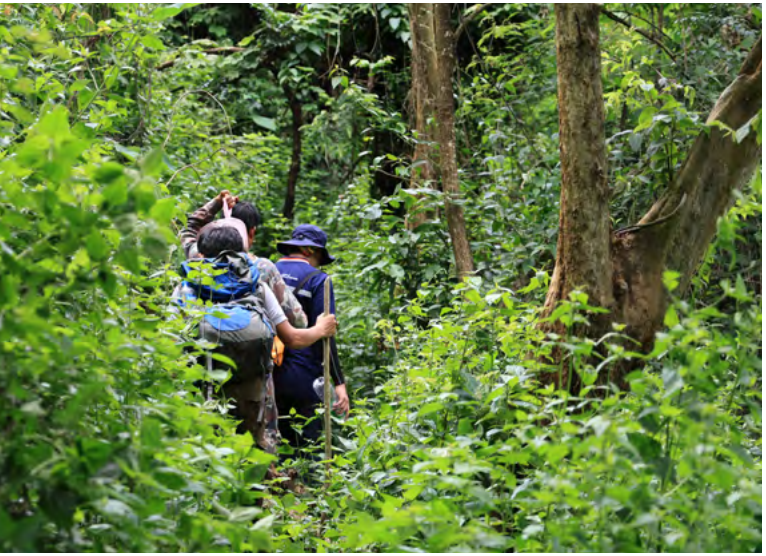
- All power plants, during both the construction and operation phases, have established strict measures prohibiting wildlife hunting and aquatic animal capture within the power plant premises, surrounding areas, as well as in conservation, reserves and protected area.

Contamination

- Each power plant is equipped with a comprehensive system to monitor, manage, and mitigate environmental contamination from operational waste. This system covers all types of waste, including wastewater and air pollutants. The continuous implementation of this control system, along with the fish passing system, has succeeded in preserving the natural processes of terrestrial and aquatic ecological systems in relevant areas.

2. Study

- CKPower conducts ecosystem and species biodiversity research as well as assessment of protected or conservation areas and species protected by the International Union for Conservation of Nature (IUCN) by 2024.



- **Currently, none of the Company's operational facilities and offices are located inside IUCN Category 1-4 protected areas, forest reserves, and World Heritage sites.**

3. Assessment

CKPower conducts an evaluation of the residual risks and impacts assessments on biodiversity from the operations of all business units it manages, with the goal of formulating a plan to restore and offset as well as to prevent the overall loss of ecosystem services and biodiversity. The Company is committed to such endeavors despite the fact that some of its major operations are located in industrial estates, with minimal ecological impact.

4. Management

- In formulating a biodiversity management plan, CKPower has adhered to **International Finance Corporation Guidance Performance Standard 6: Biodiversity Conservation and Sustainable Management of Living Natural Resource (IFC Guidance PS 6).** The plan specifies affected areas and assesses the threat of power plant activities to biodiversity, including changes in the natural characteristics of the habitat and threats from invasive species.
- The Company has **developed a biodiversity management plan encompassing critical biodiversity areas.**
- The Company **prepares nature-related financial disclosures in compliance with TNFD reporting standards.**

5. Support

CKPower enhances stakeholder engagement, promoting animal conservation projects and supporting community livelihoods around its power plants, reinforcing its commitment to biodiversity preservation and sustainable operational practices.

Project Highlight 2024

Implementation of the Taskforce on Nature-related Financial Disclosures (TNFD) Reporting Standards



In alignment with the corporate sustainability goals for 2024, CKPower set out to prepare the Taskforce on Nature-related Financial Disclosures (TNFD) report to assess risks and opportunities arising from the operations of the Company and its affiliated companies in relation to biodiversity. To this end, CKPower collaborated with consulting firm AFRY Thailand Ltd. in preparing the TNFD report with reference to and in compliance with two international frameworks for nature-related financial disclosures: 1. Recommendations of the Taskforce on Nature-related Financial Disclosures Guidance (September 2023) for general reporting 2. Additional Sector Guidance on Electric Utilities and Power Generators for industry-specific operations

Process:

CKPower gathered data through a questionnaire covering four key areas of the TNFD Guidance

1. Governance
2. Strategy
3. Risk and Impact Management
4. Metrics and Targets

Assessment results

Freshwater usage in power plants

Environmental contamination prevention

Minimization of impacts of production processes on biodiversity, such as through water management in hydroelectric power plants and flood prevention in operating sites.

The key power plants considered in the biodiversity disclosure report include

1. **Xayaburi Hydroelectric Power Plant** is a run-of-river hydroelectric power plant that relies on the Mekong River and impacts coastlines, wildlife, and surrounding communities. CKPower has conducted risk assessments for potential threats, such as severe weather conditions that could damage the power plant. Risk management measures include robust structural design and an emergency response plan.
2. **Nam Ngum 2 Hydroelectric Power Plant** is a storage-type hydroelectric power plant that requires impounding water from the Nam Ngum River in a reservoir. This has transformed the reservoir area and affected its resident organisms. As a result, a Biodiversity Action Plan (BAP) has been developed to study and assess impacts, along with biodiversity management measures, with completion scheduled for 2025.

In addition, CKPower's solar power plants and cogeneration facilities have undergone comprehensive assessment and review, with emphasis on monitoring greenhouse gas emissions, pollution discharge, wastewater release into natural water sources, and prevention of hunting or logging within project areas and surrounding key biodiversity areas. This ensures CKPower implements sustainable development principles across all relevant projects.

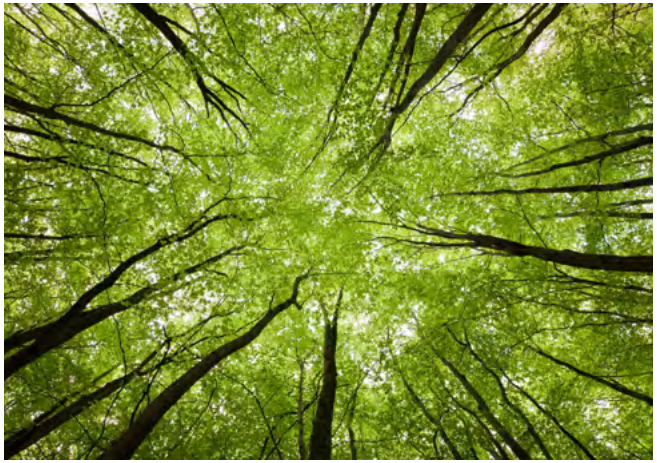
As part of biodiversity studies and data collection for the 2024 TNFD report, risk assessments were conducted for Keys Biodiversity Areas (KBAs) in all power plants. Most KBAs include temporary habitats for migratory birds from China and Russia and conservation areas in various national forest reserves. Findings from the 2024 assessment of KBAs near power plants are as follows:

- Nam Ngum 2 Hydroelectric Power Plant is located approximately 50 kilometers from Phou Khao Khouay National Park (classified under IUCN Category VI – Protected Area with Sustainable Use of Natural Resources) in Xaysomboun, Vientiane, and Bolikhamxay Provinces, Lao PDR. The power plant's operations do not impact this conservation area.
- Some power plants are situated in areas where protected migratory birds may alight. Each facility has established anti-hunting measures.

CKPower is committed to operations guided by consideration for biodiversity and sustainability goals at both corporate and international levels through TNFD reporting. This represents a significant step in building confidence among stakeholders and ESG-focused investors while also supporting future project development with minimal ecosystem impact.

Additional details are available in the Task Force on Nature-related Financial Disclosures (TNFD) report.

TNFD report



Biodiversity Management Enhancement Project



To monitor the effectiveness of the hybrid fish passing system, CKPower utilizes the innovative Passive Integrated Transponder (PIT) Tag System, which involves implanting microchips in fish to study their migration behavior. Additionally, Hydroacoustic Adaptive Resolution Imaging Sonar (ARIS) cameras are employed for 24-hour monitoring of fish movement around the power plant. These technologies have been in use since the Xayaburi Hydroelectric Power Plant commenced operations in 2019.

Outcomes for 2024

Fish species have been able to migrate upstream safely. **132** species

The fish passing system maintained a balance between electricity generation targets and unimpeded fish migration.



IUCN Red List Species and National Conservation Lists
CKPower has conducted of the IUCN Red List species and national conservation lists within the Nam Ngum 2 Hydroelectric Power Plant area. In 2024, the effort was focused on collecting additional data from other hydroelectric power plants to enhance the comprehensiveness and sustainability of CKPower's biodiversity management guidelines.

Additional Initiatives

CKPower will conduct further KBA assessments and data collection at power plant sites to support long-term biodiversity management.

Number of Species on the IUCN Red List and All National Conservation Lists Found in the Area	Xayaburi Hydroelectric Power Plant	Nam Ngum 2 Hydroelectric Power Plant	Bang Pa-In Cogeneration Power Plant (to be surveyed)	Bang Khen Chai Solar Power Plant
Operation area of each power plant	110 hectare	115,790 hectare	5.86 hectare	29.6 hectare
Critical Endangered (CR)	1 species	1 species	0 species	26 species
Endangered (EN)	1 species	1 species	0 species	31 species
Vulnerable (VU)	11 species	0 species	0 species	46 species
Near Threatened (NT)	5 species	0 species	0 species	0 species
Least Concern (LC)	100 species	20 species	0 species	0 species
Data Deficient (DD)	14 species	2 species	0 species	2 species

Unit: Species



Kind Neighbor

- Social and Community Care 88
- Respect for Human Rights 106
- Human Capital Management 113
- Occupational Health and Safety 128



Social and Community Care

(GRI 203, GRI 413, GRI 415, GRI 417)

Long-term Targets

Unresolved complaints	Zero case

2024 Targets		2024 Achievements
Unresolved complaints	Zero case	Zero case
The satisfaction rate among communities regarding the CSR activities	>90.0%	95.5%

SDGs

Social and Community Care

Hinghoi: Renewable electricity for better quality of life

(GRI 203-1, GRI 413)

Long-term Targets

Renewable energy for enhancing the quality of life in communities	**150,000** watts (cumulative)
Renewable energy knowledge	**20,000** children and youth (cumulative reach)
Renewable energy learning centers	**30** learning centers (cumulative)

	2024 Targets	2024 Achievements
Renewable energy for enhancing the quality of life in communities	**90,000** watts (cumulative)	**100,330** watts (cumulative)
Renewable energy knowledge	**8,342** children and youth (cumulative reach)	**9,513** children and youth (cumulative reach)
Renewable energy learning centers	**17** learning centers (cumulative)	**25** learning centers (cumulative)



Social and Community Care

Hinghoi: Preserving and restoring natural resources
(GRI 413, GRI 415)

Long-term Targets

Knowledge about the conservation of natural resources and the environment	**10,000** children and youth (cumulative reach)
Conservation and restoration of natural resources and the environment	**80** rais (cumulative)

2024 Targets		2024 Achievements
Knowledge about the conservation of natural resources and the environment	**5,250** children and youth (cumulative reach)	**4,377** children and youth (cumulative reach)
Conservation and restoration of natural resources and the environment	**38** rais (cumulative)	**11.06** rais (cumulative)

Hinghoi: Co-creating innovations to enhance opportunities for communities
(GRI 413, GRI 417)

Long-term Targets

Development of community products	**3** products (cumulative)
Increase income for communities	**1,300,000** baht (cumulative)

2024 Targets		2024 Achievements
Development of community products	**1** products (in 2024) (cumulative)	**3** products (cumulative)
Increase income for communities	**400,000** baht (in 2024) (cumulative)	**844,350** baht (cumulative)

Impact on Business

CKPower places a high priority on social and community care as a cornerstone of its sustainability agenda, recognizing communities and society as essential stakeholders who may be impacted by the Company's operations, particularly those in the vicinity of the power plant. CKPower emphasizes the importance of community participation through transparent and inclusive engagement processes, ensuring that community voices are heard and considered in project developments. This proactive approach underscores CKPower's unwavering commitment to social and environmental responsibilities.

The Company's primary objective is to strengthen economic resilience, reduce social disparities and create positive impacts for all stakeholders. CKPower recognizes that its long-term success in power generation industry is closely linked to earning community trust and maintaining a social license to operate. Therefore, it strategically addresses social and environmental concerns that influence community well-being and quality of life. By leveraging its renewable energy engineering expertise, CKPower supports community initiatives that not only enhance employee engagement but also cultivate long-lasting relationships with local communities. This approach generates mutual value and significantly enhances CKPower's business resilience and sustainability

Challenges and Opportunities

The evolving energy landscape presents both challenges and opportunities for CKPower. These challenges include technological access inequality, economic fluctuations, environmental disruptions, and changing regulatory landscapes with a growing emphasis on climate change. Additionally, the rapid dissemination of information has heightened societal expectations, requiring CKPower to engage in proactive and transparent communication with stakeholders.

As a leader in renewable energy production, CKPower prioritizes creating inclusive engagement processes that actively involve communities and stakeholders. By fostering open dialogue and actively listening to feedback, the Company effectively addresses misconceptions and swiftly resolves potential issues, thus maintaining trust and positive relationships.

Additionally, CKPower also sees significant opportunities to contribute to sustainable economic and social development through its energy expertise and continuous knowledge development. By fostering a collaborative network with all sectors the Company aims to elevate community well-being, promote self-reliance, and generate shared value. This approach supports sustainability for both communities and CKPower, positioning the Company as a catalyst for community development while ensuring stable and sustainable business growth.

Commitment

CKPower is firmly committed to conducting its business with integrity and responsibility towards communities and society. The Company strives to create long-term value for its stakeholders by promoting **inclusive growth, reducing inequalities, and ensuring no one is left behind.** This commitment aligns with **the United Nations Sustainable Development Goals (UN SDGs)** and is guided by CKPower's social stewardship policies and strategies, which emphasize sustainable social and community care.

CKPower focuses on creating measurable social impacts to ensure its community development initiatives are effective and aligned with its business direction.

By leveraging its renewable energy expertise, CKPower supports community development projects, fostering active engagement between the Company, employees, and communities. This collaborative approach facilitates knowledge sharing and creates shared value, ultimately enhancing the quality of life for local communities.

CKPower believes that this commitment will lead to meaningful, positive changes that benefit both communities and the Company, ensuring long-term mutual sustainability.

Operational Guidline

CKPower has developed a comprehensive community engagement and development policy, supported by social and environmental practices that guide its business activities toward the sustainable development. These initiatives aim to enhance the well-being of communities, society, and vulnerable groups. The Sustainability Working Team oversees the implementation of these policies, setting long-term and short-term objectives, establishing key performance indicators, and developing actionable plans that align with CKPower's sustainability strategy.

These initiatives are designed to achieve tangible results in support of the United Nations Sustainable Development Goals (UN SDGs). The Company regularly monitors, evaluates, and reviews performance to ensure continuous improvement and sustainable community relations. By integrating its business expertise into community and social care processes, CKPower effectively fosters sustainability across all dimensions, reinforcing its role as a responsible corporate citizen and a leader in renewable energy production

Community Engagement and Development Policy

Social and Environmental Guidelines



Strategy and Roadmap

CKPower places great importance on social and community care throughout every step of its business operations, aiming to foster trust and demonstrate transparency across all areas of operation, from pre-construction site surveys to power plant construction and ongoing commercial operations. This commitment to transparency is demonstrated through comprehensive site surveys that seek to understand the traditional way of life and overall quality of life in communities surrounding the power plants. These surveys assess the economic, environmental, social, and human rights dimensions while also gathering community members' opinions, concerns, needs, and levels of satisfaction.

CKPower actively collaborates with local residents to identify potential impacts and jointly plan Corporate Social Responsibility (CSR) activities or projects. These initiatives are tailored to address specific community needs, enhancing the quality of life for communities around power plants, providing access to renewable energy solutions that meet community needs, offering educational support to foster lifelong learning, supporting community career development to generate additional income, and developing public amenities and infrastructure to improve community well-being. Through these initiatives, CKPower strives to address community expectations and concerns, seamlessly integrating them into its operations. This approach leverages CKPower's clean energy engineering capabilities to create sustainable social value while strengthening community trust and engagement. To effectively implement its strategy and create long-term social value, CKPower employs the 3Cs Principle:

- **Competency: Enhancing clean energy engineering competency**
- **Co-Creation: Delivering clean energy to co-create value for society**
- **Cooperation: Fostering cooperation with employees, communities, and network partners**

Under the 3Cs principle, CKPower carries out community engagement projects compatible with the local way of life through the "Competency – Co-Creation – Cooperation – Connection" strategies. In essence, CKPower uses its capabilities to empower communities, society, and stakeholders (Competency), advances ideas, innovations, and processes towards sustainability (Co-Creation), fosters employee and stakeholder participation (Cooperation), and collaborates with its network partners for sustainable development (Connection).

CSR Strategy

Competency

Empower communities with our core competency and give a better quality of life through access to clean energy and essential utilities

Co-Creation

Co-create with community to improve processes, and develop innovations for a sustainable society



Connection

Connect with value co-creation partners to sustainably strengthen and empower society

Cooperation

Cooperation with employees and communities to bring about development and advancement of society at large

Community Complaints Process

CKPower actively listens and responds to complaints from community members through a structured investigation process that complies with ISO 14001:2015 standards, ensuring that all complaints are reviewed and appropriately addressed. Additionally, the Company conducts regular site visits and and engages in open discussions with local communities to gather feedback, recommendations, and concerns, fostering transparent and constructive communication.

Community Complaints Process



1. Complaint Reception

- Community members submit complaints through established channels.
- CKPower logs complaints into the system in compliance with ISO 14001:2015.

2. Investigation

- Evaluate complaints to determine impact levels.
- Collaborate with relevant departments for fact-finding.

3. Response

- Keep the community informed of progress and remedial actions.
- Implement prompt solutions to address complaints.

4. Communities Engagment

- Conduct at least one on-site visit and community engagement annually.
- Collect additional feedback, recommendations, and concerns.

5. Project Development

- Utilize complaint data to develop community activities and projects.
- Design projects that meet community needs within CKPower's operational framework.

6. Outcome Review

- Follow up with communities regarding complaints and problem resolution.
- Report on performance and complaints annually.

In 2024, community engagement confirmed that no complaints were raised regarding immigration, violation of the rights of indigenous peoples and minorities, social and human rights issues, or environmental concerns. Furthermore, there were no unresolved complaints from previous engagements. The outcome demonstrates CKPower's commitment to complying with applicable standards and fostering trust in communities surrounding its operating sites.

CSR Strategies

CKPower has formulated Corporate Social Responsibility (CSR) strategies that align with United Nations Sustainable Development Goals (UN SDGs) to create a positive impact and improving the quality of life of communities, society, and vulnerable groups effectively and sustainably.

The strategies emphasize the development of innovation that empower communities in various fields while delivering long-term social value. To guide its CSR initiatives, **CKPower has outlined a strategic direction for social and community care over a five-year period from 2022 to 2026,** focusing on sustainable project development that addresses community needs and contributes to social well-being.

To ensure operational efficiency and effectively meet the needs of communities and society, CKPower follows three core principles of social and community care:

Core Principles of Social and Community Care

	Quality of Life: Improving access to renewable energy for a better quality of life.
	Natural Resources and Environment: Conserving, protecting, and restoring natural resources and the environment sustainably
	Job Security: Driving innovations and creating opportunities for community career development.

CKPower's CSR Strategy Framework for Social Value Creation

Mission

To generate the optimal, stable and fair return to stakeholders
and to be responsible for environment, community and all stakeholders.

Hinghoi: Renewable electricity for better quality of life

Key Focus

Improving access to renewable energy for a better quality of life.

Initiatives

- Clean electricity for communities
- Clean water for communities
- Clean electricity for Teacher for Change
- Discovering the World of Renewable Energy

Outcome in 2026

- Children and communities have access to **150,000 watts** of renewable energy, in accordance withtheir specific needs.
- Education and awareness raising programs on renewable energy are provided for **20,000 children and youth.**

Hinghoi: Preserving and restoring natural resources

Key Focus

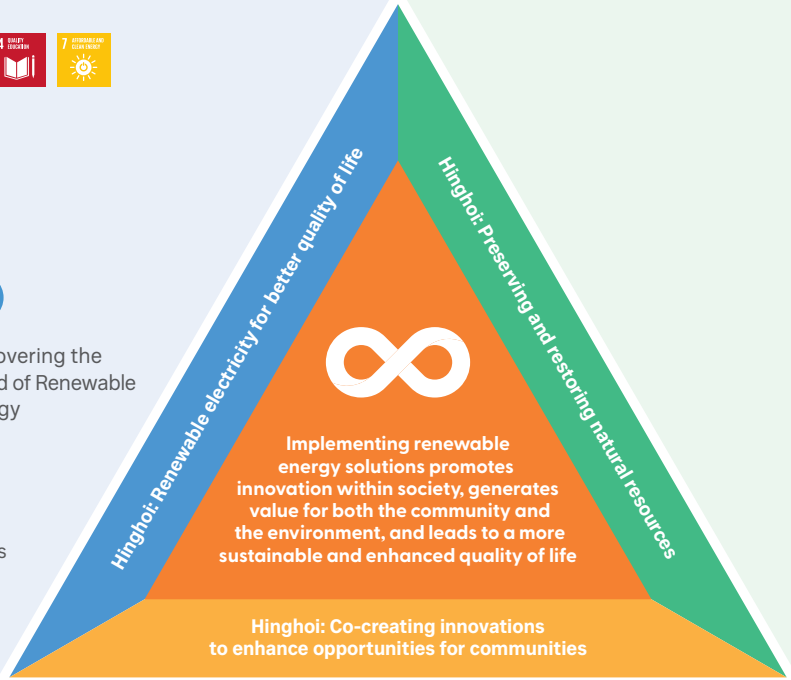
Conserving, protecting, and restoring natural resources and the environment sustainably.

Initiatives

- Waste to Value
- Grow Together
- Green Power Plant

Outcome in 2026

- Natural resource and environmental protection education and awareness raising programs are provided for **10,000 employees,** Children and youth and communities.
- Conservation, protection and restoration of terrestrial forest and green areas are expanded by **80 rais.**



Hinghoi: Co-creating innovations to enhance opportunities for communities

Key Focus

Further enhancing innovations and creating opportunities of occupation development for communities

Initiatives

- OPOP (One Power Plant One Product)
- Development of innovations to create job opportunities,improve products, and increase income for local communities.

Outcome in 2026

- **3 community products** are developed.
- An additional income of **1,300,000 baht** is generated for communities.

2024 Performance

CKPower actively drives CSR projects that deliver measurable positive impacts and adhere to sustainable development practices, with a focus on enhancing access to renewable energy, conserving natural resources, and promoting economic development within communities.

Project driver Hinghoi: Renewable electricity for better quality of life

Key Focus

Improving access to renewable energy for a better quality of life.

Initiatives

- Clean Electricity for Communities
- Clean Water for Communities
- Clean electricity for Teacher for Change
- Discovering the World of Renewable Energy

Cumulative Outcomes (2022-2024)

Renewable energy for enhancing the quality of life in communities	100,330 watts (cumulative)
Renewable energy knowledge	9,513 children and youth (cumulative reach)
Renewable energy learning centers	25 learning centers (cumulative)

Project driver Hinghoi: Preserving and restoring natural resources

Key Focus

Conserving, protecting, and restoring natural resources and the environment sustainably.

Initiatives

- Waste to Value
- Grow Together
- Green Power Plant

Cumulative Outcomes (2022-2024)

Plant a treeconservation and restoration of natural resources and the environment	11.06 rais (cumulative)
Knowledge about the conservation of natural resources and the environment	4,377 people (cumulative)

Project driver Hinghoi: Co-creating innovations to enhance opportunities for communities

Key Focus

Further enhancing innovations and creating opportunities of occupation development for communities.

Initiatives

- OPOP (One Power Plant One Product)
- Development of innovations to create job opportunities, improve products, and increase income for local communities. Strengthening the network among partners for innovations in occupation development.

Cumulative Outcomes (2022-2024)

Contemporary woven textile products, developed through careful selection: Laptop bags Additional community income generated	470,000 baht
Contemporary woven textile products, developed through careful selection: Utility bags: Additional community income generated	372,470 baht
Innovative solar-powered irrigation system for hydroponic vegetable production. Additional income generated for school cooperatives	1,880 baht



Quality of Life Enhancement in Communities and Society

Recognizing the importance of improving societal and community well-being as a cornerstone for economic advancement and sustainable growth, CKPower strives to foster employee engagement in CSR projects and activities at creating positive impacts on both local communities surrounding its power plants and the broader society.

In 2024, CKPower implemented 95 community and social development projects, covering the following key areas:

- Renewable energy education to promote lifelong learning, particularly for children and youth
- Conservation, protection, and restoration of natural resources and the environment to strengthen ecological balance and mitigate climate change impacts
- Promotion of local traditions and culture to preserve community social identity
- Public health promotion to enhance the quality of life for local residents
- Development of community well-being, focusing on the elderly and disabled, to create an equitable and inclusive society

CKPower remains committed to developing projects that support United Nations Sustainable Development Goals (UN SDGs) and create tangible results to ensure communities can achieve stable growth alongside the Company.

2024 Performance

CSR Projects/Activities	Number of projects	Million baht
1. Hinghoi: Renewable electricity for better quality of life	**18**	**18.85**
2. Hinghoi: Preserving and restoring natural resources	**3**	**0.27**
3. Hinghoi: Co-creating innovations to enhance opportunities for communities	**4**	**0.47**
4. Support for improved quality of life in communities		
▪ Promoting the quality of life of the community/elderly/disabled	**8**	**0.77**
▪ Education	**12**	**0.70**
▪ Public health	**6**	**3.86**
5. Culture, traditions, and religion	**27**	**3.16**
6. Public infrastructures	**12**	**0.31**
7. Biodiversity	**1**	**0.10**
8. Natural disaster relief	**1**	**0.50**
9. Community relations and philanthropy	**3**	**0.18**
Total	**95**	**29.17**

2024 Performance

Surveys of opinions, concerns, and needs and impact assessments conducted in communities around power plants	100%
Satisfaction rate among communities regarding the CSR activities	95.5%
Unresolved complaints	0 case
Shared value created for society and ecosystems through renewable energy production	5,999 people, (cumulative)
Communities engaged in CKPower's projects	40 communities (cumulative)
Amount of renewable energy provided to enhance better quality of life in communities	100,330 watts, (cumulative)
Amount of greenhouse gas emissions reduced through community engagement projects	106,464 $kgCO_2e$/ year, (cumulative)
Employees' community service hours	14,203 hours
Number of children and youth who received knowledge about renewable energy, energy conservation, and environmental stewardship.	11,971 people, (cumulative)
Partner networks	40 networks, (cumulative)
Renewable energy learning centers established	25 centers, (cumulative)
Public infrastructure projects completed	62 structures, (cumulative)
Cost savings from external training initiatives	10.15 million baht, (cumulative)

Projects Highlights in 2024

Hinghoi Project: The Key Driver of Sustainable Development

CKPower's commitment to social responsibility and sustainable growth is exemplified through the Hinghoi Project, a key driver of sustainability that integrates economic, social, and environmental dimensions.

This initiative leverages personnel expertise and community collaboration to address local needs sustainably, **starting with community lifestyle surveys and co-creating innovative solutions with community members and network partners** to ensure alignment with local priorities.

The Hinghoi Project, which forms **the cornerstone of CKPower's efforts to raise awareness, develop knowledge, and deploy innovative technology in communities,** is implemented through three core pillars:

1. **Hinghoi: Renewable electricity for better quality of life**
2. **Hinghoi: Preserving and restoring natural resources**
3. **Hinghoi: Co-creating innovations to enhance opportunities for communities**

In 2024, CKPower implemented various key projects under these guidelines, focusing on clean energy access and sustainable social development.

Hinghoi: Renewable electricity for better quality of life



Clean Electricity for Communities in Ban Huay Khua Luang Village, Lao PDR

During community dialogues in 2023, five downstream communities of the Xayaburi Hydroelectric Power Plant expressed their primary needs for solar panels and school building renovation at Ban Huay Khua Luang School, the area's central educational institute.

Objective:

Expand access to renewable energy to support education and create an appropriate environment for youth.

Implementation:

- **Community needs Assessment: near the Xayaburi Hydroelectric Power.**
- **Installed a 1,500-watt solar panel**.
- **Renovated three classrooms** with improved lighting and fan installation to enhance classroom environment.
- **Conducted Renewable energy education** for students, teachers, and community members.
- **Establishment of a renewable energy fund** for future electrical equipment maintenance.

Competency

The Company leveraged its renewable energy engineering expertise **to install a solar panel system** and lighting in classrooms and renovate classrooms to suit the context of Ban Huay Khua Luang School.

Co-creation

The Company utilized its renewable energy capabilities to **install solar panels** and **upgrade the entire school building to run on clean energy.** This upgrade provided complete lighting coverage throughout the building and equipped it with solar-powered fans, **enhancing the learning environment** and promoting clean energy education for **both the community and students.**

Connection

The project involved cooperation from **seven downstream communities of the power plant,** including community leaders, students, and teachers, who joined hands **to build public utilities and infrastructures** in the form of a solar energy system and a renovated school building. This collaboration also promoted the establishment of **a clean energy network** and positioned the school as **a model for clean energy utilization for downstream communities in the future.**

Cooperation

Employees, the Company, villagers, students, and teachers collaboratively participated in **brainstorming, planning, and developing** the school as the village's educational center. This resulted in **the installation of a solar power generation system and indoor lighting infrastructure, school building renovation, and the establishment of a renewable energy fund** for long-term electrical equipment maintenance.

Project Targets and Performance

Project Targets	Outcomes
Clean energy access for the school and communities (solar panel installation)	**1,500** watts / **1,500** watts
Establishing a school renewable energy fund	**1** fund / **1** fund
Developing a renewable energy education handbook	**1** handbook / **1** handbook
Employee-led renewable energy education for students, teachers, and community members and establishment of a student renewable energy group	**80%** / **80%**
Renewable energy and environmental knowledge retention	**52** participants / **96** participants
Volunteer employees participating in solar panel installation training and accumulating volunteer hours	**40** volunteer employees / **45** volunteer employees
Establishing two additional partner networks	**2*** partner networks / **6**** partner networks

* Ban Huay Khua Luang School and Ban Huay Khua Luang partner networks.
** Ban Huay Khua Luang School, Ban Huay Khua Luang, Ban Pak Hung, Ban Pak Bo, Ban Pak Phi, Xayaburi Education Division partner networks.



Clean Electricity for Communities in Ban Phon Pha Village, Lao PDR

Based on a 2023 community needs survey, Ban Phon Pha Village in Anuvoung District, Xaisomboun Province, a community in the vicinity of Nam Ngum 2 Hydroelectric Power Plant, faced insufficient nighttime lighting, leading to safety concerns and accident risks for residents.

Objective:

Install solar-powered street lights to address lighting shortages, enhance safety, and improve community quality of life.

Implementation:

- **Community survey** The issue of nighttime safety due to inadequate lighting was identified in Ban Phon Pha Village, Anuvoung District, Xaisomboun Province.
- **Installation of 45 solar-powered street lights** covering a 3-kilometer stretch
- **Utilization of existing light poles and installation of new ones** where necessary to optimize resource efficiency
- **Establishment of a community** committee to ensure sustainable operation of the street lighting system
- **Sustainability Mechanism: Establishment of a renewable energy fund** for long-term maintenance and repairs of street lights

Competency

The Company leveraged **its renewable energy engineering** expertise to support community development by **designing a solar-powered street lighting and installation system** and developing **solutions to retrofit existing poles for solar-power lamp compatibility** to ensure resource optimization while also meeting **Ban Phon Pha community's specific needs and context.**

Co-creation

The Company utilized its expertise in **renewable energy engineering** to install **solar-powered street lights** and design a way to retrofit existing poles to optimize **the efficiency of the street lighting system** and meet the needs of the community. Additionally, CKPower enhanced **renewable energy knowledge in the community** and **electrical equipment maintenance** procedures to ensure sustainable operation.

Connection

The project involved **cooperation from Ban Phon Pha villagers and local officials,** who joined hands **to build public utilities** in the form of solar-powered street lights. This collaboration also promoted the establishment of **a clean energy network** and positioned the school as **a model for clean energy utilization in the future.**

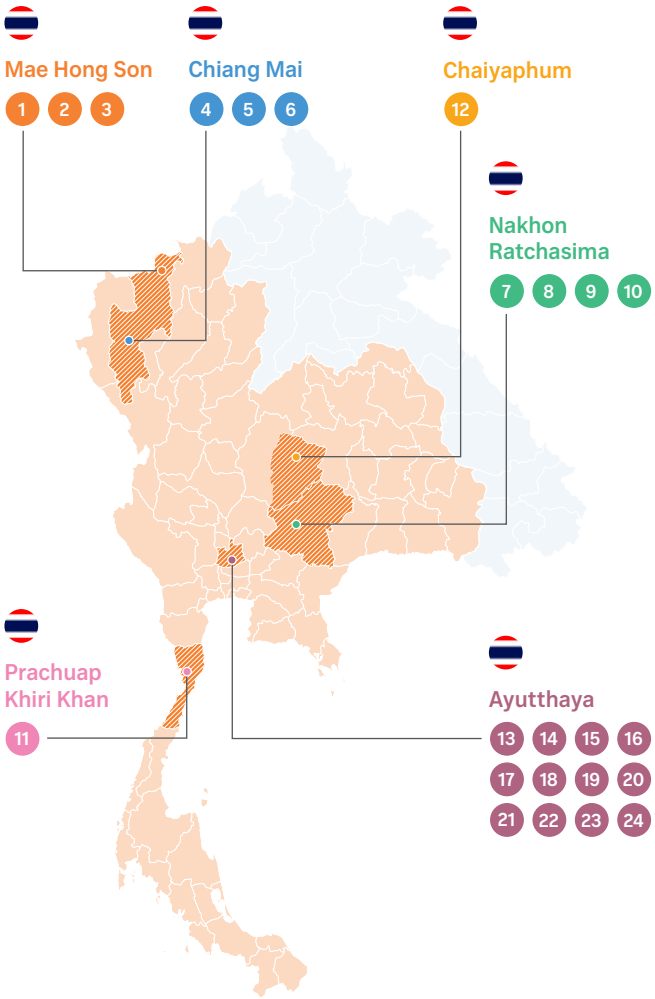
Cooperation

Employees and Ban Phon Pha residents collaboratively participated in **brainstorming, planning, and proposing solutions,** which led to **the installation of the solar-power-powered street lights** in important areas to provide lighting and improve safety and resulted in **the establishment of a renewable energy fund** for solar-powered equipment maintenance **to maximize the operational lifespan.**

Project Targets and Performance

Project Targets	Project Targets	Outcomes
Clean energy access for the community	18,000 watts	18,000 watts
Creating public utilities beneficial to the daily life of Ban Pho Pha villagers	45 sets	45 sets
Establishing a school renewable energy fund	1 fund	1 fund
Developing a renewable energy education handbook	1 handbook	1 handbook
Employee-led renewable energy education for community members	60 community members	80 community members
Volunteer employees participating in solar-powered street light installation training and providing education to the community	29 volunteer employees	42 volunteer employees

Outcomes Highlight of Hinghoi: Renewable electricity for better quality of life – Clean Electricity for Communities for 2016-2024



1 Remote community

Construction of a solar powered school in Poo Kham Noi Village

Sop Moei District, Mae Hong Son Province, Thailand

Created a renewable energy learning center.

Number of Children and Youth Reached: 50 people

2 Remote community

Small water turbines for electricity generation in Mae Pa Klang Village

Sop Moei District, Mae Hong Son Province, Thailand

Created a renewable energy learning center.

Number of community members reached: 50 people

3 Remote community

Ban Mae Loe Border Patrol Police Learning Center

Mae Sariang District, Mae Hong Son Province, Thailand

Created a renewable energy learning center.

Number of Children and Youth Reached: 73 people

4 Remote community

Solar panel installation at Ban Mae Mu Nai Border Patrol Police Education Center under the sponsorship of CK Power Public Company Limited

Mae Chaem District, Chiang Mai Province, Thailand

Created a renewable energy learning center and access to renewable energy.

Number of Children and Youth Reached: 48 people, 3,000 watts

5 Remote community

Solar-powered lighting system at Lion Mahachak School 9 Border Patrol Police School and Ban Pa Khaolam Community

Mae Taeng District, Chiang Mai Province, Thailand

Increased access to renewable energy and provided education on renewable energy.

Number of Children and Youth Reached: 77 people, 900 watts

6 Remote community

Ban Mae Mu Nai Border Patrol Police Education Center under the sponsorship of CK Power Public Company Limited.

Mae Chaem District, Chiang Mai Province, Thailand

Provided education on renewable energy.

Number of Children and Youth Reached: 47 people

7 Bangkhenchai Solar Power Plant

Ban Du School (Saharat Wittaya) Learning Center

Nakhon Ratchasima Province, Thailand

Provided education on renewable energy.

Number of Children and Youth Reached: 130 people

8 Bangkhenchai Solar Power Plant

Support for teachers in Teach for Thailand Project, Pakthongchai Choonhawan Wittayakarn School

Nakhon Ratchasima Province, Thailand

Provided education on renewable energy.

Number of Children and Youth Reached: 334 people

9 Bangkhenchai Solar Power Plant

Energy cost-saving solar rooftop at Pak Thong Chai Chunhawan Wittayakhan School

Nakhon Ratchasima Province, Thailand

Increased access to renewable energy.

Number of Children and Youth Reached: 12,400 watts

10 Bangkhenchai Solar Power Plant

Empowering Kids for a Sustainable World at Pak Thong Chai Chunhawan Wittayakhan School

Nakhon Ratchasima Province, Thailand

Provided education on renewable energy

Number of Children and Youth Reached: 125 people

11 Remote community

Solar rooftop at Wat Na Haui

Prachuap Khiri Khan Province, Thailand

Increased access to renewable energy.

Number of Children and Youth Reached: 1,235 people, 16,630 watts

12 Bangkhenchai Solar Power Plant, Remote community

Empowering Clean Energy through Thai Art

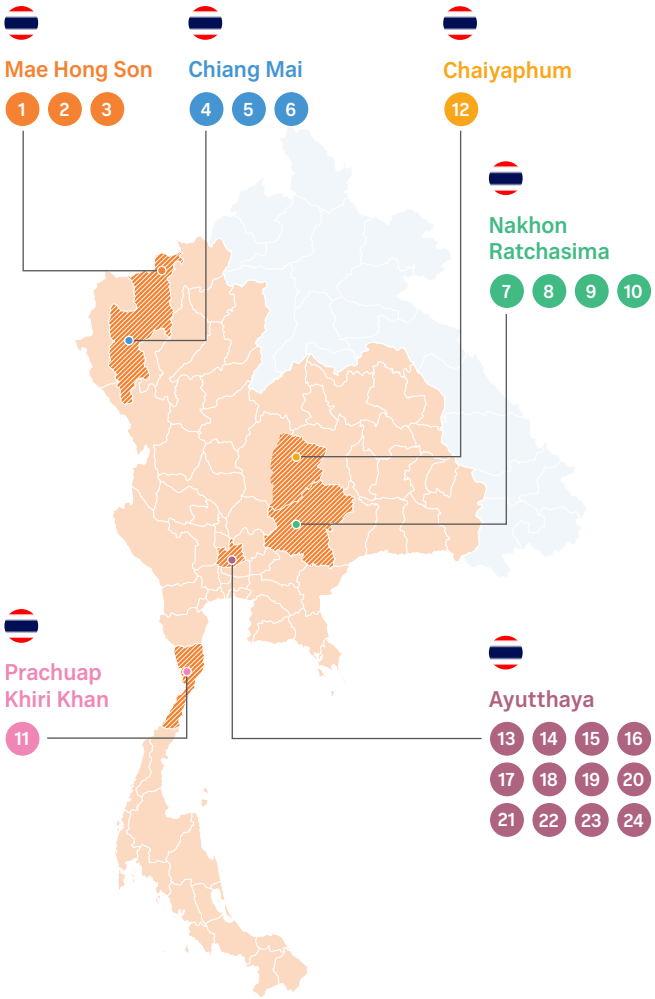
Chaiyaphum Province, Thailand

Provided education on renewable energy

Number of Children and Youth Reached: 90 people

Note: The outcomes of each project are based on the year the project started.

Outcomes Highlight of Hinghoi: Renewable electricity for better quality of life – Clean Electricity for Communities for 2016-2024



13 Bangpa-in Cogeneration Power Plant

Wat Kudi Prasit School Learning Center

Ayutthaya Province, Thailand

Provided education on renewable energy.

Number of Children and Youth Reached	126	people

14 Bangpa-in Cogeneration Power Plant

Support for teachers in Teach for Thailand Project, Udomseelwitthaya School

Ayutthaya Province, Thailand

Provided education on renewable energy.

Number of Children and Youth Reached	143	people

15 Bangpa-in Cogeneration Power Plant

Solar-powered water treatment turbines for clean canals in Khlong Jik Community

Ayutthaya Province, Thailand

Increased access to renewable energy and provided education on renewable energy

Number of community members reached	100	people	1,200 watts

16 Bangpa-in Cogeneration Power Plant

Solar-powered water treatment turbines for clean canals in Khlong Phutsa Community

Ayutthaya Province, Thailand

Increased access to renewable energy and provided education on renewable energy

Number of community members reached	250	people	1,200 watts

17 Bangpa-in Cogeneration Power Plant

Empowering Clean Energy through Thai Art

Ayutthaya Province, Thailand

Provided education on renewable energy

Number of community members reached	90	people

18 Bangpa-in Cogeneration Power Plant

Solar-powered water treatment turbines for clean canals in Khlong Ban Len Community

Ayutthaya Province, Thailand

Increased access to renewable energy and provided education on renewable energy

Number of Children and Youth Reached	250	people	1,400 watts

19 Bangpa-in Cogeneration Power Plant

Solar-powered water pumping system for 25 rais of green spaces at Udomseel Witthaya School

Ayutthaya Province, Thailand

Increased access to renewable energy.

Number of community members reached	6,300	watts

20 Bangpa-in Cogeneration Power Plant

Empowering Kids for a Sustainable World at Udomseel Witthaya School

Ayutthaya Province, Thailand

Provided education on renewable energy

Number of community members reached	111	people

21 Bangpa-in Cogeneration Power Plant

Solar-powered irrigation for a hydroponic gardening system at Jaofasang School

Ayutthaya Province, Thailand

Increased access to renewable energy and provided education on renewable energy

Number of Children and Youth Reached	54	people	300 watts

22 Bangpa-in Cogeneration Power Plant

Environmental network in partnership with the Bangpa-in Industrial Estate

Ayutthaya Province, Thailand

Provided education on renewable energy

Number of Children and Youth Reached	70	people

23 Bangpa-in Cogeneration Power Plant

EIA Committee site visit at Vajiralongkorn Dam

Ayutthaya Province, Thailand

Provided education on renewable energy

Number of community members reached	50	people

24 Bangpa-in Cogeneration Power Plant

Energy cost-saving solar rooftop and solar-powered lighting system at Jaofasang School

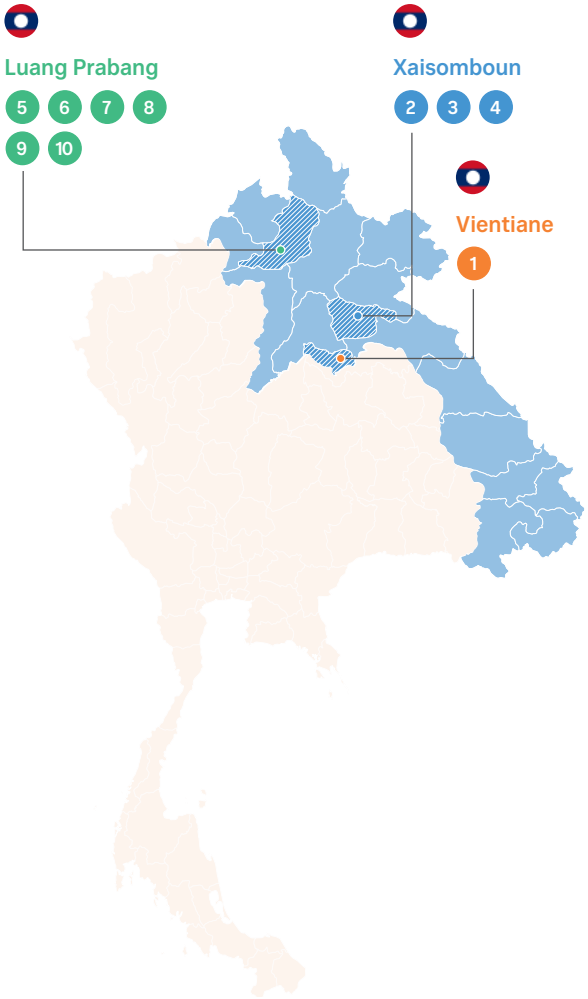
Ayutthaya Province, Thailand

Increased access to renewable energy and provided education on renewable energy

Number of community members reached	70	people	9,700 watts

Note: The outcomes of each project are based on the year the project started.

Outcomes Highlight of Hinghoi: Renewable electricity for better quality of life – Clean Electricity for Communities for 2016-2024



1 Nam Ngum 2 Hydroelectric Power Plant

Solar-powered lighting system at Na Bong Village

Vientiane, Lao PDR

Increased access to renewable energy.

Number of Children and Youth Reached	9,000 watts

2 Nam Ngum 2 Hydroelectric Power Plant

Solar-powered underground water pumping system at Hin Hua Seua Kindergarten

Xaisomboun Province, Lao PDR

Increased access to renewable energy and provided education on renewable energy

Number of Children and Youth Reached	94 people	2,400 watts

3 Nam Ngum 2 Hydroelectric Power Plant

Solar-powered street lighting system at Ban Pho Pha

Xaisomboun Province, Lao PDR

Increased access to renewable energy and provided education on renewable energy

Number of Children and Youth Reached	80 people	18,000 watts

4 Nam Ngum 2 Hydroelectric Power Plant

Discovering the World of Renewable Energy and Environment

Xaisomboun Province, Lao PDR

Provided education on renewable energy

Number of Children and Youth Reached	426 people

5 Xayaburi Hydroelectric Power Plant

Ban Kang School Learning Center

Luang Prabang Province, Lao PDR

Increased access to renewable energy and provided education on renewable energy

Number of Children and Youth Reached	47 people	2,550 watts

6 Xayaburi Hydroelectric Power Plant

Solar-powered lighting system at Ban Phon Si Village

Luang Prabang Province, Lao PDR

Increased access to renewable energy and provided education on renewable energy

Number of Children and Youth Reached	47 people	2,550 watts

7 Xayaburi Hydroelectric Power Plant

Solar-powered lighting system at Ban Huay Khua Luang Village

Luang Prabang Province, Lao PDR

Increased access to renewable energy and provided education on renewable energy

Number of Children and Youth Reached	96 people	1,500 watts

8 Xayaburi Hydroelectric Power Plant

Solar-powered street lighting system at Ban Pak Hung and Ban Pak Bo

Luang Prabang Province, Lao PDR

Increased access to renewable energy and provided education on renewable energy

Number of Children and Youth Reached	75 people	10,400 watts

9 Xayaburi Hydroelectric Power Plant

Discovering the World of Renewable Energy and Environment

Luang Prabang Province, Lao PDR

Provided education on renewable energy

Number of Children and Youth Reached	250 people

10 Xayaburi Hydroelectric Power Plant

Ban Kang School Learning Center

Luang Prabang Province, Lao PDR

Provided education on renewable energy.

Number of Children and Youth Reached	94 people

Note: The outcomes of each project are based on the year the project started.

Hinghoi: Preserving and restoring natural resources



Waste to Value: Transforming Food Scraps into Soil Conditioner Project

The Xayaburi Hydroelectric Power Plant continued this project for the second year, in which food scraps were mixed with bio-culture to produce an eco-friendly soil conditioner, which, according to analysis by the Soil Research Center in Vientiane, contained more nutrients than the standard level for high-quality organic compost. The soil conditioner was not only useful in restoring soil health and enhancing fertility but also reduced dependence on chemical fertilizers.

Objectives

- Reduce organic waste from the power plant through reuse.
- Promote soil quality restoration and organic materials usage in agriculture.
- Build a collaborative environmental conservation network between the Company and communities.

Implementation

- **Community needs survey**.
- **Production of a soil conditioner from food scraps.**
- **Distribution of the soil conditioner** to communities surrounding the power plant.
- **Community training** on proper soil conditioner usage and maintenance to maximize benefits.
- **Promotion of environmental awareness** among employees, children, and youth.

Competency

The Company leveraged its **organic waste management** capabilities at the power plant to transform waste into an eco-friendly soil conditioner. Through **surveys, analysis, and collection** of food waste data, the Company evaluated **the ratio of soil conditioner beneficial for communities** and calculated the environmental impacts. It was found that this initiative **reduced incinerator usage by 40%** and **decreased carbon dioxide emissions** from organic waste incineration. The initiative not only also decreased incinerator damage caused by high-moisture organic waste, which typically requires more fuel for temperature elevation and results in **incomplete combustion,** but also **reduced the emission of dioxin, which is an air pollutant.**

Co-creation

Through research and experiments, the Company developed **an innovative method to convert food waste into soil conditioners.** According to an analysis, the resulting material contained **higher nutrient levels than high-quality organic compost.** CKPower designed the soil conditioner formula and distributed the product to communities. In addition, **training programs and demonstrations for soil conditioner applications** were organized to promote knowledge of **natural resource restoration, greenhouse gas reduction, and food waste recycling.** This initiative enabled communities to produce sustainable, chemical-free agricultural products.

Connection

The project led to **the establishment of at least two partner networks with communities around the power plant** in support of the utilization of the food waste-derived soil conditioner. This helped communities **save costs** associated with soil improvement materials and **create additional income through enhanced agricultural yields,** thus strengthening the local economy in a sustainable manner.

Cooperation

The project garnered cooperation from **employees, residents of Ban Noen Sawang, Ban Na Tor Yai, and other interested communities surrounding the Xayaburi Hydroelectric Power Plant.** The Company provided **the soil conditioner** and **training** to ensure proper application and enable communities to produce **high-quality, safe** agricultural products.

Project Targets and Performance

Project Targets	Outcomes
CO_2 reduction through decreased waste incineration	**329 (40%)** $kgCO_2e$/year	**329 (40%)** $kgCO_2e$/year
Children and villagers received education on effective soil conditioner use, natural resource conservation, and environmental stewardship.	**80** people	**195** people
Personnel trained in innovation development, educating and fostering social innovation within communities.	**20** employees	**22** employees
Strengthening relations with partner networks and communities surrounding the power plant	**2** communities	**2** communities

Hinghoi: Co-creating innovations to enhance opportunities for communities





Clean Energy-Powered Hydroponic System project

To promote the use of clean energy in agriculture, the Bangpa-in Cogeneration Power Plant carried out the OPOP (One Power Plant One Product) Project and provided solar-powered hydroponic systems to Jaofasang School in Bang Pa-in District, Ayutthaya, which is located within a 5-kilometer radius of the power plant.

Objectives

- Promote renewable energy utilization in school farming.
- Increase opportunities for the school cooperative to generate income through hydroponic vegetable production and sales.
- Promote circular economy and food security for the school and communities.

Implementation

- **Survey –** In 2024, a survey at Jaofasang School. The school had an existing farming area but could not continue operation due to budget constraints and limited knowledge in hydroponic farming.
- **Development –** Two hydroponic plots were redesigned and expanded to the size of 1 meter wide by 5.4 meters long and equipped with a solar-powered automatic irrigation system.
- **Knowledge Enhancement –** Training was provided to teachers and students on planting, maintenance, harvesting, and sales of hydroponic vegetables as well as on solar panel system maintenance.
- **Opportunity Creation –** Harvested vegetables are used in the school lunch program and sold through the school cooperative for additional income.

Competency

The Company leveraged **its engineering capabilities** to **design and construct hydroponic plots, an automatic irrigation system, and a solar panel system,** combining **employees' agricultural expertise** to meet **Jaofasang School's needs** and achieve sustainable operations.

Co-creation

The Company **applied its renewable energy innovation to** the **installation of solar panels for powering the vegetable plot irrigation system** – a clean technology that **generates income for the school cooperative** through produce sales. Additionally, CKPower provided **comprehensive training on hydroponic farming from planting and harvesting to sales** and **solar panel maintenance** to ensure long-term operational efficiency. **A renewable energy fund** was also established for equipment maintenance.

Connection

The project **created a collaborative network** among **Bangpa-in Cogeneration Power Plant, Jaofasang School, Ban Paeng Subdistrict Administrative Organization, and communities** for the development of clean energy utilization in agriculture, fostering a model of renewable energy and sustainable farming for self-reliance.

Cooperation

The collaboration between Bangpa-in Cogeneration Power Plant, Jaofasang School, and communities within the 5-kilometer radius fostered multi-stakeholder participation and promoted learning in **clean energy and sustainable agriculture.**

Project Targets and Performance

Project Targets		Outcomes	
Renewable energy usage in agriculture at Jaofasang School	300 watts	300 watts
A flow of income through the school cooperative	1,000 baht/ month	1,880 baht/ month
Education on clean energy and hydroponic farming for students and teachers	50 people	54 people

Target and Performance Comparison according to the Framework for Social Value Creation

Social

Hinghoi: Renewable electricity for better quality of life

Outcomes
Project Target

Renewable energy for quality of life enhancement in communities
Unit: watts (cumulative)

100,330
150,000

Equivalent to GHG emission reduction or avoidance
Unit: kCO_2e/year

106,464
109,478

Number of children and youth received education on renewable energy
Unit: people (cumulative)

9,513
20,000

Environmental

Hinghoi: Preserving and restoring natural resources

Outcomes
Project Target

Expansion of terrestrial forest conservation and protection areas
Unit: rais (cumulative)

11.06
80

Equivalent to carbon Sequestration
Unit: kCO_2e/year

10,509.4
76,000

Number of employees, children, and community members received education natural resource conservation, and environmental stewardship.
Unit: people (cumulative)

4,377
10,000

Economic

Hinghoi: Co-creating innovations to enhance opportunities for communities

Outcomes
Project Target

Community product development
Unit: products (cumulative)

3
3

Income generation for communities
Unit: baht (cumulative)

844,350
1,300,000



Respect for Human Rights

(GRI 406, GRI 411)

Long-term Targets	
Human rights violations unmanage case across the value chain	Zero case
CKPower's businesses undergo Human Rights Due Diligence (HRDD) with mitigation, rectification, and remediation measures to be established	100%

2024 Targets		2024 Achievements
Human rights violations unmanage case	Zero case	Zero case
CKPower's businesses undergo Human Rights Due Diligence (HRDD) with mitigation, rectification, and remediation measures to be established	100%	100%

SDGs

Respect for Human Rights

Respect for Human Rights

(GRI 406, GRI 411)

Long-term Targets

Personnel at all levels receive human rights training and communications	100%
Human rights practices extend to business partners	extend to business partners
Human rights violation	Zero complaint

2024 Targets		2024 Achievements	2024 Targets		2024 Achievements
Personnel at all levels receive human rights training and communications	100%	100%	Business partners; Suppliers and contractors, are informed of human rights policies and operational frameworks	100%	100%
Annual review of human rights risks related to business operations throughout the value chain	Annual review	Annual review	CKPower's high-risk tier-1 suppliers undertake vendor self-assessments of human rights risks.	100%	100%
Human rights violation	Zero complaint	Zero complaint	CKPower's high-risk tier-1 suppliers receive human rights training	100%	100%

Impact on Business

Human rights are fundamental to CKPower's sustainable business practices, influencing reputation, operations, and stakeholder trust. Any violations pose legal risks, reputational damage, and can erode stakeholder confidence. CKPower ensures respect for human rights across its value chain and actively strives to protect human rights for all involved, ensuring equal labor treatment. To this end, the Company has established measures and guidelines in compliance with international standards to prevent violations against the rights of stakeholders, including vulnerable groups such as children, indigenous people, individuals with disabilities, LGBTQI+ communities, women, and migrant workers. This commitment enhances stakeholder confidence, ensuring that CKPower and its affiliates, suppliers, and business partners operate without labor rights violations or discrimination, thereby strengthening business stability and fostering long-term stakeholder trust.



Challenges and Opportunities

CKPower faces ongoing challenges in human rights management throughout its value chain due to evolving legal requirements and international standards and increasing stakeholder expectations regarding transparency and accountability, particularly regarding worker rights and vulnerable groups. As a company engaged in electricity production and distribution across multiple countries, CKPower may encounter human rights risks related to labor rights, non-discrimination, and occupational health and safety. However, these challenges provide opportunities for the Company to enhance its human rights practices by implementing effective due diligence and remediation mechanisms. Additionally, by fostering strong collaboration with suppliers and partners to develop fair and sustainable practices, CKPower can enhance its credibility and stakeholder confidence. These proactive measures not only reduce social and environmental impacts but also mitigate risks to CKPower's image and reputation, ensuring long-term business stability.

Commitment

CKPower is committed to sustainable and socially responsible business operations, ensuring human rights and labor rights protection throughout its value chain. To achieve this, CKPower has integrated human rights as a material topic within the its sustainability framework, aligning with international principles and standards, including the **United Nations Framework and Guiding Principles on Business and Human Rights (UNGP), the Universal Declaration of Human Rights (UDHR), the International Labor Organization (ILO)'s Declaration on Fundamental Principles and Rights at Work, the Organization for Economic Co-operation and Development (OECD),** and the **National Action Plan on Business and Human Right (NAP Implementation).** CKPower has **also joined the United Nations Global Compact (UNGC)** to promote business practices that are guided by respect for human rights and foster sustainable value for all stakeholders.

Operational Guidelines

CKPower upholds **Universal Human Rights** in its business practices and proactively manages potential human rights impacts throughout its value chain. To ensure this commitment, the Company has developed comprehensive management guidelines comprising seven key components:

1	Human Rights Policy
2	Human Rights Due Diligence
3	Human Rights Risk Assessment
4	Risk Monitoring and Control Measure Improvement
5	Human Rights Complaints and Whistleblowing Channels
6	Promotion of Human Rights Practices within the Organization and Value Chain
7	Human Rights Awareness Building

1. Human Rights Policy

CKPower has announced and enforced its human rights policy and equal labor practices across 100% of the Company, its subsidiaries, Tier 1 Suppliers, and business partners, taking into account the human rights of at-risk and vulnerable groups to prevent human rights violations across the value chain. The human rights policy complies with **labor laws of each country where CKPower operates as well as other international standards and requirements** to ensure strict implementation.

Additionally, the human rights policy is regularly reviewed, taking into consideration changes with significance for the Company. CKPower has also developed and implemented a Human Rights Roadmap, which aligns with its 5-year sustainability strategy (from 2022 to 2026), in order to clearly define the goals and directions for its risk assessments and prevent human rights violations in the future.

2. Human Rights Due Diligence

CKPower carries out **Human Rights Due Diligence** (HRDD) systematically and efficiently every three years **in adherence to the UN Guiding Principles on Business and Human Rights (UNGPs)**. An external third-party organization is appointed to conduct human rights due diligence of the Company to ensure alignment with international standards and the ability to prevent or mitigate potential risks arising from its business operations.

Human Rights Due Dilligence

CKPower's human rights due diligence covers all sites of operation across its value chain and is conducted to identify key human rights issues and rights holders as well as impacted vulnerable groups across 100% of its business. The process consists of five major steps as follows:



1. **Policy commitment**
- Establish and implement the **Human Rights Policy** that adheres to international principles
- Communicate the policy to employees, suppliers, and all stakeholder groups for acknowledgment and compliance.

2. **Human rights risk and impact assessment**
- Assess human rights risks at **national, industry, operational area, and individual levels**
- Analyze **impacts on vulnerable groups**, such as migrant workers, indigenous communities, and women

3. **Integration of human rights assessment results**
- Formulate **risk mitigation and control measures** to prevent potential impacts
- Integrate these measures into the Company's roadmaps

4. **Monitoring and reporting progress of human rights actions.**
- Implement monitoring and verification systems for preventive and corrective measures
- Report progress to the Board of Directors and disclose to stakeholders through sustainability reports

5. **Remediation of those affected by human rights impacts**
- Provide transparent and accessible complaint channels
- Implement appropriate remediation measures for affected individuals in accordance with international principles

3. Human Rights Risk Assessment

CKPower systematically conducts **human rights risk assessments** across **its key activities at industrial and national levels and at its significant locations of operation** every three years as well as on **its suppliers**, placing emphasis on **at-risk or vulnerable groups** who may be affected by the Company's operations.

Human rights risk assessment is conducted every three years, with the human resources division of the Company designated as the unit responsible to ensure alignment with international standards and appropriate risk identification and prioritization.

The risk assessments consider two key factors, which are likelihood and severity, and are conducted to enable the Company to identify human rights risk issues, formulate preventive guidelines, and establish control and mitigation measures for potential impacts, covering nine human rights risk topics. Furthermore, human rights issues relevant to its business operations across the value chain as well as the corresponding control measures are reviewed annually to ensure its action plans and its mitigation, rectification, and remediation measures are effective and aligned with the operational targets.

Factors in risk assessment

CKPower's risk assessments consider **two key factors:**

1. **Likelihood** – Analysis of the probability of potential risks in business operations
2. **Severity** – Assessment of the extent of potential impacts on affected parties, including workers, communities, suppliers and contractors, customers, and the environment

This process enables the Company to effectively **identify human rights risk issues** and establish **preventive, control, and mitigation guidelines.**

Human Rights Risk Assessment Framework

CKPower's human rights risk assessment encompasses the following **key issues:**

1. Working Condition
2. Occupational Health and Safety
3. Discrimination and Harassment
4. Freedom of Association and Right to Collective Bargaining
5. Illegal Forms of Labor, including Human Trafficking, Forced Labor, Child Labor
6. Data privacy
7. Security management
8. Discrimination in the procurement process
9. Standard of living
10. Land acquisition and forced re-settlement

4. Risk Monitoring and Control Measure Improvement

In addition to an assessment every year, CKPower conducts **annual human rights risk reviews and monitoring** to evaluate the effectiveness of its **prevention plans, impact mitigation, and remediation measures** throughout the value chain. This ensures that the Company's business operations align with universal human rights principles and appropriately minimize impacts on stakeholders.

5. Human Rights Complaints and Whistleblowing Channels

CKPower prioritizes the **transparency and accessibility of its human rights complaint channels** to enable employees, suppliers, communities, and stakeholders to safely and effectively report or submit **human rights violations, concerns, or suggestions.**

In addition, the Company has established a **Whistleblower Protection Policy** to ensure that complainants will not face retaliation or adverse effects from reporting information. Furthermore, CKPower has established thorough **complaint management guidelines** that encompass investigation, response, and implementation of appropriate and fair **mitigation, corrective, and remediation** measures.

Complaint Management Guidelines

Whistleblowing Channels

Whistleblowing Channels

Human rights complaints or concerns can be filed through the following channels.

Whistleblowing Channels

Website
Human rights complaints can be filed via the Company's website under the topic "Respect for Human Rights." Whistleblowing channels for human rights complaints https://www.ckpower.co.th/th/corporate-governance/declaration-of-anti-corruption/whistle-blowing-form

E-mail
directors@ckpower.co.th, humanrights@ckpower.co.th and ir@ckpower.co.th

Sealed letters
CK Power Public Company Limited
587 Viriyathavorn Building, Sutthisan Winitchai Road, Ratchadaphisek, Din Daeng, Bangkok 10400

Suggestion box
Scan QR codes posted in offices or click the following link: https://forms.office.com/r/bWy6BJfp11

Discussion meetings with employees
Private conservations and one-on-one discussions for feedback and suggestions



6. Promotion of Human Rights Practices within the Organization and Value Chain

CKPower prioritizes **human rights principles** in its business operations and is committed to encouraging employees at all levels to strictly and consistently adhere to human rights principles when dealing with **all stakeholders.**

Employee Rights and Non-discrimination

CKPower operates in accordance with universal human rights principles to **create a fair and equitable work environment,** with emphasis on the following areas:

1. **Respect for employee rights,** including fair and appropriate compensation based on capabilities and performance, equitable provision of benefits that are competitive within the industry, safe working conditions, and the right to assembly.
2. **Promotion of diversity** in terms of **physical attributes, opinions, and organizational culture.**
3. **Non-discrimination in employment,** ensuring employees are not affected by non-performance-related factors, **such as race, origin, religion, beliefs, gender, skin color, language, ethnicity, social status, or any other status in relation to all stakeholders.**
4. **Prohibition of forced labor and child labor** both in direct employment and across the supply chain

Promotion of Human Rights in the Supply Chain

The Company prioritizes the promotion of human rights throughout its value chain through the following measures:

1. **Incorporating human rights principles in supplier code of conduct**
   - The Company has integrated human rights practices into its **Supplier Code of Conduct.**
   - The addition covers requirements for **fair employment, prohibition of child and forced labor, and treatment of workers with dignity.**

2. **Communicating and fostering understanding**
   - Training and communications on human rights practices are provided to suppliers to ensure uniform implementation.

3. **Annual supplier assessment and audit**
   - **Supplier audits for human rights compliance** are regularly conducted.
   - **Third party audit** is implemented for high-risk suppliers.

4. **Management of Human Rights Violations**
   - If suppliers are found to violate human rights, the Company will implement corrective measures, ranging from **warnings and improvement recommendations to termination of partnership** if the issue cannot be resolved.

7. Human Rights Awareness Building

CKPower has expanded its **stakeholder engagement** approach to promote human rights respect through various key activities:

Engagement with Internal Stakeholders

- The **"Promotion of Responsible Business Practices and Respect for Human Rights"** training program is organized for 100% of its personnel.
- Content covers the **Human Rights Policy** and practical implementation within the organization.
- The program promotes **diversity and inclusion** to create an equitable organizational culture.

Engagement with External Stakeholders:

Suppliers	Communities	Customers

1. **Suppliers:** CKPower's **human rights risk management** has been elevated across the value chain, with emphasis on **safe working conditions, health, and worker quality of life.**
   - Training and knowledge enrichment.
   - **On-site audits,** during which no human rights violation for all suppliers.

2. **Communities:** CKPower has initiated **quality of life enhancement** projects around its power plants, focusing on **sustainable job creation and social development, with annual human rights assessment in local communities.**

3. **Customers:** CKPower is committed to System **reliability and availability delivery of electricity** to enhance the quality of life.

Project Highlight in 2024

New Employee Orientation on Human Rights



CKPower strives to promote **human rights awareness** among its personnel from their first day of employment. To this end, the Company incorporated **content on human rights** into its **new employee orientation** to ensure that all employees understand and recognize their role in respecting and protecting human rights within the organization and its value chain.

The orientation covered the following key topics:

- **CKPower's Human Rights Policy** - Framework and principles to follow
- **International Human Rights Standards** - Guidelines adopted by the Company, such as UDHR, UNGP, ILO, and NAP Implementation.
- **Human Rights Whistleblowing Channels -** Complaint channels and whistleblower protection mechanisms.
- **Practices in the Organization -** Treatment of colleagues and suppliers in accordance with human rights principles.

This program helped new employees adapt to an organizational culture that respects human rights and recognizes their responsibility in promoting equality, diversity, and non-discrimination within the organization and in working with other stakeholders.

"Promotion of Responsible Business Practices and Respect for Human Rights" Training Course for Employees, Suppliers and Communities



To promote **knowledge, understanding, and application of human rights principles in operations,** CKPower organized **human rights training** for employees, suppliers, and communities around its power plants, with emphasis on enabling them to incorporate human rights practices into the foundation of their operations in a tangible manner.

Personnel Training

- **100%** of CKPower's personnel underwent human rights training.
- **Two training sessions** were conducted:
  - **Operational and Management Level** – Organized on **October 4, 2024**
  - **Executive Level** – Organized on **December 13, 2024**
- Training topics covered the **Human Rights Policy, international standards, and integration of human rights practices in the organization.**

Training for Suppliers and Communities

- CKPower provided human rights training to **communities around power plants** and **suppliers** to enhance their understanding of human rights throughout the value chain
- **100%** of CKPower's suppliers were **informed of CKPower's human rights policy and operational framework.**
- 100% of CKPower's **high risk-tier 1 suppliers** completed annual vendor self-assessment on human rights respect.



Human Rights Training for Communities Around Power Plants, Suppliers, and Relevant Government Agencies



Human Capital Management

Long-term Targets

Employee engagement and talent retention

	2024 Targets	2024 Achievements
Employee engagement rate	>78.0%	77.14%
Participation rate for employee engagement survey	>95.0%	98.3%
Training hours per person on average	≥30 hours	40 hours
Internal training courses	>90 courses	150 courses
External training courses	>90 courses	135 courses
Average investment in employee training per person	>10,000 baht/year	9,145 baht/year

SDGs

Human Capital Management

Long-term Targets

Personnel competency development for sustainable organization growth

2024 Targets		2024 Achievements
Employees gain competency development	>80%	95%
Target employees gain knowledge and understanding about sustainable business development	>80%	98%
Personnel take compulsory training programs on the CKPower Academy Application	100%	100%



Impact on Business

Personnel capability development and well-being are fundamental to driving CKPower's sustainable growth. The Company actively promotes continuous learning and development to enhance operational efficiency and meet stakeholder expectations. CKPower not only strengthens personnel skills and expertise but also actively fosters engagement and a sense of belonging. This approach helps retain quality personnel reduces turnover rates, and supports long-term business stability, thereby driving sustainable growth. CKPower continues to invest in human resource development to enhance competitive advantage by nurturing internal personnel's competencies and fostering innovation.

Amid rapid economic, social, environmental, and technological changes, businesses face increasingly stringent legal requirements and standards. Consequently, talent retention and skill development for effective adaptability have become crucial to organizational success.importance of a learning and development system tailored to the renewable energy industry.

CKPower implements strategic initiatives to enhance personnel capabilities. These include investing in training and creating a work environment that encourages continuous learning. These efforts ensure that CKPower's personnel are well-prepared for change, enhance operational efficiency, strengthen employee engagement, and ultimately drive the Company towards becoming one of the largest renewable energy producers in the region.

Commitment

CKPower is committed to **advancing personnel competencies and ensuring comprehensive employee care, recognizing these as critical elements in enhancing its competitiveness and adaptability to continuous change. This commitment aligns with the Company's pursuit of its strategic goals, vision, and mission.**

The Company prioritizes **employee well-being by fostering a supportivework environment** and offering appropriate welfare programs. It also emphasizes the development of employee knowledge and skills in alignment with its strategic direction.

Given its ambition to become **one of the region's largest producers of electricity from renewable** and commitment to sustainable development, CKPower recognizes the vital role of personnel with renewable energy expertise. These professionals are pivotal in driving environmentally friendly electricity production that benefits communities and society while supporting the Company's goals of **reducing carbon footprint and achieving long-term sustainable growth.**

Operational Guidelines

Policies and Strategic Plans

Policies

CKPower has established a Personnel Management Policy to ensure efficiency, transparency, and good corporate governance in its human resource management. The policy encompasses employee development and care, focusing on multiple aspects, including labor practices and human rights, employment and recruitment, performance management, compensation and benefits, employee knowledge and career development, employee engagement surveys, workplace safety, and employee complaints and feedback. Additionally, the Company has implemented **Succession Planning Guidelines** in accordance with its internal talent recruitment policy. This approach facilitates the identification and development of high-potential candidates to fill key positions, ensuring business continuity and sustainability.

To systematically and sustainably enhance personnel capabilities while supporting the expansion of the renewable energy business and industry evolution, CKPower has developed a **5-Year Human Capital Development Plan (2025-2029).** This strategic plan emphasizes continuous personnel development and talent retention through clearly defined, year-by-year strategies designed to build a strong foundation and foster long-term growth. 2025: Building foundation and preparation.

Succession Planning Guidelines

Code of Conduct for Executives and Employees

Personnel Management Policy

5-Year Human Capital Development Plan (2025-2029)

2025 — Building foundation and preparation

- **Align workforce planning with business expansion:** Determine the number and types of personnel required.
- **Establish personnel development plans:** Create structured development plans for current and future operations.
- **Conduct people risk assessment:** Analyze potential risk factors to prepare mitigation plans.
- **Enhance the core HR system to optimize data management and HR processes.**
- **Analyze results from the 2024 engagement survey to improve employee care and hold quarterly meetings of the new welfare committee.**

2026 — Further development

- **Develop current employees:** Provide training and develop essential skills for business operations. Align skill development plans with business strategies.
- **Enhance development programs based on employee interests.**
- **Conduct surveys on employee interests and engagement.**
- **Hold quarterly meetings of the new welfare committee.**

2027 — Enhancing readiness and expanding capabilities

- **Develop position-specific training:** Provide training to develop specialized skills for each line of work.
- **Enhance technology** and innovation capabilities for personnel.
- **Execute action plans of the welfare committee.**
- **Hold quarterly meetings of the new welfare committee.**

2028 — Increasing expertise and engagement

- **Develop position-specific training:** Develop specialized skills according to the needs of each line of work to enhance operational efficiency and expertise in each role.
- **Execute action plans of the welfare committee.**
- **Conduct surveys on employee interests and engagement.**
- **Hold quarterly meetings of the new welfare committee.**

2029 — Fostering excellence and sustainability

- **Review 5-year performance:** Review the success of personnel development plans, analyze strengths and room for improvement, and establish future personnel development guidelines.
- **Develop next-generation leaders:** Implement capability development programs for managerial-level employees and organizational leaders.
- **Expand human resource management system:** Develope and enhance HR system to cover all processes, support business growth and optimize personnel management efficiency.
- **Excution action plans of the welfare committee and hold quarterly meetings of the new welfare committee.**

CKPower is committed to becoming one of the region's largest producers of electricity from renewable with one of the lowest carbon footprints. To achieve this vision, the Company places great emphasis on **personnel capability development** as a key driver of sustainable business growth. Recognizing that employees are essential to organizational success, CKPower is dedicated to **enhancing expertise** in energy, resource management, and organizational management. The Company's core strategy focuses on **retaining and developing highly skilled personnel** by supporting their **career advancement,** providing **fair benefits,** and offering **continuous skill development** to equip them for changes in the renewable energy industry.

In addition to capability development, CKPower is committed to creating a safe and high-quality work environment that promotes continuous learning and employee well-being. This is supported by **efficient human resource management** systems, including comprehensive assessment systems that implement evaluation frameworks meeting international standards to ensure transparent and effective performance management, as well as strategic succession planning to identify and nurture potential leaders, ensuring business continuity and sustainable growth.

- Operational Competency Development
- Opportunities for Career Advancement
- Employee Welfare
- Environment and Safety
- Employee Engagement Development

1. Operational Competency Development

CKPower places emphasis on systematic and continuous development of personnel at all levels through an **Employee Development Roadmap** designed to suit each level and position. This ensures employees have the necessary skills for career growth in alignment with CKPower strives to become the region's leader in renewable energy electricity production sustainable resources.

CKPower implements a **Blended Learning Approach** to enable effective personnel development, which consists of the following components:

- **In-house training:** Led by internal and external experts
- **External training:** Giving employees access to knowledge from diverse sources
- **E-learning & digital training:** Enabling learning anywhere, anytime
- **On-the-job training:** Developing practical and on-the-job problem-solving skills
- **Knowledge sharing:** Fostering a learning culture in the organization

Employee Development Results in 2024

Total training and development hours	21,140 hours
Average hours per employee	40 hours
Percentage of employees receiving development training	95%



CKPower is committed to continuously develop and improve training programs to align with organizational needs and industry trends, aiming to strengthen personnel capabilities, foster career advancement, and support the Company's sustainable growth.

Competency Development Approach

CKPower enhances personnel capabilities in alignment with its organizational goals, business strategies, and core policies through a systematic learning framework. This approach focuses on developing both core and functional competencies to improve operational efficiency, support career advancement, and promote organizational sustainability. CKPower's personnel development programs are strategically organized into four main levels

Organizational Goals/ Business Strategies/ Core Policies

Competencies (Core Value/ Function/ Management)

Compulsory Training Programs Basic/ Fundamental

To ensure compliance with standards, systems, criteria, and policies as prescribed by CKPower

Ensure employee compliance with standards and regulations.

- Organizational basics (vision, missions, values, structure, regulations)
- Fundamental energy business knowledge
- Business code of conduct and company policies
- Information technology systems and cybersecurity
- Sustainable development and social responsibility
- Occupational health and safety

Functional Skills Knowledge/ Skill

To enable effective performance of assigned duties

Enhance performance and productivity.

- Engineering
- Accounting
- Finance
- Investor relations
- Regulatory compliance
- Procurement
- Logistics
- Inventory management
- Insurance and safety
- Human resources
- Administration
- Information technology
- Internal audit
- Corporate communications and sustainability management
- Legal and Managing Director's Office

Social and People Management Skills Knowledge/ Skill

To improve/enhance operational capabilities

Develop potential and prepare for higher roles.

- Soft skills for general employees
- Soft skills for supervisors
- Soft skills for managers
- Soft skills for executives

Advanced Skills Knowledge/ Skill

To improve operational efficiency

Elevate capabilities and increase long-term productivity.

- KAIZEN and operation optimization
- Microsoft Excel (Advanced)
- Microsoft Word (Advanced)
- Microsoft PowerPoint
- Microsoft 365 Tools
- Canva
- PDF & Document Management
- English Language
- Lao Language

CKP Academy in CKPower Mobile Application

CKPower has developed **the CKPower Academy Application** as a comprehensive **knowledge management** platform designed to enhance employee capabilities and supports lifelong learning. The platform enables employees to **access essential knowledge** resources, acquire key skills, and stay updated with **industry trends** anytime, anywhere, ensuring continuous personal and professional growth.

Key Features of CKPower Academy

- **Self-initiated Learning:** Employees can empowered to engage in self-directed learning through online modules and virtual training sessions tailored to their interests and development needs.
- **Individual Development Plan (IDP):** This feature encourages employees to create personalized development plans that focus on leveraging their strengths and and enhancing efficiency.
- **Knowledge Sharing:** The platform serves as a centralized hub for knowledge management, enabling employees to exchange specialized skills, insights, and best practices across different departments.
- **Virtual Class & Face-to-Face Training:** The application offers catering to diverse learning preferences and schedules.
- **E-Book & Key Content Summaries:** The platform provides access to best-selling books and concise content summaries, making knowledge easily accessible and readily applicable.

CKPower Academy Results in 2024

100% of new employees successfully completed compulsory training on the CKPower Academy Application. **100%**

The application played a pivotal role in fostering **a culture of lifelong learning and development,** supporting sustainable growth and operational efficiency for both employees and the organization.



Expanding Success through Knowledge Sharing

CKPower actively cultivates a **culture of knowledge sharing** to enhance employee skills and promote collaboration across all organizational levels. By encouraging knowledge exchange, CKPower empowers employees to learn from each other, thereby fostering a culture of continuous improvement and innovation.

Knowledge Sharing Promotion

- **Encouraging the participation of employees at all levels** in knowledge and experience exchange
- **Developing a knowledge management system** for easy access to information and knowledge
- **Utilizing the CKPower Academy platform** as a centralized hub for knowledge sharing, storage, and retrieval.
- **Promoting continuous self-development through peer learning and collaborative exchanges.**

Knowledge Sharing Results in 2024

knowledge-sharing topics were available, covering various aspects of business operations. **128** topics

Employees were able to access knowledge more readily through the knowledge management system.

Content from **knowledge sharing activities** was compiled and uploaded to the **CKPower Academy Application,** enabling employees to access relevant and practical knowledge tailored to their roles. These initiatives have effectively fostered a sustainable learning culture within CKPower, ensuring employees are well-prepared for future challenges and industry changes.





2. Opportunities for Career Advancement

Performance Tracking and Assessment

To strengthenits competitiveness and adaptability to market dynamics, CKPower places great emphasis on personnel capability development and performance management and has adopted a standardized assessment system aligned with business expansion trends. Performance assessment is conducted annually for employees at all levels, with **the performance targets linked to CKPower's roadmaps** and based on **four main criteria:**

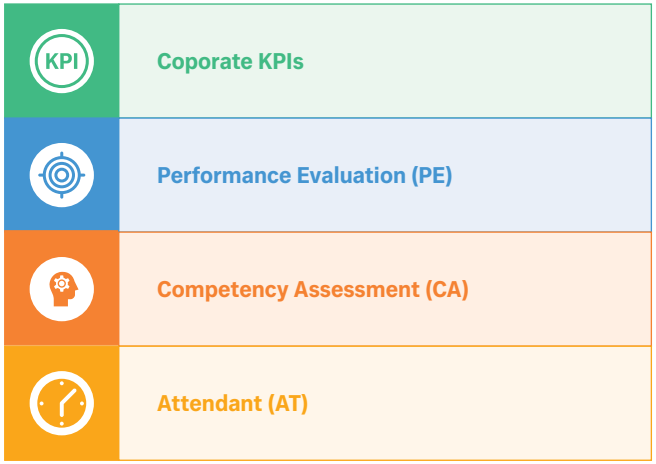
1. **Corporate KPIs:** Business objectives requiring employee support for organizational success.
2. **Performance Evaluation (PE):** Assessment of employee's deliverables based on metrics agreed upon with supervisors.
3. **Competency Assessment (CA):** Assessment of skills, capabilities, and work behavior in alignment with corporate values and guidelines.
4. **Attendance Time (AT):** Levels of work responsibility and consistency.

Operational Guidelines

- **Individual goal setting:** Employees and supervisors jointly establish clear objectives in line with corporate strategy.
- **Continuous feedback and monitoring:** Supervisors provide ongoing guidance and support.
- **Integration of assessment results with development plans:** Assessment results inform the adjustment of employee development plans according to capabilities and business trends.

This system helps employees understand CKPower's expectations and receive appropriate development opportunities, thus ensuring the Company's stable and sustainable growth.

Performance Assessment Criteria



Performance Assessment

Performance assessments of executives and employees are conducted annually to ensure alignment with organizational goals and support long-term employee capability development.

Performance Assessment Guidelines

- **Key performance indicators (KPIs):** These serve as primary criteria for assessing the efficiency of employees in each position.
- **Comparative ranking:** Performance is compared among employees at the same level to ensure fair standards.
- **Compensation consideration:** Assessment results are used to determine compensation according to the **CKP Performance Appraisal Manual**
- **Continuous development:** Assessment results are analyzed to create **Individual Development Plans (IDP)** and enhance employee capabilities in line with their career paths and organizational goals.

This assessment system enables the Company to effectively develop its human resources while also driving sustainable organizational growth.

Percentage of employees who underwent performance development assessment in 2024

Senior management	84.2%
Middle management	100%
Junior management	94.5%
General staff	89.6%



Individual Development Plan Revision

CKPower places emphasis on **continuous employee capability development** through annual training plan reviews to ensure development programs align with **employee needs and the business direction of the organization.**

Employee Capability Review and Development Guidelines

- **Annual training plan review:** Training courses are updated to match required skills at each level.
- **Individual development plans (IDP):** Employees are empowered to plan their self-development, focusing on **upskilling and reskilling** to enhance **productivity.**
- **SMART goal setting:** Development targets are established in line with **Specific, Measurable, Attainable, Relevant, and Time-bound** principles for clear career growth achievement.
- **Training roadmap:** This roadmap serves as guidance for employee development at each level to maximize readiness and potential.

Individual Development Plan

CKPower prioritizes capability development for employees at all levels , encouraging them to formulate Individual Development Plans (IDPs) that align with the Company's strategic training roadmap. This approach ensures targeted and continuous development, supporting employees' career advancement and enhancing organizational growth.

IDP Development Guidelines

- **Alignment with Career Path and Corporate Strategy:** Employees can select development paths suitable for their positions and career goals.
- **Domestic and International Training Coverage:** Employees are given access to the latest international knowledge.
- **Multidisciplinary Skills Development:** Employee growth is supported across various dimensions, including technical skills, managerial skills, and innovation and digital skills.

Objectives of Individual Development Plans

- **Enhance employee capabilities** in preparation for career advancement.
- **Link IDPs with training roadmap** to ensure targeted and continuous development.
- **Support lifelong learning** through upskilling and reskilling to develop essential skills for current and future responsibilities and ensure constant adaptability to industry changes.

In addition, CKPower fosters **a culture of continuous learning and development** to enable personnel to adapt to industry changes and enhance the Company's long-term competitiveness.

Succession Planning

CKPower recognizes the importance of **succession planning** in maintaining business continuity and stability. To this end, emphasis is placed on developing and preparing personnel for key positions, CKPower ensures smooth and efficient business operations, safeguarding its leadership pipeline.

Succession planning guidelines cover all organizational levels, including

- **Board of Directors**
- **Managing Director**
- Senior executives and key positions in core functions

Standardized and Clearly-defined Implementation Guidelines

- Establish **written succession plans** as clear guidelines.
- Define **successor selection criteria** based on potential, capability, and experience.
- Implement **development and monitoring processes** to ensure successor preparedness.

Successor Development

- **Training & Development:** Create development plans for essential skills, knowledge, and competencies required for key positions.
- **Leadership Pipeline:** Prepare **future leaders** through specialized programs.
- **Job Rotation & Coaching:** Give high-potential employees opportunities to gain experience in diverse roles.
- **Assessment & Readiness Evaluation:** Evaluate successor preparedness based on clearly-defined criteria.



3. Employee Welfare

CKPower places a high value on employee care and quality of life development to ensure appropriate support for all employees, foster engagement, and promote business sustainability.

- Employee welfare
- Welfare committee in the workplace
- Promotion of equitable employment
- Employee support initiatives

Employee Welfare

CKPower provides **welfare and benefits** to personnel at all levels, including permanent staff and workers at **significant locations of operation.** Details of the Company's benefits, policies, protocols and legally compliant termination processes, which are applicable to 100% of the personnel, are clearly specified and announced to its employees. The core benefits provided are as detailed below.

Health and Life Benefits:

- Annual health check-up
- Health insurance
- Life insurance
- Disability coverage

Family and Social Benefits:

- **Maternity leave:** Female employees are entitled to **90 days** of maternity leave **(45 days paid).**

Retirement Plan

- Promoting long-term financial security for employees

Personal Leave

Employees are allowed to take paid personal leave **up to 7 days** per year for important personal matters including **family care** and **support for spouses during maternity leave.**

- Male employees can take **up to 7 days of personal leave per year** to support their spouse during childbirth.
- Employees can take family care leave for their spouse, children, parents, and grandparents **using personal leave for up to 7 days per year.**

Workplace Welfare Committee

The **Workplace Welfare Committee** has been established to oversee **welfare allocation** to ensure suitability and compliance with Thai labor standards **(TLS 8001-2553)** and international human rights principles, with the following objectives:

- To continuously monitor and control employee welfare allocation.
- To provide opportunities for employees to **offer opinions and suggestions** about welfare through designated channels.
- To ensure compliance with labor laws and human rights practices.

The Committee consists of **five members** who represent all employees and meet periodically to develop appropriate welfare management guidelines.

Diversity & Equal Opportunity Employment

CKPower promotes **non-discriminatory employment policies** and provides opportunities for all groups. The Company actively embraces diversity, considering factors such as race, gender, religion, age, socioeconomic status, domicile, education, and physical capability. In addition, CKPower places importance on **employment of persons with disabilities and disadvantaged groups,** which is conducted in accordance with the following guidelines:

- Allocating tasks that match individual capabilities.
- Providing equal rights and benefits consistent with those of all employees.
- Supporting skill enhancement and potential development to ensure inclusive growth.

In **2024**

- No individuals from disadvantaged groups were employed by the Company in 2024.
- CKPower contributed **239,440** baht to the Fund for Empowerment of Persons with Disabilities under **the Department of Empowerment of Persons with Disabilities,** Ministry of Social Development and Human Security.

Employee Support Initiatives

Competitive compensation structure: CKPower has established competitive compensation based on

- Industry salary rates
- Qualifications/ experience/ scope of supervision according to position level

Performance-Based Salary Adjustment

- Performance assessment results are used as criteria for a salary raise.
- Other considerations encompass assessment of **KPIs, behavior, and work potential.**

Compensation Benchmarking

- CKPower surveys and benchmarks compensation against other companies in the same industry to maintain competitiveness.

HR Governance & Compliance is applicable to 100% of all employees.

- Employees are required to comply with the **Business Code of Conduct, HR Management Policy, and good corporate governance principles**
- Details about **policies, regulations, and legally compliant termination processes** are disclosed to all employees.

Employee welfare performance in 2024

	Male	Female
Employees entitled to parental leave	357 people	172 people
Employees who took parental leave	3 people	5 people
Employees who returned to work after parental leave ended	3 people	5 people
Employees who returned to work after parental leave ended and were still employed 12 months after return	3 people	5 people
Return-to-work rate of employees who took parental leave	100%	100%
Retention rate of employees who returned from parental leave	100%	100%

4. Workplace Environment and Employee Safety

CKPower places utmost importance on **occupational safety, health, and environment,** focusing on **prevention of risks** that may impact safety and **compliance with relevant laws.** In addition, monitoring, assessment, and reviews are conducted to enable personnel to prevent and address activities that may affect occupational safety, health, and environment, while operational procedures are regularly developed to create a safe workplace environment for all employees.

5. Employee Engagement Development

CKPower **fosters employee engagement with the organization** through **its core values,** organizational culture, and participatory activities to align employees at all levels towards the same work practices and promote a sense of belonging.

CAWTA Core Values



CAWTA has been developed as CKPower's **core values** to foster solidarity in the organization and serve as guidelines to which all employees adhere to promote cooperation and drive sustainable organizational growth.

C		COACHING AND LEARNING
A		ACCOUNTABILITY
W		WORK ETHIC
T		TEAMWORK
A		ADAPTABILITY

1. **COACHING AND LEARNING:** Sharing like family, teaching and learning from each other, caring for each other, and growing together as a family.
2. **ACCOUNTABILITY:** Do your best and be responsible for the consequences, putting maximum effort at work and taking full accountability and ownership of the work.
3. **WORK ETHICS:** Doing what's right should come before doing what. To maintain a code of conduct with integrity.
4. **TEAMWORK:** Alone we are Sparks, together we are power, focusing on synergy and teamwork in tandem with individual capability development to collaboratively create the best outcomes for the organization.
5. **ADAPTABILITY:** Continuous Improvement, resilience, and continuous improvement as pillars of unity to strengthen engagement among CK Power's employees.

Employee Engagement Survey

- **Employee engagement surveys are conducted** every two years to measure satisfaction levels, work happiness, and factors affecting employee engagement.
- **Survey results are analyzed to determine suitable strategies and measures** for workplace environment development.

CKPower believes that **insights into employee needs and well-being** are crucial for fostering engagement and promoting long-term operational efficiency.

Application of Kaizen to Organizational Development

- **CKPower has adopted the principle of Kaizen** to promote continuous improvement.
- **Employees can provide opinions and suggestions** for organizational process improvement.
- **Employees are given opportunities to participate** in driving the organization and creating new approaches to enhance work efficiency.

The implementation of Kaizen **fosters a sense of belonging among employees** and promotes a culture of continuous improvement.

Employee Engagement Activities

CKPower **regularly organizes annual activities** to provide employees with opportunities to share experiences, network, and enhance organizational cooperation, such as

- **Teamwork and leadership development activities**
- **Recreational and morale building activities**
- **Personnel development and collaborative learning projects**

These activities are intended **to strengthen organizational culture and ensure that employees feel valued and engaged with the organization.**

Project Highlight in 2024

ESG DNA E-Learning Project



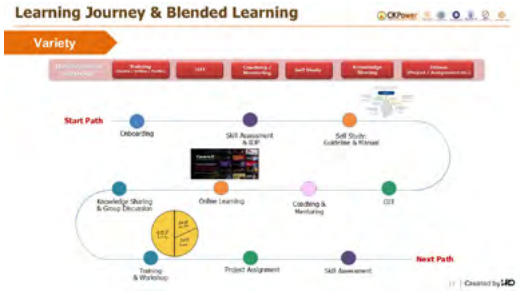
CKPower joined SET's programs to educate target employees at C05 level and above about sustainable business development, particularly with regard to the key aspects of the Company's businesses, namely the environmental, social, and governance and economic dimensions. The objective was to enable the participating employees to align their current duties with sustainability practices and achieve their goals effectively.

Achievements

Target employees gained an understanding of sustainable business development and received certificates from SET ESG E-Learning compulsory courses (ESG 101 Sustainable Business Development and P01 Business Sustainability Fundamentals).

Targets	2024 Achievements
>80%	98%

Personnel Capability Development through Training Roadmaps and Learning Journeys



The project educated executives on the use of training roadmaps and learning journeys in employee development and raised their awareness of the importance of systematic employee development and their roles in supporting employee growth. The project also discussed the use of learning journeys and blended learning tools in individual development planning.

Achievements

Function-level executives receive communication and understand the use of training roadmaps and learning journeys in employee development.

Targets	2024 Achievements
100%	100%

Team Building Project



The team-building project fostered employee engagement with the organization and strengthened relationships among themselves, with CAWTA Core Values and the concept of sustainability serving as the primary drivers of efficient collaboration and relationship strengthening across all levels. The project also encourages employee participation in brainstorming, problem-solving, and adaptation in order to create a positive work atmosphere, strengthen relationships and raise awareness of organizational sustainability.

Achievements

Satisfaction rate among participating employees in 2024 team building activities.

Targets	2024 Achievements
90%	90%

CKP Technical Academy Project



The electrical engineering staff development program focused on power system protection and aimed at developing professional-level expertise in electrical protection systems among the staff, enabling them to handle technical challenges effectively, and preparing them for new electrical protection technologies and innovations.

Achievements

Enhanced technical knowledge and skills of electrical engineers, reduced technical error risks, higher operational standards, preparation of personnel for business expansion, and higher organizational competitiveness.

Targets	2024 Achievements
20 people	33 people

Compensation Management Improvement Project for Enhanced Competitiveness in the Labor Market



CKPower established attractive compensation structures, especially for highly skilled or rare skilled employees, to enhance its short-term and long-term competitiveness in the labor market and attract talents in the job market.

Achievements

Higher employee motivation and market competitiveness with turnover rate target.

Targets	2024 Achievements
>10%	4%

* The employee turnover rate in 2024

Performance Assessment Communication Improvement Project



The project aimed at building employee understanding of performance goal setting, the assessment process, and the correlation between assessment results, development, career advancement, and annual salary adjustments.

Achievements

Employees are fully briefed on performance assessment.

Targets	2024 Achievements
100%	100%

Internship Program



The student internship development program not only provided real work experience and future career preparation but also instilled work ethics and social responsibility and fostered networks between educational institutions and the business sector.

Achievements

Participated in the internship program.

Targets	2024 Achievements	
>5 people	8 Thai students	2 Lao students

Compulsory Program



To enable employees to comply with company standards, systems, criteria, and policies, the compulsory program covered CKPower's organizational culture and core values, business direction, safety awareness, sustainability concepts, ESG understanding, code of conduct, corporate governance principles, and responsible business practices guided by respect for human rights.

Achievements

Employees undergo capability development.

Targets	2024 Achievements
100%	100%

* The employee turnover rate in 2024

Functional Training



Operational efficiency in specific roles is maximized through specialized courses in engineering, finance, accounting, human resources, etc.

Achievements

Employees undergo capability development.

Targets	2024 Achievements
>80%	95%

Soft Skill and Leadership Development Program



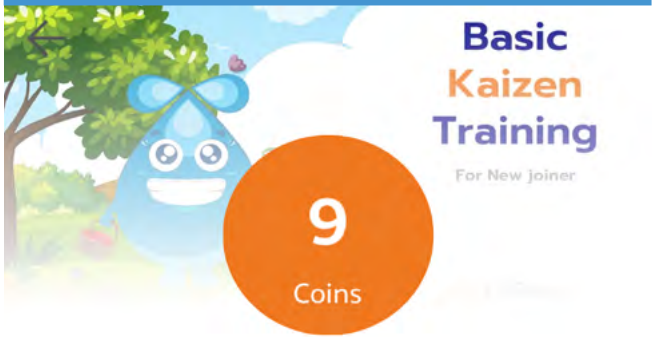
The program developed well-rounded personnel with leadership capabilities through various courses, such as Building Confidence for Public Communication, Powering Endless Synergy, Behavioral Interview Workshop, and Effective Business Writing.

Achievements

Employees understand sustainable business development.

Targets	2024 Achievements
>80%	98%

Super Productive Program



The program was designed to develop work processes through KAIZEN and enhance operational efficiency with digital tools, such as Power BI, CANVA, and Generative AI.

Achievements

Employees complete the required training.

Targets	2024 Achievements
100%	100%



Occupational Health and Safety

Long-term Targets

Fatalities from work-related injuries involving both employees and contractors.	0 case	
Lost-time injuries (LTI) both employees and contractors	0 case	
Lost-time injuries frequency rate (LTIFR) both employees and contractors	0 case/ 1,000,000 hours	

2024 Targets		2024 Achievements
Fatalities from work-related injuries involving both employees and contractors.	0 case	0 case
Lost-time injuries (LTI) both employees and contractors	0 case	0 case
Lost-time injuries frequency rate (LTIFR) both employees and contractors	0 case/ 1,000,000 hours	0 case/ 1,000,000 hours

SDGs

Impact on Business

CKPower places the highest priority on Occupational Health and Safety (OHS) to safeguard the health, lives, and property of employees while minimizing operational disruptions that could impact stakeholders across the supply chain. The Company is committed to implementing robust safety management practices that comply with international standards and the laws of Thailand and Lao PDR. To achieve this, CKPower provides comprehensive OHS training for employees, suppliers, and contractors before they commence work. This proactive approach promotes workplace safety, operational efficiency, and accident prevention, enhancing safety for surrounding communities. Failure to implement adequate safety measures could lead to severe impacts on the health and safety of employees and stakeholders, posing risks to business continuity and reputation.

Challenges and Opportunities

CKPower faces challenges related to occupational health and safety risks, including safety hazards, fluctuating weather conditions, and environmental pollution, which could affect the health, life, and property of stakeholders. In response, CKPower has established a comprehensive OHS management system with preventive and corrective measures. The Company emphasizes fostering a strong safety culture among employees and all supply chain participants to enhance awareness of occupational health and safety at all levels. This includes initiatives to improve the well-being of employees, suppliers, contractors, customers, and communities while minimizing potential risks across the supply chain. This presents a significant management challenge for CKPower as it strives to be an "accident-free and injury-free organization." Additionally, CKPower has deployed an advanced Accident and Safety Incident Reporting System integrated with the Maximo system to track, record, and analyze safety incidents. This system supports continuous improvement of preventive measures, risk mitigation, and enhanced stakeholder confidence in CKPower's safety management practices.

Commitment

CKPower is committed to maintaining a high standard of occupational health and safety as a fundamental business objective. This involves managing the work processes of employees, contractors, and stakeholders in compliance with international standards to prevent accidents, injuries, and occupational illnesses, while promoting health and safety awareness across all levels. **The Company aims to achieve an "accident-free and injury-free organization" by cultivating a proactive safety culture focused on both Operational Safety (OS) and Personal Safety (PS)** for all personnel. To ensure this, CKPower has implemented an OHS management system aligned with company policies and international safety standards, guaranteeing a safe working environment and minimizing adverse impacts on stakeholders and the environment. The Company also conducts risk assessments and safety reviews at least once a year, covering hazard identification related to machinery, chemicals, and unsafe environments. This process involves communicating risks and control measures to employees before work commences, fostering safety awareness and sustainably reducing accidents.

Operational Guidelines

CKPower has established a comprehensive Occupational Health and Safety Policy supported by an OHS Management System integrated with the Company's code of business conduct. This system addresses safety, environmental considerations, and workplace hygiene. The Company conducts rigorous risk and hazard assessments and has implemented clear safety practices certified to the ISO 45001:2018 standard, underscoring its dedication to maintaining high safety standards and promoting sustainable employee health. CKPower also emphasizes continuous improvement through safety training programs, performance monitoring, and incident analysis, ensuring that all employees and contractors operate in a safe and healthy work environment.

Occupational Health and Safety Policy

Code of Business Conduct in Occupational Environment, Safety, and Health

Strategy and Roadmap

Occupational Health and Safety Management System

CKPower has implemented an Occupational Health and Safety Management System in compliance with laws pertaining to power plant operations in Thailand and Lao PDR, including labor laws, chemical management laws, fire prevention laws, and health and safety regulations. CKPower has established policies for workplace safety encompassing all activities, work areas, employees, and contractors, ensuring safety across the organization. To elevate workplace safety standards, CKPower has secured ISO 45001:2018 certification, reflecting its commitment to maintaining high safety standards and promoting a safe and healthy work environment. CKPower's strategy focuses on continuous risk assessment, employee training, safety standard monitoring and verification, efficient accident management, and comprehensive compliance with relevant laws to ensure safety and promote well-being across all functions within the organization.

- Quality of life and safety of employees
- Compliance with environmental laws and requirements
- Hazard prevention measures and safety policies
- Improvement of working conditions and environment
- Environment and safety activities
- Health examinations for full-time employees and new hires

Hazard Identification and Occupational Health and Safety Risk Assessment

CKPower mandates that the safety department adhere to procedures for identifying hazards and assessing occupational health and safety risks before commencement of work. These procedures were developed with the Job Safety Analysis (JSA) approach, which comprises a total of seven steps as follows:

1	Reviewing all activities and tasks within the designated area.
2	Identifying specific steps in tasks that pose occupational health and safety risks.
3	Pinpointing hazards and evaluating their potential impacts.
4	Assessing the severity and likelihood of these risks.
5	Creating an occupational health and safety risk register, prioritizing risks, and setting targeted goals for risk management.
6	Formulating guidelines and establishing action plans for future risk prevention and mitigation.
7	Consistently monitoring and reporting to the committee on a monthly basis.



Employees in the safety department perform Occupational Health and Safety (OHS) Risk and Hazard Assessments and apply the outcomes of hazard identification and risk assessment to make improvements and develop safety management guidelines. Additionally, key performance indicators (KPIs) have been established for effective hazard identification and risk assessment, ensuring compliance with standards and continuous improvement. The occupational health and safety risk assessment results for 2024 are as follows:

Occupational Health and Safety Risk

Work at Height

At-risk Persons
Employees and contractors operating in power plants

Incident Type and Risk Level
- Fall from height: High risk
- Injuries caused by falling equipment: High risk

Preventative and Corrective Measures
- Safety training before work commences
- Inspection of safety equipment for working at heights
- Environmental assessment before work commences
- Review and prioritization of operational procedures
- Establishment of emergency response and rescue measures

Hot Work

At-risk Persons
Employees and contractors operating in power plants

Incident Type and Risk Level
- Explosion risk from ignition-capable equipment due to lack of inspection and maintenance: High Risk
- Fire hazard from nearby sparks, potentially escalating into a major fire: High risk
- Electric shock from faulty equipment: High risk
- Burn injuries from hot metal or flying sparks: Medium risk
- Explosion risk from cutting pipes containing flammable gases or liquids: High risk

Preventative and Corrective Measures
- Safety training for hot work
- Provision of personal protective equipment (PPE) with fire-resistant insulation
- Environmental inspection before work commences, particularly areas that pose spark risks
- Establishment of emergency response and rescue measures
- Inspect equipment and tools to ensure they are in proper working condition.
- Check gas cylinders to verify they are not expired, structurally intact, and safe for use.

Work in Confined Spaces

At-risk Persons
Employees and contractors operating in power plants

Incident Type and Risk Level
- Employee or contractors loses consciousness in a confined space: High risk
- Fire hazard from hot work in a confined space: High risk

Preventative and Corrective Measures
- Safety training for working safely in confined spaces
- Risk assessment of confined spaces
- Review of operational procedures
- Installation of safety equipment, especially gas masks or preparation of oxygen tanks
- Establishment of emergency response and rescue measures
- Implement a confined space work permit system.
- Verify health check results and certifications to ensure workers are medically fit and qualified for confined space entry.

Work in high voltage areas

At-risk Persons

Employees and contractors operating in community power plants along transmission lines

Incident Type and Risk Level

- Employee or contractors sustains an electric shock from high-voltage power: High risk
- Employee or contractor falls from a high-voltage power pole: High risk

Preventative and Corrective Measures

- Equipment usage training for employees on correct and safe use of hazardous equipment
- Provision of personal protective equipment (PPE), gloves, safety shoes, back braces, and other appropriate equipment
- Installation of hazard warning signs and equipment usage instructions in work areas
- Regular hazardous equipment inspection and maintenance to ensure readiness
- Establishment of emergency response and rescue measures

Handling of hazardous equipment such as heavy or sharp objects

At-risk Persons

Employees and contractors operating in power plants

Incident Type and Risk Level

- Employee or contractor sustains an injury while working with hazardous equipment: Medium risk
- Employee or contractor sustains an injury due to overloading lifting equipment beyond its capacity: Medium risk

Preventative and Corrective Measures

- Establish safe work procedures
- Define clear operating procedures
- Provide personal protective equipment (PPE)
- Prepare necessary tools
- Use assistive or moving equipment, especially for heavy and water-absorbing materials
- Implement control measures and provide emergency assistance

Chemical-related work

At-risk Persons

Employees and contractors operating in power plants and surrounding communities in the case of a chemical leak

Incident Type and Risk Level

Employee or contractor sustains injuries due to chemical exposure from leaks or splashes, including contact with skin or eye contamination: High risk

Preventative and Corrective Measures

- Safety training on proper chemical use, emergency management, and reading Safety Data Sheets (SDS)
- Work area management by designating specific areas for chemical storage and use, with ventilation systems and clear warning signs
- Preparation of personal protective equipment (PPE): providing employees with task-appropriate gloves, vapor filter masks, safety goggles, and chemical protective clothing
- Waste management system with waste sorting and proper disposal of used chemicals according to environmental requirements
- Regular inspection and maintenance of equipment and chemical use areas to prevent leaks or accidents
- Establishment of emergency response and rescue measures

Detail results of the 2024 occupational health and safety risk assessment and additional preventive measures can be found on the website.

Occupational Safety and Health Supervision

CKPower implements a comprehensive occupational safety and health governance system by designating the Safety Department as the primary entity responsible for monitoring, inspecting, and improving the work environment. This ensures compliance with international safety standards and promotes a safe and healthy workplace. CKPower establishes quantitative safety targets for each power plant, utilizing these metrics to improve safety measures, maintain workplace safety statistics, and ensure compliance with employee health and safety standards. This approach supports CKPower's goal of systematically achieving safety and occupational health development goals.

CKPower has also formed a dedicated committee for Occupational Safety, Health, and Environment (OSHE), chaired by the Power Plant Manager and comprising representatives from various departments, with the Security Department serving as the secretary. The primary responsibilities of this committee are to develop and enhance the occupational health and safety management system. Regular committee meetings are held to assess progress and monitor performance according to established policies and management systems.



Occupational Safety Management

Incident Reporting Channels

CKPower provides channels for employees and contractors to report accidents, unsafe conditions, and activities that pose accident risks through various channels. It has also established guidelines for accident response, investigation, and appropriate corrective actions based on safety risk assessments for employees and contractors, as follows

	Safety officers or the Occupational Safety, Health, and Environment Committee via Telephone and E-mail
	Power Plant managers via Telephone and E-mail
	WE CARE CONVERSATION online form
	Complaint and suggestion form

CKPower has established practical guidelines for inspection and corrective action in the case of accidents, based on safety risk assessments for employees and contractors. The Company also evaluates and maintains risk registers for potentially hazardous activities. Furthermore, basic safety rules allow employees or relevant personnel to stop work and take corrective action when hazards are identified. CKPower also convenes meetings to discuss control measures for medium and high-risk activities and presents risk reduction plans to executives for approval and implementation.

Work-related injury or illness investigation procedure

CKPower has established a structured procedure for investigating workplace injuries or illnesses in case of accidents or near-miss incidents. Safety Officers are responsible for preparing Near Miss and Incident Reports and submitting them to the Power Plant Manager for approval. Reports include analysis of accident causes, corrective measures, and unsafe conditions to prevent recurrence.

The workplace injury or illness investigation procedure

Step 1	An incident is reported and entered into the record of the Safety, Occupational Health, and Environment Committee.
Step 2	A meeting is conducted within 24 hours to investigate the reported workplace injury or illness.
Step 3	Measures are established to prevent accident recurrence and/or mitigate the severity of incidents.
Step 4	The complainant receives a logged response regarding incident redress within 24 hours.
Step 5	Appropriate remediation is provided to employees injured at work.
Step 6	The effectiveness of measures is monitored, reviewed, and verified, and operational results are reported to the Executive Committee monthly.

Work-Related Injuries

CKPower places the utmost importance on safety, occupational health, and environment protection for all employees as well as contractors and suppliers throughout the supply chain, with no workers excluded from the scope of the occupational health and safety management system. CKPower is committed to becoming an **accident-free and injury-free organization.** To achieve this, CKPower collects data to set a target Zero Lost Time Injury Frequency Rate (LTIFR), calculated per 1,000,000 hours, as an indicator of employee occupational health and safety and as a metric reflecting CKPower's performance. Additionally, CKPower collects other statistics, such as Total Recordable Injury (TRI), Total Recordable Injury Rate (TRIR), Near Miss, and Near Miss Frequency Rate (NMFR) to analyze safety and occupational health performance. In 2024, CKPower experienced incidents resulting in lost-time injuries, implemented remedial actions and management measures to prevent future occurrences, including:

Incident 1 *

A contractor sustained a laceration on the thumb caused by failure to wear protective gloves when coming into contact with a steel support while cleaning air conditioner coils.

Remediation
Three stitches and a tetanus shot were administered.

Management Measures/ Guidelines
Protectors were installed on sharp corners and edges to prevent accident, and safety rules for contractors working in power plant areas were emphasized.

Incident 2 *

A heavy object fell on a contractor's foot, causing injury.

Remediation
The injured worker was given first aid and transported to a hospital for treatment by medical professionals.

Management Measures/ Guidelines
Guidelines for clearer communication were established, and the logistics of heavy lifting were reviewed.

Incident 3 *

An employee slipped while leaning over to observe a sling being removed from equipment, causing the left side of his pelvis to be trapped between the walls for about 30 seconds.

Remediation
The injured worker was given first aid and transported to a hospital for imaging by medical professionals.

Management Measures/ Guidelines
The work process was reviewed and amended with the requirement that wet floors must be allowed to dry before work commences.

Incident 4 *

An employee was lowering an 8 kg water pump alone when it fell, causing a laceration to his right middle finger

Remediation
Sutured wound (2 stitches) and provided medical treatment with follow-up care.

Management Measures/ Guidelines
- Require two workers for pump-moving tasks.
- Install impact protection on pit edges.
- Conduct regular equipment inspections and maintenance.

Note: *This is classified as a Total Recordable Injury (TRI) but is not counted as part of the Lost Time Injury Frequency Rate (LTIFR) since, after first aid treatment and medical evaluation, all cases were able to return to work within 24 hours.

Work-Related Illnesses

CKPower employs a comprehensive hazard assessment method based on the Hierarchy of Control principles to prevent work-related illnesses. This system categorizes hazard control into six levels: **(1) Elimination – Removing the hazard from the process entirely.(2) Substitution – Replacing hazardous materials, processes, or equipment with less hazardous alternatives.(3) Engineering Controls – Implementing physical changes to the work environment to reduce exposure to hazards. (4) Warnings – Providing appropriate signage and alerts to inform workers of potential dangers. (5) Administrative Controls – Implementing safety training, work planning, and modifying work procedures to minimize risks. (6) Personal Protective Equipment (PPE) – Ensuring the availability and proper use of protective gear to safeguard workers.** During the preliminary hazard assessment, CKPower evaluates control methods at each level to prevent work-related illnesses arising from exposure to hazards or unsafe work environments. This proactive approach ensures that potential risks are effectively managed before they impact workers' health.



Project Highlight 2024

Safety Training for Contractors Working Within Nam Ngum 2 Hydroelectric Power Plant

Participants 436 people



Contractors must comply with safety regulations, obtain work permits, prepare equipment, install warning signs, use personal protective equipment (PPE), implement fire prevention measures, maintain cleanliness, follow traffic rules, and submit safety-related documents for inspection.

Targets

Contractors working in the power plant receive safety training. **100%**

Outcomes

Contractors working in the power plant received safety training. **100%**

Safety Inspections Within Nam Ngum 2 Hydroelectric Power Plant

Participants 24 people



Management, the engineering team, department heads, and the safety department conducted area inspections for risk analysis, hazard correction, and employee health enhancement.

Targets

Reduction of hazards in power plant areas

Outcomes

Work hazards in power plant areas were successfully **reduced.**

Safety Training for Contractors Working Within Xayaburi Hydroelectric Power Plant

Participants 576 people



Safety, occupational health, and environment policies, including safety rules, traffic regulations, speed limits, waste separation, emergency response procedures, and operational prohibitions within the power plant area were clearly established to ensure safety and operational efficiency.

Targets

Contractors working in the power plant receive safety training. **100%**

Outcomes

Contractors working in the power plant received safety training. **100%**

Safety Toolbox Talk by Xayaburi Hydroelectric Power Plant Operators: Safety Precautions before outage work

Participants 392 people



Potential risks were assessed and identified before starting outage work, such as electrical work, confined spaces, falls from heights, and falling objects, along with explanation of safe work practices and inspection of proper personal protective equipment.

Targets

Operators involved in work with outage request each time. **100%**

Outcomes

Operators involved in outage work received training prior to commencing work each time. **100%**

Calories to Happiness Program, Bangpa-in Cogeneration Power Plants

Participants 39 people



The program incentivized employees to exercise in exchange for rewards from CKPower.

Targets

Participants engage in exercise. **100%**

Outcomes

Participants engaged in exercise. **79%**

Safety Talk Program, Bangpa-in Cogeneration Power Plants

Participants 100%



Safety and environmental knowledge sessions (both work-related and non-work-related) were conducted every Wednesday, with all employees taking turns to present on various topics (employees rotate as speakers).

Targets

Fatalities from work-related injuries involving both employees and contractors **Zero** case

Outcomes

Fatalities from work-related injuries involving both employees and contractors **Zero** case

Power Plant Open House

Participants 166 people



Open house for interested visitors (community members and students) to tour the facilities, where they received education about production processes, safety, and environmental practices.

Targets

No safety and environmental complaints. **No**

Outcomes

No safety and environmental complaints. **No**

Safety Week: Safety Training and Refresher

Participants 230 people



Training and refresher on various emergency scenarios were provided for employees and contractors to enhance safety knowledge, capability, and awareness.

- SCBA use: **37** people
- Basic firefighting: **57** people
- Chemical spill response: **41** people
- Patient transport: **35** people
- First aid: **32** people
- Chemical knowledge: **28** people

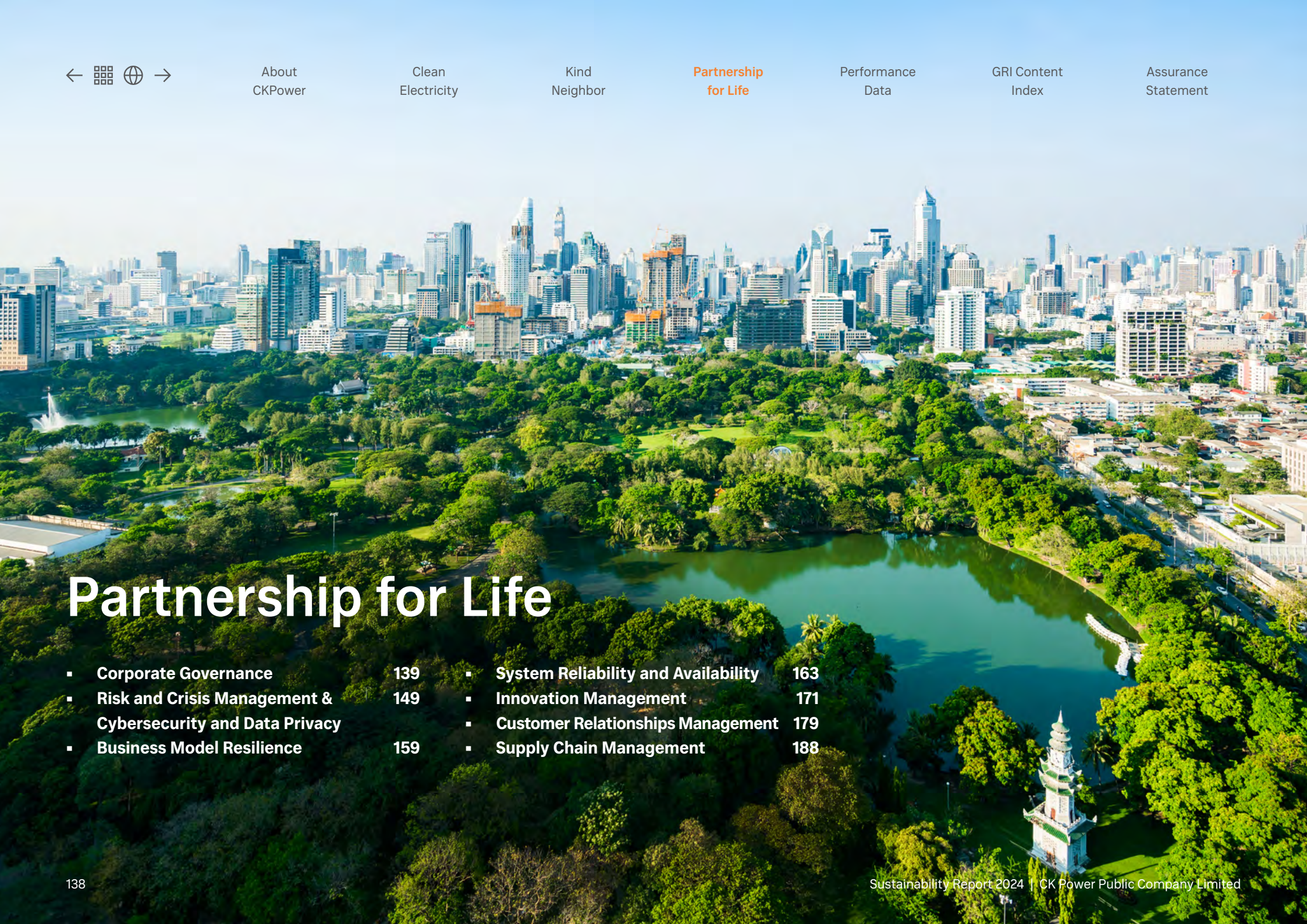
Targets

Participants gain knowledge and ability to implement appropriate actions in various emergency situations. **100%**

Outcomes

Participants gained knowledge and ability to implement appropriate actions in various emergency situations. **100%**





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Corporate Governance

Long-term Targets	
Employees and executives are aware of and understand the Company's code of ethics, anti-corruption policies, and corporate values	100%
Employees and executives are aware and understand corporate governance principles	100%

2024 Targets		2024 Achievements
Employees and executives are aware of and understand the Company's code of ethics, anti-corruption policies, and corporate values	100%	100%
Employees and executives are aware and understand corporate governance principles	100%	100%

SDGs

Corporate Governance

Corporate Governance

Long-term Targets

Internal and external reports of corruption	**Zero**
CKPower participates in the Corporate Governance Report of Thai Listed Company (CGR) by the Thai Institute of Directors Association (IOD)	**excellent** score

2024 Targets		2024 Achievements
Internal and external reports of corruption	**Zero**	**Zero**
CKPower participates in the Corporate Governance Report of Thai Listed Company (CGR) by the Thai Institute of Directors Association (IOD)	**Excellent** score	**Excellent** score





Impact on Business

CKPower operates in strict adherence to good corporate governance principles, which form the foundation for transparency, fairness, and integrity, leading to an efficient management system as well as balanced and equitable treatment for all stakeholders. This approach also enhances the organization's adaptability and competitiveness amid the rapidly changing business environment, ensures compliance with applicable laws, regulations, and requirements, reduces risks, and fosters trust among all stakeholders, ultimately supporting the development of sustainable clean energy production in line with circular economy targets and contributing to the value and stability of the business in the long term.

Challenges and Opportunities

CKPower recognizes both challenges and opportunities amid the rapidly evolving business landscape and greater demand for sustainable practices. In 2024, the ASEAN CG Scorecard criteria were adjusted to align with the G20/OECD Principles of Corporate Governance, and a handbook on sustainable development goals for Annual Report 2024 (Form 56-1 One Report) was published. In response, CKPower has actively studied these new requirements and made adjustments accordingly to further enhance its corporate governance while also fostering sustainability across all dimensions. In addition, CKPower is committed to upholding corporate governance principles, business code of conduct, and transparent and accountable business practices, prioritizing equitable treatment of all stakeholder groups, demonstrating zero tolerance for corruption, and fostering a corporate culture on par with international standards. Driven by such commitments, the Company seeks to foster confidence and transparency and cultivate a positive corporate image as a leading renewable energy producer in the region.

Commitment

CKPower is committed to conducting business in adherence to the principles of good corporate governance. To this end, it has established a corporate governance policy, which encompasses the business code of conduct, anti-corruption guidelines, and other relevant practices, with the goal of creating clear, transparent, accountable, and fair operational guidelines. Additionally, CKPower endeavors to foster awareness among its personnel at all levels, from general employees to executives and board members, regarding business ethics and relevant laws as well as prioritize the interests of all stakeholders throughout the supply chain and elevate its standard of corporate governance, thereby setting a positive example both domestically and internationally.

Management

Corporate Governance

CKPower prioritizes transparent and fair business conduct. As such, it has established clear corporate governance policies and guidelines applicable across all affiliated entities

- Information disclosure policy
- Risk management policy
- Anti-corruption guidelines
- Business code of conduct

These policies and guidelines are intended to ensure compliance with the roles and responsibilities outlined for stakeholders throughout the supply chain and form the basis of the formulation of CKPower's strategies, goals, and operational plans to support sustainable growth and foster stakeholder confidence in the long term.

Management Structure

Information on the Board of Directors and Executives



Corporate Governance Policy Structure

The policy structure comprises 5 key topics

1 The Rights of Shareholders

- The right to profit sharing
- The right to sufficient information regarding the business
- The right to attend shareholders meetings and exercise voting rights to appoint and remove directors and to appoint an auditor
- The right to participate in decision-making regarding company matters of consequence.
- Measures for promoting and facilitating the exercise of shareholders' rights.

2 The Equal Treatment for Shareholders

- The right to profit sharing
- The right to sufficient information regarding the business
- The right to attend shareholders meetings and exercise voting rights to appoint and remove directors and to appoint an auditor
- The right to participate in decision-making regarding company matters of consequence.
- Measures for promoting and facilitating the exercise of shareholders' rights.

3 The Role of Stakeholders

CKPower has established policies and operational guidelines that take into account all stakeholders and enable them to participate in the management of the Company.

4 Disclosure and Transparency

CKPower prioritizes accurate, complete, transparent, and timely disclosure of information, especially information that affects the decision-making process or is significant to its performance.

5 Responsibilities of the Board of Directors

The authority, duties, and responsibilities of the Board of Directors and the management are clearly segregated. Board members perform their duties with honesty, integrity, prudence, and care to strictly protect the interests of the company under the principles of good corporate governance.

Board Composition

In 2024, the Board of Directors comprised 11 directors, with ongoing selection for one vacant position. Ten members were non-executive directors, and one was an executive director. The Board of Directors also consisted of four independent directors, the definition and qualifications of which were as specified in the Notification of the Stock Exchange of Thailand (SET) and the Office of the Securities and Exchange Commission (SEC) Regarding the Qualifications of Independent Directors. All directors possess the full set of qualifications stipulated in and are free of the characteristics prohibited by the relevant laws and regulations. They also have a variety of knowledge, expertise, skills, and experience in line with the Company's business strategies. In the past year, the Company convened a total of seven Board of Directors meetings to discuss key operational issues. Details regarding meeting attendance and the governance issues under discussion can be found in the Annual Report 2024 (Form 56-1 One Report).

Nomination of the Board of Directors

The Company has placed the nomination of directors under the responsibility of the Nomination and Remuneration Committee, which is charged with the responsibility of nominating suitable candidates with a diverse range of qualifications for directorship, such as professional skills and specialization, without discrimination based on age, gender, nationality, religion, cultural background, or other differences, as the Company places importance on inclusion and non-discrimination. In nominating directors, the Committee considers their knowledge and expertise based on education, training records, practical experience, and specializations based on the Board Skills Matrix to ensure that the Board consists of directors with a diverse range of skills and experience that are in alignment with corporate strategies and support CKPower's sustainable business growth.

Charter of the Nomination and Remuneration Committee

Board Composition

Independent Directors (Number of independent directors/ total number of directors)	36.36%
Non-Executive Directors (Number of non-executive directors/ total number of directors)	90.91%
Female (Number of female directors/ total number of directors)	0%
Average tenure of board members	6.91 years

A summary of the skills and expertise of the board members can be found in the Annual Report 2024 (Form 56-1 One Report).



Board Performance Assessment

The Company assesses the performance of the Board of Directors annually so that the Board may participate in assessing their own performance and the problems and obstacles faced in the year prior. Three forms of assessment are used: group assessment, individual assessment (self- assessment and cross-assessment), and sub-committee assessment (group), in accordance with the corporate governance guidelines for listed companies. The Managing Director's Office is charged with sending the aforementioned assessment forms to each director. For the year 2024, the results of the performance assessment of the Board of Directors, sub-committees, and individual directors out of a full score of four for each category are as follows

Forms of Assessment

Group Assessment	3.86
Individual Assessment (Self-Assessment and cross-assessment)	3.93
Sub-Committee Assessment (Group)	3.93

Further details on the board performance assessment results can be found in the Annual Report 2024 (Form 56-1 One Report).

Business Code of Conduct

CKPower adheres to a business code of conduct that prioritizes transparency, accountability, and responsibility to all stakeholders. Directors, executives, and employees at all levels are required to strictly adhere to and perform their duties in accordance with the corporate governance policy and guidelines and the business code of conduct. Additionally, directors and executives have a responsibility to reinforce the expectation and foster a culture of code of conduct compliance.

To foster understanding and awareness, CKPower communicates its policies, the code of conduct, and various practices through accessible channels, such as its website, the CKPower Mobile Application, and the Company's intranet. The business code of conduct encompasses various topics, such as conflict of interest prevention, anti-corruption measures, combating against unfair competition, and other practices related to society.

Moreover, CKPower actively fosters understanding through training and various related activities for both new and current employees and directors, such as the publication of the Compliance Journal to explain and underscore the importance of the business code of conduct. In addition, employees' knowledge and understanding on each issue are assessed through comprehension questionnaires and crucial information is communicated via email to ensure all personnel can efficiently and continuously apply the business code of conduct.

In 2024, the Company set the goal of encouraging employees to attend a Code of Conduct training course via the CKPower Mobile Application. New employees, in particular, were required to complete an onboarding training course, which covered the

the business code of conduct, corporate governance policies, and related topics. Employees who completed the training received a certificate to demonstrate their understanding and readiness to perform their duties.

Additionally, the Company published a Compliance Journal focusing on the business code of conduct to effectively communicate key information to all employees and executives. The content was delivered through short video clips distributed via email, Digital signage, and the CKPower Mobile Application, making the content of the business code of conduct concise and easily accessible. To assess awareness and understanding, a Business Code of Conduct test was administered to employees and executives. The participation rate for the test and for business code of conduct acknowledgment reached 100% across the organization, meeting the established target.



Business Code of Conduct

Anti-Corruption in the Company and Affiliates

Guided by transparency and integrity in its business operations, CKPower has established anti-corruption policy and guidelines, which require all personnel to uphold a zero-tolerance stance against corruption. In addition, the Company has also announced a no-gift policy, which has been clearly communicated to all stakeholders.

In addition, awareness of the business code of conduct, anti-fraud and anti-corruption practices is reinforced through various communication channels, including the Company's website and the CKPower Compliance Journal, which discusses corruption risks and is distributed via email and the CKPower Mobile Application to provide key information about corruption risks, internal controls, and disciplinary actions. In addition, such information is communicated to all employees across CKPower's offices and power plants.


COMPLIANCE JOURNAL 3/2024

Corruption Risks

BY LEGAL&COMPLIANCE

RISK Refers to events with uncertainty that may have both negative and positive impacts on the objectives and goals of the Company's operations.

CORRUPTION Refers to actions aimed at obtaining unlawful benefits for the perpetrator or others, such as Embezzlement, Falsifying Accounts, Bribery, etc.

The Board of Directors acknowledges that corruption can significantly impact operations, stakeholder confidence, and the overall image of the Company and its subsidiaries. Thus, the Board of Directors has established a Corporate Governance Policy ("CG Policy") to provide clear operational guidelines, and The Company has also publicly declared its commitment to anti-fraud measures on its website. Furthermore, the Company has instituted measures to address fraud and corruption, including a No Gift Policy, which mandates that all company personnel and business partners strictly adhere to guidelines on the acceptance of gifts and other benefits.

CORRUPTION RISKS

The Company identifies corruption as a key risk factor within its risk management plan to ensure that all departments are aware of the potential impacts of Corruption and attentive to risks from operational procedures. To address these concerns, the Company has established comprehensive Anti-Corruption Practices to mitigate such risks.

INTERNAL CONTROL MEASURES

The Company has implemented a comprehensive internal control system encompassing all its activities and is committed to continuously developing this system to comply with stock exchange regulations, Securities and Exchange Commission (SEC) guidelines, and the internal control standards established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

An internal audit department is in place to oversee audits across the company and its subsidiaries, ensuring that all operational procedures adhere to high standards of transparency, accountability, and compliance with good corporate governance practices for publicly listed companies.

PENALTIES

- Disciplinary Actions according to CKP work rules as follows 1. Oral warning, 2. Written warning, 3. Suspension without pay for a period not exceed 15 days, and 4. Termination of employment. The Company will assess the appropriateness and severity of the misconduct
- Legal Penalties For example, embezzlement is addressed under Section 352 of the Penal Code, which stipulates that an individual who dishonestly converts property belonging to another person to themselves may face imprisonment for up to 3 years, a fine of up to 60,000 baht, or both.

WHISTLEBLOWER CHANNELS

PARTICIPATE AND COMPLETE THE GAME TO WIN THE PRIZE

Anti-fraud and Anti-corruption Guidelines

With these initiatives and guidelines, CKPower aims to equip its personnel with the knowledge to perform their duties with integrity. The Company also fosters a zero-tolerance organizational culture towards all forms of corruption and continuously reinforces this message across all levels to promote transparency, sustainability, and CKPower's reputation as a leader in renewable energy, operating in line with international ethical standards.

Anti-fraud and Anti-corruption Guidelines

CKPower has established anti-fraud and anti-corruption guidelines, which cover the following key topics

- Use of insider information, stakeholder accountability, and the roles and responsibilities of directors and executives of the Company and its subsidiaries
- Establishment of a corruption investigation unit
- Establishment of a whistleblowing channel and whistleblower protection measures
- Establishment of an external corruption prevention policy
- Inclusion of a corruption risk assessment in the Company's risk management plan



Risk Management and Assessment

CKPower has established a Risk Management Working Group, encompassing both the Company and its subsidiaries. The working group's duty is to monitor, analyze, and assess various risks, including fraud and corruption risks. The assessment of fraud and corruption risks is carried out as part of an audit of each power plant and through the Shared Service Center on a quarterly basis.

Risk Reporting and Reduction

The results of the monitoring, analysis, and assessment of corruption risks and efforts undertaken to manage and reduce such risks are reported to the Corporate Governance, Risk Management, and Sustainability Committee both in the form of the Corporate Governance Performance report and at appropriate reporting intervals to ensure that risk management is implemented consistently and efficiently at every level of the organization.

Handling of Complaints and Corruption Cases

The Company has established a whistleblowing channel for both internal and external reporting of incidents that are in violation of the code of conduct or the law, potential corruption, or misconduct by personnel of the Company and its subsidiaries as well as deficiencies in the internal control system reported by both employees and stakeholders. Additionally, CKPower has implemented guidelines to protect whistleblowers and outlined procedures for reporting tips and complaints as follows

Whistleblower Channel

The Company provides three whistleblowing channels for reporting tips or complaints to its executives and the Board of Directors, as follows:

- **Via the Company's website** to the Company secretary via the Investor Relations Department page at www.ckpower.co.th/th/investor-relations/ir-home
- **Via E-mail** to the Members of the Audit Committee and the Board of Directors at directors@ckpower.co.th, the Company Secretary at compliance@ckpower.co.th or the Investor Relations at ir@ckpower.co.th
- **Via a sealed letter** to the Chairman of the Audit Committee of CK Power Public Company Limited No. 587 Viriyathavorn Building, Sutthisan Winitchai Road, Ratchadaphisek, Dindaeng, Bangkok 10400.

Action

The executives and/or the Board of Directors appoint the Audit Committee as a working team to gather details, investigate incidents, and determine the appropriate methods and measures for dealing with each matter.

Reporting

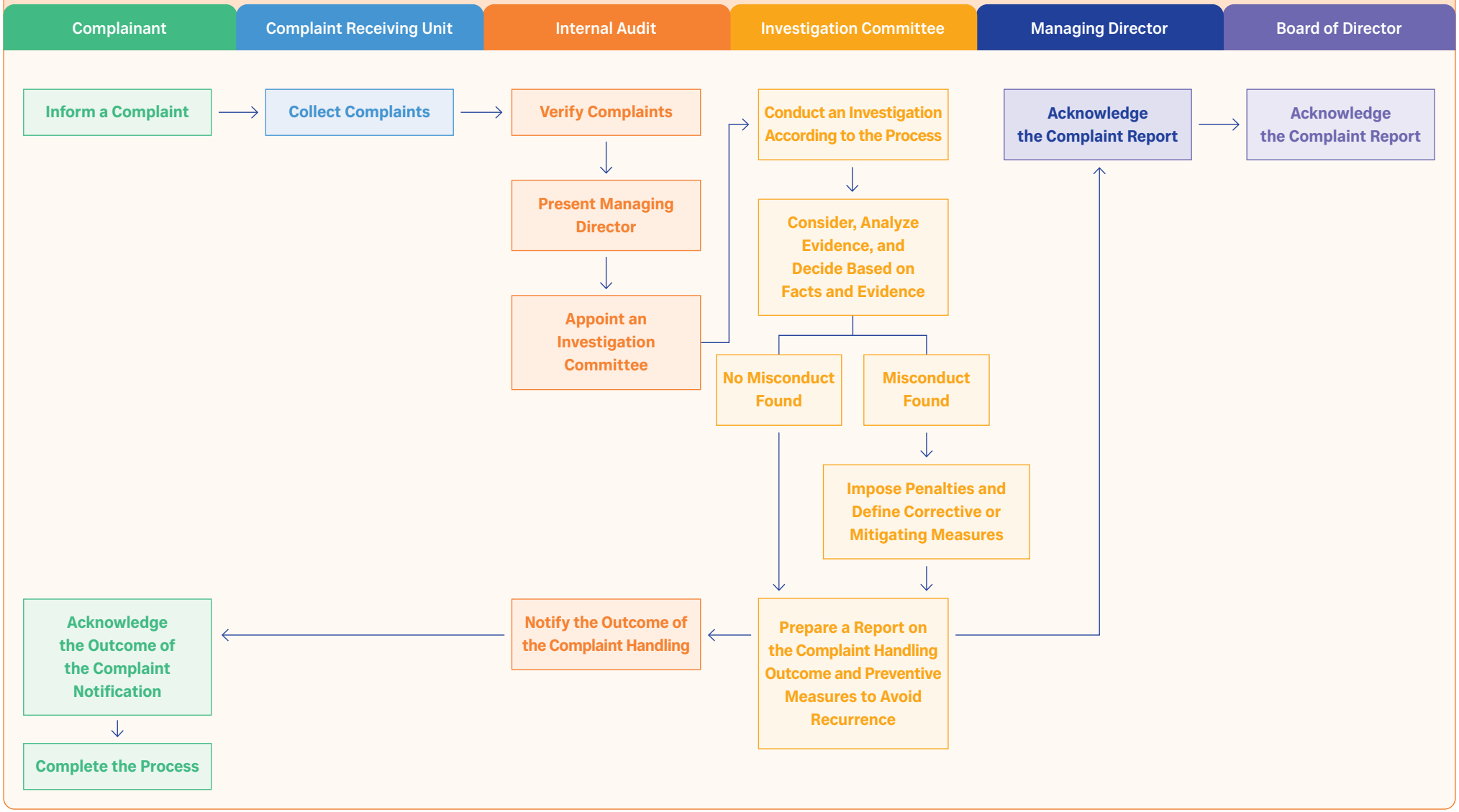
The Company secretary, executives, or members of the Audit Committee report the results to the Board of Directors for their acknowledgment and further communication with stakeholders.

The Company places high importance on stringent protection of complaint and whistleblowing information and has thus established a policy to maintain the confidentiality of such information, in accordance with the stakeholder engagement guidelines, which is available on the Company's website to ensure transparent access for all sectors.

Information regarding complaints and whistleblowing is restricted to individuals designated to receive such information in order to instill confidence and a sense of security for the whistleblower and sustainably promote a corporate culture of transparency and adherence to corporate governance principles.



Complaint Process – Code of Business Conduct



Preventive Measures Against Code of Conduct Violation

CKPower prioritizes the prevention of violations by regularly communicating and reinforcing the Business Code of Conduct among employees, executives, and directors. This is achieved through the Compliance Journal, which is distributed via E-mail and published on the intranet, ensuring easy access for personnel at all levels.

Additionally, assessments on knowledge and comprehension of the Compliance Journal's content are conducted to ensure that all personnel fully understand the Company's Code of Conduct. This helps reduce the likelihood of violations and fosters an organizational culture aligned with ethical standards.

To further reinforce compliance, CKPower has established clear penalties for violations of the Business Code of Conduct, ensuring fairness and serving as a deterrent against misconduct. These measures reflect the Company's commitment to transparent, fair, and sustainable business practices in the long term.



Project Highlight in 2024

Compliance Journal



Launched in 2023, CKPower's Compliance Journal continued in 2024 with the goal of disseminating corporate governance guidelines and enhancing awareness of regulations, best practices, the Business Code of Conduct, and potential business risks.

Published quarterly, the journal promotes compliance with laws, ethical standards, and corporate policies while aligning CKPower's corporate governance framework with international principles. It also fosters transparent and accountable business operations, encouraging all employees to actively engage in compliance-related activities and contribute to a positive organizational culture.

The publication of the Compliance Journal promotes transparent and ethical business practices, as well as anti-fraud and anti-corruption efforts, in a sustainable manner. This initiative has allowed CKPower to continuously enhance corporate governance awareness, align its governance standards with internationally accepted principles, and instill confidence among stakeholders, ultimately strengthening the organization in the long term.

Quarterly Implementation

Determine the topic of the journal for each quarter

The Company selects key corporate governance topics for each quarter, covering areas such as anti-corruption, organizational transparency, and legal compliance. The content addresses both national and international issues, ensuring the journal remains diverse and up-to-date.

Communicate through internal channels

The journal is distributed via multiple channels, including E-mail and the CKPower Mobile Application, providing employees with quick and convenient access.

Issue questionnaires for participation

To encourage engagement, the Company includes questionnaires or surveys within the journal, allowing employees and stakeholders to participate, provide feedback, and assess their understanding of corporate governance and the Business Code of Conduct.

Calculate the participation rate

Following publication and questionnaire completion, the Company calculates the participation rate and evaluates it against predefined criteria. The target participation rate is 100%, ensuring respondents understand and can effectively apply corporate governance principles.

Across the four issues tailored to employees and executives, the outcomes are as follows

Outcomes for 2024

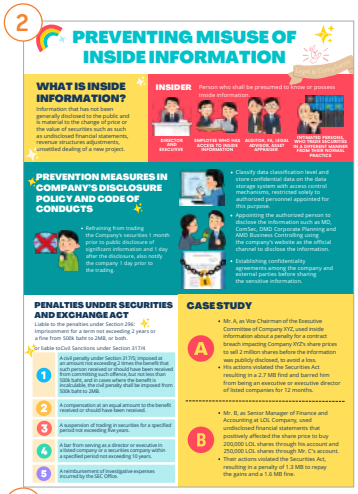
	Targets	Achivements
Issue 1 Conflict of Interest	100%	81%
Issue 2 Prevention of Insider Information Abuse	100%	98%
Issue 3 Fraud and Corruption Risks	100%	100%
Issue 4 Business Code of Conduct	100%	100%

Compliance Journal

1



2



3



1. Issue 1: Conflict of Interest
2. Issue 2: Prevention of Insider Information Abuse
3. Issue 3: Fraud and Corruption Risks



Risk and Crisis Management & Cybersecurity and Data Privacy

Risk Management

(GRI 201, GRI 308, GRI 414, GRI 418)

Long-term Targets

A risk management culture is fostered across CKPower Group	100%

2024 Targets		2024 Achievements
The directors undergo training on ESG risks	100%	100%
The executives and employees recognize and understand corruption risks	100%	100%
The executives and employees pass an assessment test on corruption risks	100%	98%

SDGs

Risk and Crisis Management & Cybersecurity and Data Privacy

Cybersecurity
(GRI 103, GRI 418)

Long-term Targets

A cybersecurity culture is fostered across CKPower Group	100%

2024 Targets		2024 Achievements
Cybersecurity breaches or other cyber threats	No case	1 case
Data leakage, theft, or loss	No case	No case
Customers or employees are affected by data leakage.	No case	No case
Fine for data breaches or cyber threats	0 baht	0 baht

Personal Data Protection
(GRI 418)

Long-term Targets

A culture of personal data protection is fostered across CKPower Group	100%

2024 Targets		2024 Achievements
Personal data breaches from individuals or agencies	No complaint	No complaint
Personal data breaches from regulatory agencies	No complaint	No complaint

Impact on Business

Effective risk and crisis management, along with robust cybersecurity and data privacy measures, play a pivotal role in enhancing sustainability and competitive capabilities in the renewable energy sector as it helps minimize potential damage from various incidents and strengthen stakeholder confidence across all sectors. Beyond enabling CKPower to efficiently adapt to policy and technological changes, these operational frameworks support the Company's goals and objectives in establishing quality management systems and mitigating potential risks.

Furthermore, the implementation of robust risk and security management also enhances the Company's competitive capabilities and fosters trust and reliability, which serve as crucial factors in driving long-term business growth and value creation.

Challenges and Opportunities

The world is currently faced with rapid changes, ranging from global inflation, economic volatility, geopolitical conflicts, and climate change all the way to threats to cybersecurity and personal data protection. These are all challenges that can potentially impact business operations and stakeholders.

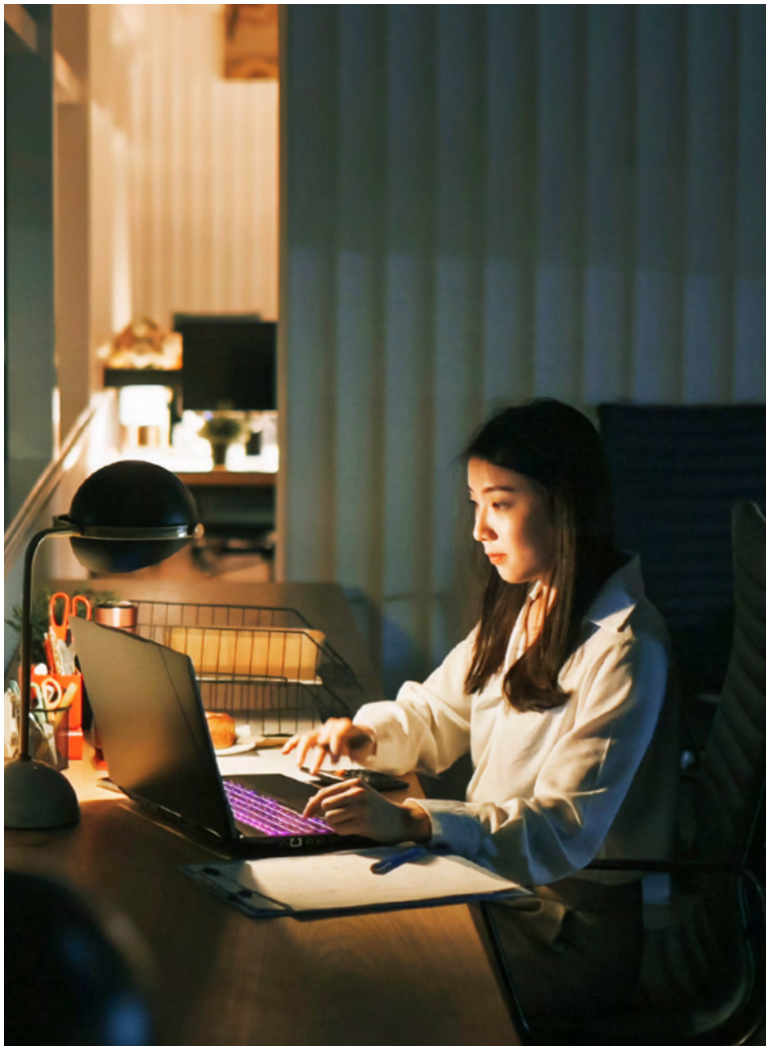
Therefore, CKPower actively monitors the situation and establishes a prudent organizational risk management process in compliance with international standards and applicable laws, while also fostering a corporate culture focused on ensuring preparedness for future risks and crises in order to prevent or mitigate potential damage, minimize impacts on stakeholders and investors, and increase business opportunities through flexible and suitable strategy development, with the ultimate goal of optimizing the Company's adaptability and competitiveness and driving sustainable and stable business growth.

Commitment

CKPower is committed to risk and crisis management, cybersecurity, and data privacy in adherence to guidelines and practices that are in line with international standards and applicable laws. This encompasses everything from policy formulation, organizational structure, operational processes, all the way to performance monitoring and the anticipation of emerging risks.

Furthermore, CKPower seeks to cultivate an organizational culture by fostering knowledge and awareness among personnel at all levels about the importance of risk and security, thus enabling them to respond to changes that may affect business operations and contribute to the Company's opportunities for sustainable growth in the long term.

These approaches demonstrate CKPower's commitment to enhancing its adaptability and competitiveness and developing an excellent risk and security management system in order to drive the Company's stable and sustainable growth across all dimensions.





Operational Guideline

Risk Management

CKPower implements **enterprise risk management (ERM)** in line with the international COSO-ERM 2017 Framework by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which is a framework for managing and keeping enterprise risk within the risk appetite/risk tolerance. The Company has also established a risk management policy and a Risk Management Working Group comprising executives from all lines of work, such as business planning, engineering, operations and maintenance, and power plant managers. The Working Group is tasked with preparing annual risk mitigation plans to manage CKPower's strategic, operational, financial, and **compliance risks, environmental, social, and governance (ESG), risks, and emerging risks.** Risk management outcomes are to be reported on a quarterly basis to assess and monitor risk management measures, keep enterprise risk within the risk appetite, and ensure preparedness as well as appropriate and timely response to changes that may affect business operations. The Corporate Governance, Risk Management, and Sustainable Development Committee convenes at least four meetings a year to consider various issues on its agenda and steer comprehensive risk management.

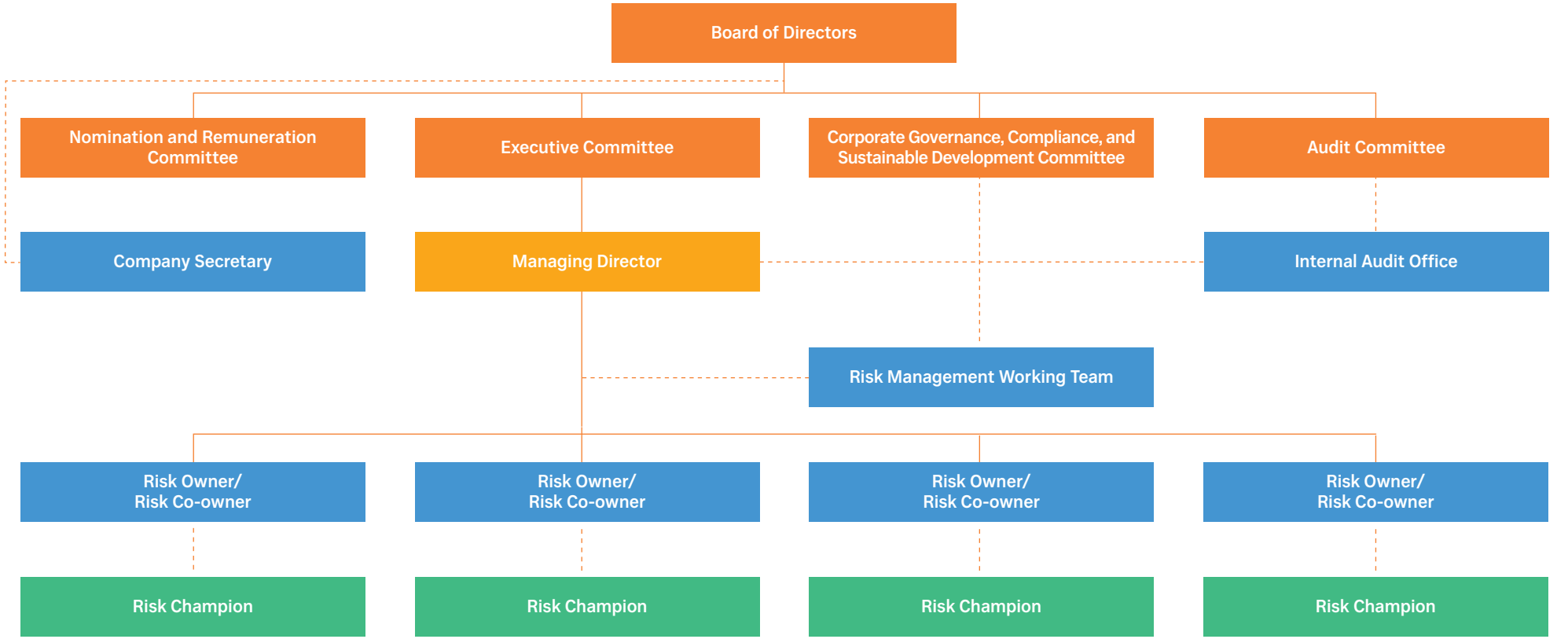
Four Risk Categories under Assessment

1	Strategic Risks
2	Operational Risks
3	Financial Risks
4	Legal and Regulatory Compliance Risks

Risk Management Policy

Risk Management Structure

With regard to CKPower's risk management structure, the Board of Directors has charged the Corporate Governance, Risk Management, and Sustainable Development Committee with the duties of considering and approving the risk management activities of the Company and its affiliates as well as establishing policies, giving recommendations, and verifying risk management effectiveness. In addition, CKPower has tasked the Internal Audit Department with monitoring and reviewing its risk management process to provide an additional layer of oversight independent from the Risk Management Working Group to further increase confidence in the suitability and effectiveness of CKPower's risk management. This structure demonstrates CKPower's commitment to systematic and transparent risk management in line with good corporate governance practices.



Risk Management Process

The risk management process is utilized to identify, analyze, and manage potential risks in the Company's business operations. To ensure effective risk management, CKPower's risk management process consists of the following six steps

1		**Preparation** Gathering and preparing basic risk-related information
2		**Risk Identification** Discovering and identifying potential risks arising from business activities and processes
3		**Risk Assessment** Analyzing and evaluating the severity and likelihood of risks
4		**Control Identification** Considering measures for controlling and mitigating risk impacts
5		**Risk Profile** Creating an overview of risks and prioritizing risk issues
6		**Risk Monitoring** Continuously examining and tracking risk management implementation

Crisis Management and Business Continuity

To instill confidence in stakeholders across the value chain, ensure business continuity, and uphold good corporate governance, CKPower has formulated a business continuity policy, a business continuity plan (BCP), an emergency response plan, and a crisis management plan in anticipation of potential risks that may disrupt business continuity.

In addition, as part of business continuity management, annual training and drills are conducted to enhance the ability to respond effectively to emergencies or crises. These management processes address a full range of risks, including power production and distribution from various energy sources. By adhering to international standards, these operational procedures ensure business continuity and stability while sustainably meeting stakeholder needs sustainably.

Risk Management Performance in 2024

While most risks were at moderate levels, the risk assessment identified one very high-risk issue, namely the risk of equipment and machinery unavailability, and three high-risk issues

1. Investment management and business growth risks
2. Climate change risks
3. Personnel risks

To address these risks, a mitigation plan was carefully developed, with clearly designated risk management responsibilities. The plan included specific timelines and monitoring processes for each risk category to ensure the effective management of all risk scenarios and minimize potential business impacts.

Emerging Risks

CKPower's is dedicated to identifying and managing emerging risks that could affect business operations in the short, medium, and long term. While these risks present challenges in that they have the potential to adversely impact the Company's business continuity, competitiveness, and sustainability, they also present opportunities with effective risk management.

Based on a comprehensive risk assessment and analysis, CKPower has identified the following emerging risks, which must be monitored and handled appropriately to foster organizational growth and sustainability in the future.

Evolution of Energy Technology

Timeframe of Impact

Short term – long term

Description

Energy technology is increasingly transforming in response to evolving energy consumption patterns and new innovations, such as renewable energy, energy storage systems, green hydrogen, and green ammonia. These changes may impact future investment decisions and competitive opportunities.

Potential Impact on Business

Delays in adapting to new technologies could result in lost competitiveness and increased costs for technology development or legacy system upgrades.

Management/ Opportunity

- An exploration team has been established to study new energy innovations and related regulations and explore opportunities in pump-storage hydropower development and potential demand for large-scale energy storage systems.
- CKPower studies regulations, requirements, and laws in Thailand and Southeast Asia to identify new opportunities and minimize potential business constraints.
- CKPower has incorporated business model resilience as a material topic and developed a 5-year strategic framework (2022-2026) with clear implementation guidelines and designated responsibilities for driving and monitoring progress.

Cybersecurity and personal data protection

Timeframe of Impact

Short term – long term

Description

Cyber threats could compromise critical company information, such as financial and sensitive data, potentially leading to data recovery costs and reputational damage.

Potential Impact on Business

Increased expenses from stolen data recovery and reputational damage, and impacts on stakeholder confidence.

Management/ Opportunity

- Information system policies and security guidelines have been established, such as IT security policy, IT usage authorization policy, IT security management system operation manual, and IT security practice guidelines.
- CKPower has established the ISO 27001:2013 IT system security standards and protocols for the management of incidents that may affect the security of the IT system, specifying procedures, management processes, and responsible parties, with prompt incident reporting mechanisms through designated personnel or departments to ensure that security incidents and vulnerabilities related to IT system security are addressed correctly and efficiently within appropriate timeframes.
- CKPower has defined clear roles and responsibilities for IT asset security to ensure proper protection of critical IT assets.
- CKPower has continuously issued communications on cybersecurity and personal data protection to executives and employees at all levels at least once a year.

Fostering a Corporate Risk Culture

Prioritizing the promotion of an organization-wide risk management culture, CKPower has established policies and operational guidelines and measures risk management performance using key performance index (KPI), consisting of leading indicators and lagging indicators, to assess and monitor risk management performance, create motivation, and instill confidence in the Company's efforts to achieve its goals through effective risk management. To foster an enterprise risk management culture within CKPower Group, initiatives have been undertaken to build awareness among personnel through training sessions and talks. Key activities for the promotion of a risk management culture in 2024 are summarized below.

1. Training and Talks

- CKPower organized a training session on ESG risks and climate change risk and opportunity assessment, conducted by ERM (Siam) Limited, to enhance understanding of sustainability risks, which were key strategic risks for the Company. The session presented risk management guidelines, potential business impacts, business opportunities, and sustainability risks that could affect CKPower's business operations and corporate strategy. The training formed part of the ongoing effort to build awareness and preparedness among all directors in support of effective risk management in line with the Company's long-term sustainable development approach.

2. Communication Through Various Channels

Compliance Journal

- The Company shared information on risk management and good corporate governance through various channels. In 2024, the Compliance Journal was published to present information about the significance of good corporate governance as well as business-related laws in an easily digestible format, complete with relevant case studies. Additionally, CKPower fostered engagement among directors, executives, and employees across the organization through quizzes and games to assess their awareness and understanding, with 100% participation as targeted.

E-Learning Courses

- The Company has developed e-learning courses for employees at all levels to promote self-directed learning on crucial topics including
  1. Managing legal risks associated with the Personal Data Protection Act (PDPA)
  2. Legal compliance risks
  3. Risk mitigation protocols
  4. Cybersecurity risks
  5. Guidelines for self-protection against cyber threats
  6. Climate change risks

The e-learning system enables employees at all levels to access comprehensive risk-related information and knowledge, appreciate the importance of legal compliance and best practices, and effectively apply this knowledge to reduce operational risks.

CKPower's efforts to cultivate a robust risk management culture have enhanced its preparedness to appropriately handle changes and challenges and promoted long-term organizational growth by encouraging all employees to play a role in driving business sustainability across all dimensions.

Information Security Policy

Cybersecurity and Personal Data Protection

Cybersecurity Policy

CKPower prioritizes cybersecurity risks of all forms, which may lead to the loss of critical company data, such as sensitive data stored in the server system and significant financial data, as well as impact on its production and power plant management systems, which requires reliability to ensure operational continuity and stability.

To foster preparedness to cope with and respond to potential threats, CKPower has assessed and identified the critical scope of cybersecurity risks and developed an information security policy, which has been designed to comply with relevant standards and laws. The policy stipulates clear guidelines and procedures for all employees across the organization and all suppliers in the supply chain and includes appropriate measures for maintaining cybersecurity.

Furthermore, the information security policy is reviewed on a yearly basis to keep abreast of evolving cyber threats and technologies. In addition, relevant roles and responsibilities within the organization are clearly defined to support effective cybersecurity initiatives and instill confidence among stakeholders.

Cybersecurity Management

CKPower places great emphasis on preparation for risks of cyber threats that may lead to the loss of critical company data. To this end, cyber risk management has been implemented in accordance with its policies and enterprise risk management practices and integrated into its business continuity management so as to ensure the availability of the Company's information system and its compliance with relevant laws, regulations, and standards, such as ISO 27001:2013.

To strengthen the data security system, mitigate risks, and protect data from theft, CKPower also has established a monitoring protocol, preventive control measures, and a response process for incidents that may impact the integrity of the information systems as well as clearly assigned responsible parties and reporting channels to ensure that incidents and vulnerabilities related to the security of the information systems are promptly reported and addressed correctly, efficiently, and in a timely manner. The management framework is as detailed below

Cybersecurity Management





Personal Data Protection

Personal Data Protection Policy

Recognizing the importance of personal data protection, CKPower has formulated an external personal data protection policy in accordance with the Personal Data Protection Act B.E. 2562 and other relevant laws to instill confidence in the safety of personal data. The policy delineates the definition of personal data, types of personal data, purposes of personal data collection, use, and disclosure, entities or individuals to whom the Company may disclose information, duration of data retention, personal data storage formats, and rights of data owners. Additionally, CKPower has appointed a Data Protection Officer to oversee compliance with applicable laws and requirements and established procedures for handling complaints and complaint management processes related to its data processing activities. Guidelines for personal data security and have also been developed to prevent loss of personal data or unauthorized or unlawful access, use, alteration, modification, or disclosure of personal data.

Personal Data Protection Management

As personal data protection management is of paramount importance, CKPower has defined access rights to personal data, information, information processing systems, and other information technology assets according to business purposes on the **need-to-know** and **need-to-use** basis to ensure that all access to such data is for business purposes and is conducted within a secure framework.

In addition, access rights are organized hierarchically, with which all executives and employees must comply, to prevent leakage of vital data, whether personal data or information, to external parties. This has been clearly stipulated in the Business Code of Conduct, whereby all executives and employees are required to comply and not to disclose any confidential information obtained during the performance of their duties for personal gains or the benefits of others. These measures reflect CKPower's commitment to personal data and information protection against unauthorized access, which fosters confidence among all stakeholders in a sustainable way.

Cybersecurity and Personal Data Protection Auditing

Information Security Management System (ISMS) Auditing

CKPower conducts internal Information Security Management System (ISMS) audits annually to ensure that the objectives of control, control measures, processes, and system protocols align with the specified requirements for information security. The system is also continuously assessed and maintained to ensure it can accomplish the set goals and comply with ISO 27001:2013 standards and relevant laws.





External Accreditation and Auditing

CKPower was certified to the ISO/IEC 27001:2013 Information Security Management System standard by BSI in 2022. Additionally, assessments by external parties are regularly conducted to analyze vulnerabilities and strengthen the security of the Company's information system in line with international standards and applicable laws.

Personal Data Protection Policy

Recognizing the importance of respecting individuals' privacy and the necessity of handling personal data appropriately in compliance with the law, CKPower has formulated a personal data protection policy and information security maintenance practices that align with the guidelines for listed companies set forth by the Stock Exchange of Thailand. In addition, CKPower promotes the use of information technology systems with systematic risk monitoring and management processes to ensure cybersecurity.

ISMS Training and Knowledge Enrichment

In addition, CKPower has defined roles and responsibilities for the maintenance of information asset security to ensure that data and critical information assets are adequately protected.

Moreover, CKPower offers ISMS Intensive Training and ISMS Security Awareness Training to enhance their knowledge and awareness of IT security. The courses are accessible for employees via email and the CKPower Mobile Application, offering convenient access to learning for personnel across the organization.

System Efficiency Assessment

CKPower regularly assesses the efficiency of its information security systems and power plant operation systems to ensure the security of its information systems and power plant operations and foster stakeholder confidence in its business operations.

These measures encapsulate CKPower's commitment to information system security and personal data protection in support of transparent and stable business operations in the long term.

ISO/IEC 27001:2013

Performance in 2024

In 2024, CKPower experienced one cyber attack, which was efficiently and swiftly thwarted and brought under control, with no personal data breaches occurring, as the threat was systematically detected and responded to. Following the incident, CKPower has tightened its cybersecurity measures and continuously improved its risk management plans to prevent future incidents.

Cybersecurity and personal data protection risk management initiatives undertaken in 2024 include the following

Formulating	Implementing Standards	Training	Delveloping

- **Formulating** an Information Security Policy to establish operational frameworks in line with international standards
- **Implementing ISO/IEC 27001:2022 standards** for information security systems, with regular annual assessments conducted by both internal and external auditors
- **Conducting annual cyber security awareness training** for employees at all levels to enhance threat awareness and preparedness
- **Continuously developing and updating** cyber threat response plans to keep pace with evolving cyber threats in the digital landscape

These measures not only enhance confidence among all stakeholders but also strengthen CKPower's organizational data security and build a solid foundation for its business operations in the long term.



Business Model Resilience

(GRI 201, GRI 102-15)

Long-term Targets

Installed capacity from renewable energy by 2043	>95%	Operation in a new country in ASEAN by 2024	≥1 operation
New customers with the operations following action plans to complete the greater business model resilience by 2027	≥3 new customers		

2024 Targets		2024 Achievements	
Installed capacity from renewable energy	93%		93%
Install capacity from renewable energy	>3,402 MW		3,402 MW
Expansion of renewable energy business		Sold Renewable Energy Certificate (RECs)	18,771 RECs
		Solar Power Project by Bangkok Expressway and Metro Public Company Limited (Projects 1-3).	7 MW

SDGs

Impact on Business

Strategic planning is a pivotal factor that enables the Company to **diversify risks, develop competitive advantage,** and **improve crisis response capabilities,** all of which are particularly relevant to the energy industry, where system reliability and availability is paramount in fostering stakeholder confidence.

In addition to strengthening the core business, CKPower must seek out new opportunities through expansion into new markets to create new revenue streams, **investments in cutting-edge technologies** for operational efficiency optimization, and flexible business model resilience, which minimizes risks and enhances agility.

Business model resilience under a sustainable business management framework plays a crucial role in **steering the business in the right direction, earning CKPower acceptance from stakeholders, bolstering its competitiveness,** and **enhancing the confidence of customers and partners.** In addition, such resilience is an indicator of **CKPower's capabilities to handle risks** and adapt to changes effectively.

Challenges and Opportunities

In addition to the rising demand for energy and **the fast-paced transition toward renewable sources, technological advances, changes in laws and regulations, global conditions, and climate change** pose great challenges to CKPower. Business resilience management is therefore critical in **maintaining production reliability and creating long-term value for stakeholders.**

In preparation for opportunities and risks, CKPower has implemented the following key initiatives

- Developing new businesses and expanding into international markets
- Forging partnerships in renewable and alternative energy to enhance competitive potential
- Elevating strategic risk management in anticipation of industry changes
- Developing smart energy infrastructures to enhance the efficiency and safety of energy systems

CKPower also strives to advance decarbonization by improving production efficiency and continuously increasing investments in clean energy. In tandem, initiatives are undertaken to enhance the capabilities of its personnel and the organization in preparation for future changes in the energy industry.

Commitment

CKPower strives **to drive its business on the basis of sustainable** development, placing emphasis on **social and environmental responsibility throughout the value chain** as well as fostering **business resilience** in anticipation of changes in the energy business.

The Company aims to maintain the stability and availability of its production system through cutting-edge technology and innovation as well as **corporate governance,** with the target of fostering **business stability** and generating sustainable value for shareholders and investors.

Furthermore, CKPower prioritizes **people capability development** in anticipation of changes in the industry and promotes **partnerships in the renewable energy and clean power industries** to create a positive impact on **its international business expansion** to seize business opportunities. The Company also seeks to foster sustainable growth by **consistently adjusting its investment portfolio** in line with the trends of energy transition and climate resilience.

CKPower is ready to move forward into the future, focusing on the **development of clean energy infrastructure** and **enhancing the Company's capabilities to align with the global energy transition.** This commitment aims to ensure long-term energy security and sustainability.

Operational Guidelines

1. Business Model Resilience Management

CKPower implements **business model resilience strategies** in alignment with government policies, technological changes, and energy market trends, driven by the concept of **"enhancing capabilities to address challenges and achieve sustainable growth."** Particular attention is paid to three major components



In addition, CKPower focuses on **pursuing new investment opportunities** in Thailand and ASEAN in conjunction with digital technology and innovation implementation throughout the value chain to strengthen **energy security** and deliver **equitable returns** for shareholders and valued customers.

2. Business Resilience Strategies

The Company strives to expand its investments in clean energy production and distribution, aiming to **achieve 95% of its installed capacity from renewable energy by 2043**, expanding investment in eco-friendly renewable energy, and fostering partnerships in the region. In conjunction, the Company is exploring the potential of **green hydrogen from renewable energy** and clean energy technology, which form the foundation of **future energy innovation.**

CKPower also prioritizes **personnel capability development** and promotes learning and the adoption of innovations in operational systems to enhance efficiency and accommodate green hydrogen businesses in the future. In tandem, the Company advances its business on the basis of **sustainable development** and strives to continuously foster **business resilience** in anticipation of opportunities and risks in the energy sector.

Business Model Resilience Strategies

Develop Action Plan

- CKPower created an action plan to enable comparison of operating results every six months, performed risk assessment of emerging risks.
- Prepare contingency plans to **promptly adjust strategies when performance deviates from expectation.**

Collaborate with Partners

- **Strengthen regional partnerships** for joint renewable energy project development.
- Enter into **memorandums of understanding** with business partners to enhance capabilities and implement new technological innovations.

Build Market Strength

- CKPower studied the **Thai market and identified opportunities** for investing in additional renewable energy power plants.
- CKPower increased its installed capacity.

Enhance Digital Technology

- A system was installed for remotely monitoring the performance of the solar power plant via the internet.
- A system was implemented for **monitoring the water flow** at the Xayaburi Hydroelectric Power Plant via the internet, with plans to develop a **predictive program for water flow** in the future.

Expand Opportunities in Renewable Energy

- CKPower sold **Renewable Energy Certificates (RECs)** from solar power plants.
- Plan the expansion of RECs sales to hydroelectric power plants in response to global clean energy trends.

3. Business Resilience Action Plan

CKPower developed **a business resilience action plan** in 2022 as part of the Company's key strategies, with a timeframe of five years (2022-2026), to achieve clear short-term and long-term outcomes in line with **sustainable development goals (SDGs).** The action plan covers

- Digital technology and innovation implementation
- Renewable energy business opportunity expansion
- Operational resilience enhancement

1. Digital technology and innovation implementation

- Develop human capital to optimize energy production efficiency and organizational management.
- Utilize inflow forecasting systems to improve planning accuracy.

2. Renewable energy business opportunity expansion

- Invest in clean and alternative energy sources, such as solar and hydroelectric power.
- Expand the Renewable Energy Certificate (RECs) market to interested customers.

3. Operational resilience enhancement

- Improve processes to accommodate economic, social, and environmental changes.
- Create business opportunities from clean energy production for a sustainable world.

Business Continuity Management Policy



4. Personnel Development – Appointment of CKP Exploration Team

CKPower is dedicated to expanding its investments to **become the largest green energy producer and distributor** in Thailand and Southeast Asia. To this end, the Company adopts **high-standard pollution reduction technology** and actively **develops the capabilities of personnel at all levels** to promote learning and enable them to utilize innovation to optimize operational efficiency.

Furthermore, CKPower has appointed the CKP Exploration Team, consisting of personnel from different units, including **the Administrative Department, Business Development Department, Engineering Department, and the Sustainability Management Department.** This team, spearheaded by young engineers and executives, plays a crucial role in

- **Initiating new business approaches** to accommodate future energy trends
- **Researching and developing energy innovations** to enhance the Company's capabilities
- **Exploring business opportunities and new approaches in power generation operations**
- **Determining the Company's direction and strategies** in line with industry and global trends

The CKP Exploration Team not only helps enhance the Company's business resilience but also serves as a crucial mechanism in **mitigating risks, particularly emerging risks,** and preparing for future changes.

Projects Highlight in 2024

Renewable Energy Certificates (RECs)



Sale Renewable Energy Certificates (RECs) **18,771** RECs

In 2024, CKPower expanded its opportunities in the Renewable Energy Certificate (RECs) business by selling 18,771 RECs from Bangkhenchai Company Limited to interested customers through Innopower Company Limited.

Building upon CKPower's renewable energy power production business, this business enhances its competitiveness and reinforces its position as a clean energy leader in the energy industry.

THE INTERNATIONAL REC STANDARD

Collaboration between CKPower and BEM



Total Installed Capacity **7** MW

CKPower has partnered with Bangkok Expressway and Metro Public Company Limited (BEM) to implement solar-generated power for the MRT Blue Line and Purple Line operations, marking Thailand's first-ever utilization of clean energy in the mass transit industry, which is one of the highest greenhouse gas-emitting sectors, to reduce environmental impact.

As for the solar power projects for the MRT system, CKPower is currently constructing three solar power plants at the Chaleom Ratchamongkon Rama IX Train Depot

- Progress as of November 2024: Overall project completion exceeded 50%.
- Commercial operation date (COD): First project in December 2024
- Second and third projects: Scheduled for completion in June 2025

This partnership **marks a significant milestone for CKPower as a renewable energy leader in Southeast Asia** as it drives systemic change, supports decarbonization efforts in a tangible way, and promotes low-carbon transportation for Thailand's energy sustainability.



System Reliability and Availability

Long-term Targets	
Total renewable energy generated	8.8 million MWh
Average plant availability factor	>90%
Number of power outages (planned and unplanned)	≤2 times per year

2024 Targets		2024 Achievements	
Total renewable energy generated	>8.0 million MWh	8.8 million MWh
Average plant availability factor	>90.0%	90.3%
Number of power outages (planned and unplanned)	≤2 times per year	3* times per year

Remark: *In 2024, the Xayaburi Hydroelectric Power Plant experienced two unplanned power outages in August and one unplanned power outages in September due to a high flow emergency.

SDGs

Impact on Business

Recognizing the rising demand for electricity amid intense industry competition and rapid technological advancements, CKPower places a high priority on ensuring system reliability and availability, alongside environmental responsibility, to maintain its credibility and mitigate business risks. The Company continuously enhances production efficiency and carefully plans preventive maintenance to minimize extended downtime and reinforce confidence in its power production system among stakeholders, including suppliers and investors. These strategic initiatives contribute to CKPower's competitive edge and long-term sustainable growth.

Challenges and Opportunities

Reliable and sustainable renewable energy production plays a vital role in fostering CKPower's growth, especially with the increasing demand for green energy and fast-paced technological advancements, intensifying competition in the industry. Producers capable of maintaining system reliability and availability gain a competitive advantage in building market confidence. To this end, CKPower emphasizes continuous system enhancements, innovation management, and the adoption of advanced technologies while strategically expanding its renewable energy portfolio in Thailand and across ASEAN. CKPower's investment strategy focuses on renewable energy projects that minimize environmental impact, optimize resource efficiency, and support the global energy transition. These initiatives contribute to energy security, align with societal expectations, and drive long-term sustainable growth.

Commitment

CKPower is committed to ensuring the reliability and availability of its power generation systems. The Company has established clear operational protocols, optimized power transmission systems, and implemented customized preventive maintenance plans for each power plant to reduce system disruption risks.

Additionally, CKPower continuously strengthens the expertise of its personnel through specialized training and expertise development to enhance their operational efficiency. The Company also actively minimizes environmental impacts by implementing pollution reduction measures and optimizing resource use. These efforts align with CKPower's sustainable development goals and its long-term commitment to creating value for stakeholders.



Operational Guidelines

CKPower upholds the stability and reliability of its power production and distribution systems through the following initiatives

Investment in advanced technologies
CKPower invests in cutting-edge power plant technologies to ensure efficient, uninterrupted power distribution while minimizing environmental impact.

Prudent cost management
Cost management is implemented across all processes, supporting sustainable development in all dimensions.

People capability enhancement
The Company organizes engineering and resource management training for personnel at all levels. Employees are encouraged to enhance operational systems and drive innovation for greater efficiency.

Preventive maintenance
CKPower systematically plans annual maintenance and ensures the availability of backup equipment and critical spare parts to support efficient maintenance operations.

Compliance with International Standards: ISO 9001:2015
All operational processes are aligned with ISO 9001:2015 and other quality management systems to ensure reliability and efficiency in power production and distribution.

2024 Performance

Total Installed Capacity

Total installed capacity **3,640** MW

93% from renewable sources **3,402** MW

Total Energy Generated

Total Energy generated **8.8** million MWh

Avoided GHG Emissions

Avoided GHG emissions: Over **4.4** million tCO_2e/year

Clean Electricity Generation

Supporting energy transition with a focus on clean and sustainable power generation **Clean electricity**

Actions Across All Production Dimensions

Annual Energy Production and Distribution Planning

Systematic planning considering customer demands and efficient resource utilization to optimize efficiency and reliability.

Power Plant Performance Monitoring and Evaluation

Operational analysis is conducted to assess efficiency and identify areas for system improvements to ensure sustainability.

Electricity Transmission System Enhancements

Advanced technologies and innovations are integrated to improve transmission efficiency, minimize energy loss, and accommodate rising energy demands

Regular System Audits and Compliance with International Standards

Scheduled system audits are performed by experts in accordance with international standards to uphold quality and safety.

Proactive Preventive Maintenance for Long-Term Reliability

Regular maintenance plans are established to reduce system disruption risks and extend equipment lifespan.

Employee Development and Knowledge Sharing

A culture of continuous learning and sustainability excellence is cultivated through training programs and knowledge-sharing initiatives.

Crisis Management

CKPower prioritizes systematic and efficient crisis management, to ensure the continuity of operations, reliable power production, and stakeholder confidence. A business continuity management policy has been implemented to maintain smooth and stable operations across all power plants.

Crisis Management Guidelines

Comprehensive emergency response manual development

CKPower has developed an emergency response manual covering critical scenarios, including fires, floods, climate change risks, chemical spills, earthquakes, and landslides, as well as potential power plant safety issues, to enable prompt and effective response to emergencies.

Emergency response training and drills

Annual emergency response training and drills are conducted annually to enhance personnel readiness at all levels in dealing with unexpected incidents.

Risk assessment and impact mitigation planning

CKPower conducts annual climate risk analysis and assessment and plans proactive mitigation measures to address potential risks.

Infrastructure improvements for crisis preparedness

The Company improves its power plant infrastructure to to ensure operational resilience, including the installation of real-time monitoring and measurement systems to manage flood conditions.

Proactive safety management

CKPower's engineers and safety experts continuously monitor and maintain safety systems, ensuring the stability and security of operations, even during a crisis.

These comprehensive crisis management measures reduce operational risks, reinforce long-term stakeholder confidence, and elevate CKPower's industry leadership in sustainable and secure power generation.

Crisis Management

CKPower prioritizes systematic crisis management and has developed a comprehensive emergency response plan, structured into the following five key steps



1. Mitigation

- Establishment of an Emergency Response Team (ERT): A dedicated team is appointed to manage emergency situations.
- Risk assessment and severity analysis to categorize potential emergencies and prioritize response procedures.
- Development of an Emergency Action Plan (EAP): Response protocols are devised for each severity level, including implementation methods

2. Preparedness

To ensure effective plan implementation, CKPower implements the following measures

- Plan preparation, review and approval
- Regular simulation drills to ensure confidence

3. Response

During emergencies, the Emergency Response Team operates according to pre-established protocols with clearly defined roles

- **Director:** Oversees management and command.
- Response team: Controls the situation and executes emergency operations.
- **Communication controller:** Manages internal and external communications.
- **Support teams:** Comprise evacuation leaders, first aid responders, and relocation teams.

4. Recovery

Once the emergency has been resolved, CKPower implements recovery measures to restore normal operations

- **Restoration of Affected Assets and Systems:** The Company ensures the rapid recovery of infrastructure and operational capabilities.

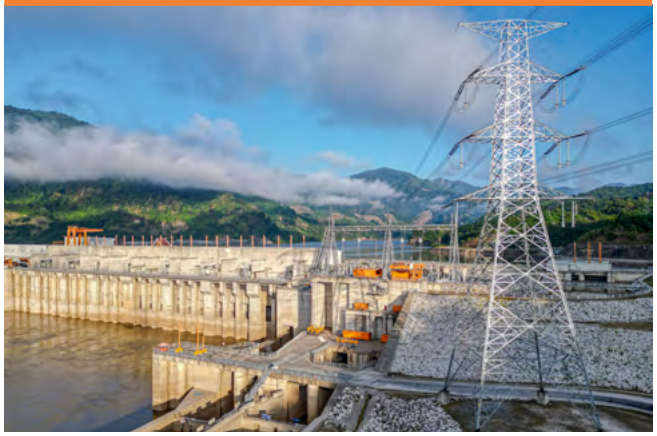
5. Prevention

To minimize future emergency incidents, CKPower proactively enforces the following

- **Regular Inspections:** Emergency equipment, including tools and communication systems, is inspected to maintain readiness.
- **Assignment of Responsibility:** Designated personnel are responsible for ensuring the operational readiness of emergency response equipment and systems.

Key Highlight Activities at each Power Plant in 2024

Xayaburi Hydroelectric Power Plant



The Xayaburi Hydroelectric Power Plant actively monitors climate conditions and rigorously assesses risks that may impact its operations. In 2024, the following key initiatives were undertaken.

Mitigation
Preparedness
Response
Recovery
Prevention

1. **Monitoring and response planning:** The power plant formulated action plans and closely monitored the situation using the SCADA (Supervisory Control and Data Acquisition) system, which enabled real-time data collection and operational status monitoring for continuous and efficient power generation.

2. **Performance assessment and monitoring through key indicators:** Plant operations were continuously tracked and assessed based on two key indicators: plant performance ratio for performance measurement and annual maintenance performance for equipment availability and capability monitoring.

3. **Annual testing:** The Xayaburi Hydroelectric Power Plant conducted annual testing under the Power Purchase Agreement (PPA) and Contracted Operating Characteristics (COC) requirements during November 3-6, 2024. The rigorous testing covered all critical aspects specified in the PPA and was successfully completed within the planned timeframe, reinforcing the plant's commitment to maintaining operational standards and power generation reliability.

4. **High flow emergency response and community support:** In August and September 2024, the power plant encountered high flow emergencies due to heavy rainfall triggered by Yagi and Soulik storms, coupled with water releases from upstream dams, which significantly impacted water levels in the plant area. In response, the plant activated its emergency response plan to effectively mitigate risks and support surrounding communities. Key measures taken included

   - Water level alert: Advance warnings were issued to local residents using an efficient communication system, ensuring rapid information dissemination across the community.
   - Evacuation and community assistance: A systematic evacuation and relocation plan was executed for at-risk areas. The plant provided boats and manpower to assist affected communities.
   - Operational Continuity and Impact Mitigation: Due to the swift and effective emergency response measures, the plant was able to resume power generation quickly, minimizing disruptions to local communities and the environment while reinforcing confidence in its emergency management capabilities.

CKPower developed the XHPP Inflow Forecasting System (2024) in collaboration with DHI A/S (Danish Hydraulic Institute), Denmark. The system integrates a Hydrometeorological Forecasting System (HMFS) with real-time weather conditions and inflow volume data, incorporating advanced mathematical models to enhance forecasting accuracy and decision-making. This newly developed system enables precise simulation of upstream and downstream flow scenarios, allowing for efficient water situation forecasting and improved power generation planning. By enhancing water management capabilities, the system ensures energy production reliability while maintaining environmental and community safety and stability in all situations.

Nam Ngum 2 Hydroelectric Power Plant



The Nam Ngum 2 Hydroelectric Power Plant implemented comprehensive water management strategies to ensure uninterrupted and reliable electricity production, fulfilling the Company's contractual commitments while minimizing environmental impact. Key actions taken are as follows.

Seasonal Water Management

- **Dry season:** Water levels were maintained above designated thresholds to support continuous power generation and ensure operational stability.
- **Rainy season:** Proactive floodgate management measures were implemented to prevent unnecessary releases, minimizing potential impacts on local communities and the environment.

Major Overhaul

To enhance operational efficiency and system reliability, major overhauls were conducted for Unit 3 and Unit 1 from November 18, 2023, to February 14, 2024.

Bangpa-in Cogeneration Power Plant



Bangpa-in Cogeneration Power Plant collaborated with the Provincial Electricity Authority (PEA) to upgrade the power transmission system within the industrial estate into a closed-loop system, as detailed below.

Transmit Electricity through Two Power Stations

The power plant can transmit electricity through two power stations, enhancing operational flexibility and ensuring continuous power transmission, even when one station undergoes maintenance or experiences malfunctions.

Collaboration

This collaboration underscores the power plant's commitment to energy security, supporting reliable and uninterrupted power supply within industrial estate.

Bangkhenchai Solar Power Plant



Bangkhenchai Solar Power Plant conducts continuous performance assessment and monitoring using key indicators to enhance power generation efficiency and stability.

Key Indicators

- **Plant performance ratio:** Measures power generation efficiency
- **Annual maintenance performance:** Evaluates equipment reliability and identifies areas for improvement

Performance Monitoring

The plant conducts monthly performance evaluations to analyze factors affecting efficiency and implement necessary corrective measures.

The primary goal of Bangkhenchai Solar Power Plant is to enhance the reliability and sustainability of its power generation through efficient operations and strong environmental responsibility.

2024 Performance

Annual Maintenance

	Xayaburi Hydroelectric Power Plant	Nam Ngum 2 Hydroelectric Power Plant	Bangkhenchai Solar Power Plant	Bangpa-in Cogeneration Power Plant
Targets of the total maintenance	100%	100%	100%	100%
Achievements Completed of the total maintained items	100%	100%	100%	100%
Execution of annual production and distribution plans	As outlined	As outlined	As outlined	As outlined
Performance Ratio	As outlined	As outlined	As outlined	As outlined

*Nam Ngum 2 Hydroelectric Power Plant underwent a planned major overhaul, which began from November 18, 2023 and was scheduled to be completed by February 14, 2024.

	Hydropower	Solar Power	Cogeneration (Electricity)	Cogeneration (Steam)
Install Capacities	3,360 MW	35 MW	237.5 MW	40 MW
Total energy generated	8,779,731.69 MWh	21,831.38 MWh	1,600,296.31 MWh	57,445.51 MWh

2024 Performance

Customer Satisfaction Survey

	Xayaburi Hydroelectric Power Plant	Nam Ngum 2 Hydroelectric Power Plant	Bangkhenchai Solar Power Plant	Bangpa-in Cogeneration Power Plant
Percentage of customers satisfaction surveys in 2024	100%	100%	100%	100%
Satisfaction rate in 2024	92.50%	98.33%	96.00%	99.10%

System Everage Interruption Duration Index

	Xayaburi Hydroelectric Power Plant	Nam Ngum 2 Hydroelectric Power Plant	Bangkhenchai Solar Power Plant	Bangpa-in Cogeneration Power Plant
SAIFI	0.13	0	0	0
SAIDI	15.35	0	0	0
CAIDI	408.00	0	53.62	0



Innovation Management

Innovation Management

2024 Targets		2024 Achievements
Develop new innovation per year	≥1 innovation	3 innovations 19 innovations (cumulative)
Innovators	>50 innovators (cumulative)	68 innovators (cumulative)
Disseminated knowledge and technology to stakeholders residing in the vicinity of CKPower's power plants	>2,000 stakeholders	4,594 stakeholders

SDGs

Impact on Business

CKPower continuously drives and fosters innovations to create value for all stakeholders. Through innovation development, employees gain new skills and learning opportunities, while collaborations with suppliers and customers lead to mutual knowledge exchange. Benefits are also extended to communities surrounding power plants through continuous electricity delivery while reducing environmental impacts in the power generation process, such as greenhouse gas emissions reduction, efficient water resource management, and sustainable waste management.

Furthermore, CKPower's commitment to innovation strengthens **investor confidence,** supports **Thailand's and Southeast Asia's energy security goals,** and aligns with **global sustainable development objectives,** particularly in **clean energy transition** and **climate resilience.**

Challenges and Opportunities

The demand for renewable energy is rising rapidly due to **global energy transition trends** and **environmental policies.** However, the power generation industry faces intense competition and rapid technological advancements.

To maintain its competitiveness and meet evolving demands, CKPower prioritizes strategic innovation planning by: enhancing operational efficiency to optimize costs and reduce resource waste, developing new business models that leverage cutting-edge energy solutions, minimizing environmental and social impacts, ensuring sustainability in power generation.

By staying ahead of industry shifts, CKPower not only strengthens its competitive advantage but also expands its innovation-driven business growth.

Commitment

CKPower is committed to **advancing energy transition** through continuous innovation. Through continuous effort, the Company has proven that hydroelectric power is a sustainable clean energy source that plays a crucial role in advancement towards a low-carbon society.

In addition, the Company adopts cutting-edge innovation to enhance production processes, achieve maximum long-term efficiency, and reduce resource consumption and impacts on the environment and communities, as well as encourages personnel participation in innovation creation to maximize the capabilities for knowledge and technology development.

Operational Guidelines

Innovation Development Policy

CKPower integrates innovation management into its corporate governance framework to enhance employee capabilities and advance engineering and resource management expertise. The Company also emphasizes: adopting state-of-the-art technology in all power plant projects, encouraging cross-functional collaboration to drive innovation, promoting eco-friendly and sustainable management practices across its operations.

Innovation Development Strategies

1 **Knowledge Management**
Strengthening internal knowledge-sharing through innovation databases to facilitate continuous learning and idea generation.

2 **External Collaboration**
Partnering with leading organizations and research institutions to explore new technologies that drive engineering and environmental advancements.

3 **Stakeholder Engagement**
Disseminating knowledge and innovative practices to communities and business partners to foster inclusive growth.

Innovation Development Framework

CKPower has established a structured innovation framework that encourages employees to apply technology to enhance efficiency, minimize environmental impact, and address stakeholder needs.

New Innovation
Promote breakthrough innovations that improve CKPower's long-term capabilities and competitive advantage.

New Invention
Support the development of industry-leading energy innovations.

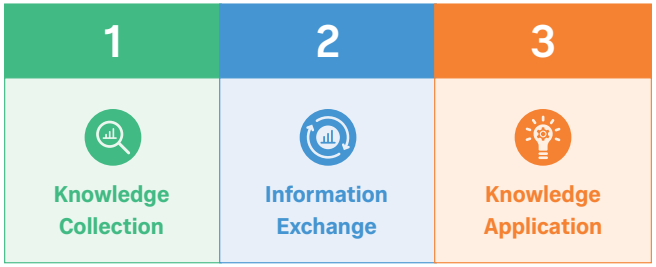
Improvement
Optimize and expand existing innovations to align with operational needs, improve efficiency, and reduce costs.

Partnership
Strengthen collaborations with external organizations to co-develop cutting-edge solutions.

Support ESG
Ensure that innovations support Environmental, Social, and Governance (ESG) principles, including enhancing production efficiency, reducing resource consumption, improving environmental sustainability, creating social benefits for communities and stakeholders.

Components of CKPower's Innovation Knowledge Development

To reinforce innovation development, CKPower has implemented a structured knowledge-sharing process



1. **Knowledge Collection** – Employees document best practices and develop technical manuals for company-wide reference.

2. **Information Exchange** – Training programs, workshops, and expert-led discussions ensure knowledge transfer and skill enhancement.

3. **Knowledge Application** – Innovations are systematically integrated into business operations, ensuring continuous improvement in efficiency and sustainability.

Additionally, to facilitate operations in the digital transformation era, CKPower has implemented modern technologies in work processes under the Industry Framework, which serves as an industry standard model for business processes, to enhance efficiency, transparency, and sustainability across all operational stages.

Diffusion of Innovations

CKPower actively shares its innovation-driven insights with stakeholders through various activities, including:

- Open house site visits to Xayaburi Hydroelectric Power Plant, Bangpa-in Cogeneration Power Plant, and Nam Ngum 2 Hydroelectric Power Plant
- Seminars and lectures on clean energy and energy conservation
- Public awareness campaigns promoting renewable energy adoption

In 2024, CKPower conducted innovation dissemination programs involving 4,594 participants, strengthening its commitment to sustainable energy solutions.

Effectiveness Monitoring

Driven by its commitment to sustainability through innovation, CKPower has:

- Developed 19 cumulative innovations, with two additional projects in progress
- Engaged 68 innovators within its workforce to drive continuous improvement
- Encouraged all power plants to set innovation targets, supporting employees in research and development efforts

A notable initiative at the Bangpa-in Cogeneration Power Plant is the weekly Innovation Sessions, where employees:

- Present department-specific innovations
- Share ideas for process improvements
- Collaborate on engineering advancements

Furthermore, CKPower has introduced the SD04: Innovation Development for Sustainability course, designed to educate employees on innovation best practices that benefit stakeholders, society, and long-term corporate sustainability.

Innovation Development for Sustainability Education through the SD04: Innovation Development for Sustainability Course



Performance

Resulting from the initiative to continuously create and develop innovations to increase production efficiency and reduce environmental impacts

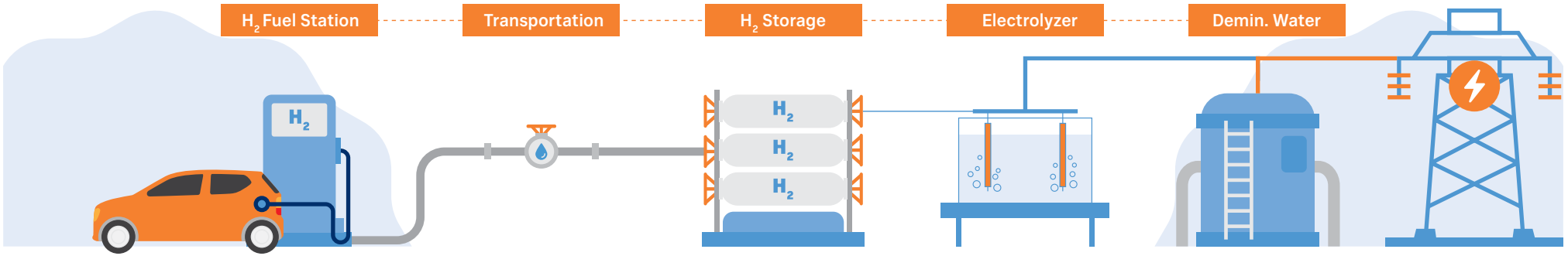
	CKPower currently has a total 17 innovations	9	Adjustment and Control of the Chloride Range in the Cooling Tower at Bangpa-in Cogeneration Power Plant
1	Online Water Wash Project at Bangpa-in Cogeneration Power Plant	10	Phase 2 of Steam Turbine Load Adjustment Project at Bangpa-in Cogeneration Power Plant
2	Off-peak Gas Compressor Power Reduction Project at Bangpa-in Cogeneration Power Plant	11	Electric Vehicle Project at Xayaburi Hydroelectric Power Plant
3	Lower Gas Pressure - Better Heat Rate Project at Bangpa-in Cogeneration Power Plant	12	Gas Compressor Lubricant Reduction at Bangpa-in Cogeneration Power Plant
4	Air Dryer Deactivation at Bangpa-in Cogeneration Power Plant	13	Eco-Friendly Fermentation Tank Project at Nam Ngum 2 Hydroelectric Power Plant
5	Deactivation of Cooling Tower Fan during 00:00-06:00 hrs. at Bangpa-in Cogeneration Power Plant	14	Water Truck Usage Reduction Project for Garden and Landscape Maintenance at Xayaburi Hydroelectric Power Plant
6	Cooling Tower Optimization Project at Bangpa-in Cogeneration Power Plant	15	Dry Low NOx Burner (DLE) Technology and Continuous Emission Monitor System (CEMs) at Bangpa-in Cogeneration Power Plant
7	Slip Ring Dust Collector Project at Bangpa-in Cogeneration Power Plant	16	Biodiversity Conservation Innovation through Fish Passage System at Xayaburi Hydroelectric Power Plant
8	Main Inlet Valve Spare Part Project at Bangpa-in Cogeneration Power Plant	17	Advanced CKP Forecasting System: Enhancing XHPP Inflow Forecasting System for Sustainable Clean Energy at Xayaburi Hydroelectric Power Plant

In 2024, the Company initiated two new clean energy innovation projects

- Development of Green Hydrogen and Green Ammonia Plants
- Use of Hydrogen Co-firing with Natural Gas at Bangpa-in Cogeneration Power Plant

Both projects are currently in the feasibility study phase and are aimed at reducing greenhouse gas emissions, supporting Net Zero Targets and strengthening regional energy security.

Feasibility Study for Green Hydrogen and Green Ammonia Plants



Objective

To assess the feasibility of developing industrial production of green hydrogen and green ammonia as clean energy solutions that effectively address sustainability goals and reduce greenhouse gas emissions.

Benefits to the Company

- Enhanced competitiveness and new business opportunities in clean energy
- Reduction of greenhouse gas emissions in alignment with national Net Zero targets
- Opportunity to establish regional leadership in the clean energy industry

Benefits to Stakeholders

- Tangible reduction in greenhouse gas emissions.
- Reinforcement of national energy security and reduced dependence on high-carbon fossil fuels.
- Increased national competitiveness on the global stage to support low-carbon industries.
- Enhancement of Thailand's position as a regional clean energy leader and promotion of national sustainable energy development.

Research Methodology

CKPower is currently in the process of conducting a feasibility study for the green hydrogen and clean energy application project through the following process

- Data collection and in-depth analysis
- Presentation of data to affiliate companies to discuss feasibility and explore future investment collaboration
- Development of the Company as a service center for R&D for affiliate companies

Next Phase Plans

- Seek collaboration with advanced technology producers and knowledge sharing from supply chain stakeholders.
- Focus on reducing production costs and increasing competitiveness in clean energy markets.

Phase 1 Feasibility Study Results

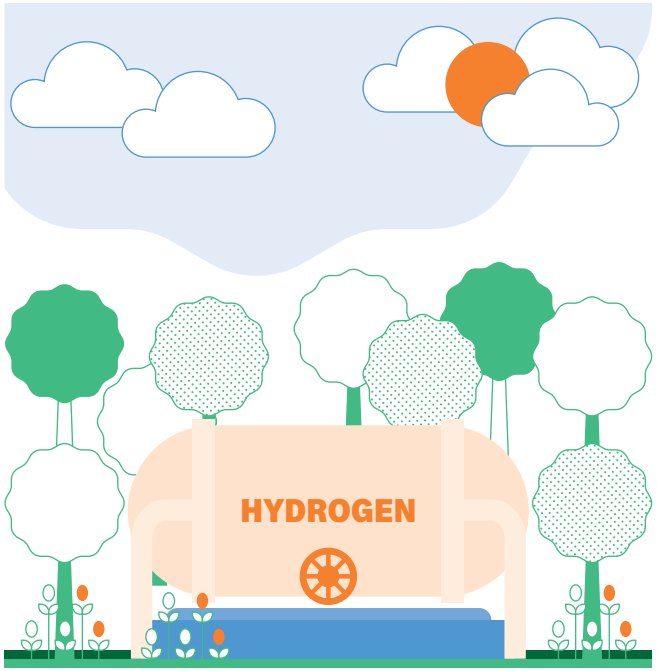
Hydrogen Energy Potential

- Hydrogen is a clean energy source exportable to all regions with significant potential for decarbonization.
- Hydrogen energy is applicable across various industries, including those requiring clean heat energy and clean electrical power.

Company Resources and Capabilities

- CKPower possesses sufficient resources and capabilities to construct a hydrogen plant.
- Current high technology costs impact production costs, affecting macro-level competitiveness.

Feasibility Study for Hydrogen Co-firing with Natural Gas at Bangpa-in Cogeneration Power Plant



Objective

To assess the feasibility of implementing hydrogen co-firing with natural gas for power generation.

Benefits to the Company

- Reduced carbon dioxide emissions per production unit through hydrogen co-firing with natural gas.
- Enhanced corporate image as a clean energy leader committed to decarbonization.
- Support for the government's Net Zero policies.

Benefits to Stakeholders

- Significant environmental impact reduction due to decreased carbon dioxide and zero greenhouse gas emission during hydrogen combustion.
- Increased investor confidence in clean energy technology development in industries seeking to decarbonize the supply chains.
- Support for national and regional roles in the clean energy transition.

Research Methodology

- Analysis of the impacts on power plant systems of various hydrogen and natural gas ratios.
- Determination of optimal hydrogen ratio without affecting existing plant systems.
- Assessment of necessary upgrades or component replacements for increased hydrogen ratios.
- Cost-benefit analysis across various aspects.

Preliminary Feasibility Results

- A 5% hydrogen blend with natural gas shows no impact on existing power plant systems, including power generation and auxiliary systems.
- A hydrogen ratio above 5% begins to affect thermal systems and piping, suggesting that component replacements are potentially required to accommodate higher hydrogen blends.



Project Highlight on 2024

CKP Forecasting System: Enhancing Xayaburi Hydroelectric Power Plant's (XHPP) Inflow Forecasting System for Sustainable Clean Electricity

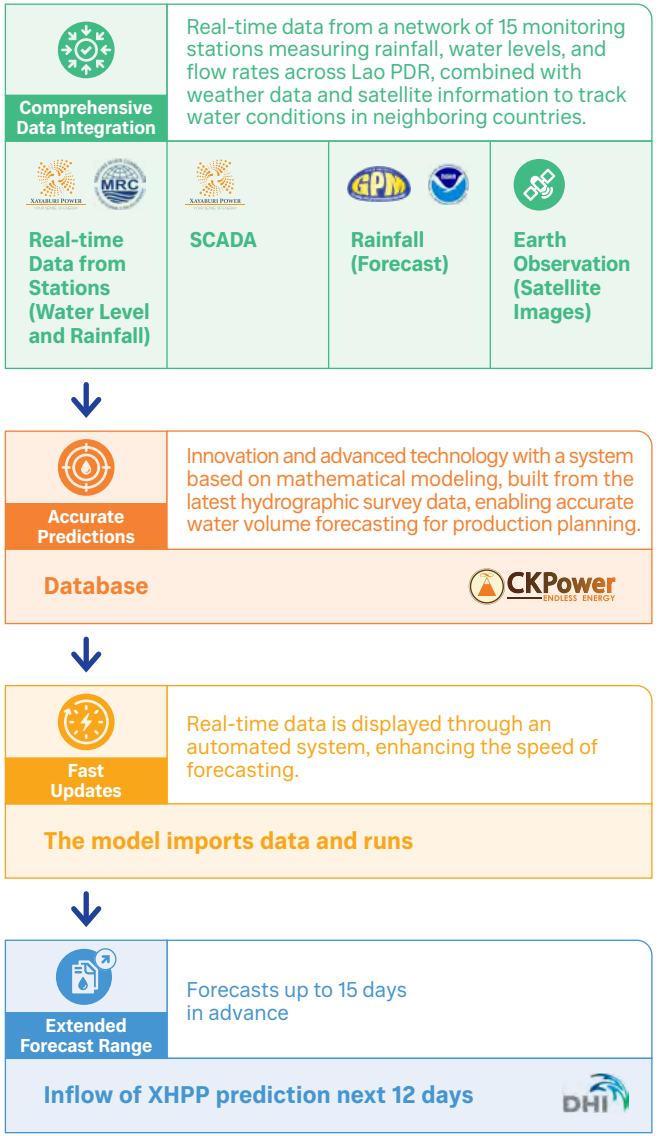
The CKP Forecasting System: XHPP Inflow Forecasting (2024), developed in collaboration with DHI A/S (Danish Hydraulic Institute), Denmark, marks a significant improvement over the first-generation flow forecasting system created by Compagnie Nationale du Rhône (CNR), France, in 2018. This advanced Hydrometeorological Monitoring and Forecasting System (HMFS) aims to enhance the Xayaburi Hydroelectric Power Plant (XHPP) operational safety and efficiency.

This system combines real-time hydrometeorological data with innovative modeling techniques and state-of-the-art technologies to produce accurate inflow forecasts. These forecasts are crucial for efficient energy production and environmental stewardship. Additionally, the system improves public safety by predicting potential flood scenarios upstream and downstream of the plant. The new system offers four key advantages that significantly enhance safety and production planning.

Key Advantage of CKP Forecasting System

1. **Comprehensive Data Integration:** Real-time information is collected from a network of 15 monitoring stations across Laos PDR, measuring rainfall, water levels, and flow rates. This is complemented by publicly available weather data and satellite imagery of neighboring countries. These diverse data sources are verified and refined for consistency and accuracy before use, ensuring high-quality forecasting.
2. **Accurate Predictions:** The system uses state-of-the-art mathematical models based on the latest river cross-section surveys, along with ensemble forecasting techniques, to minimize uncertainties. Models link real-time data from nearby monitoring stations, providing precise forecasts crucial for energy production planning.
3. **Fast Updates:** Automated processes, from satellite data downloads to hydrological simulations and output visualization, ensure timely information for decision-makers. This automation reduces manual workload and human errors, enabling swift responses in various scenarios.
4. **Extended Forecast Range:** Using DHI's Global Hydrological Model (GHM) and MIKE+ River Models, the CKP Forecasting System generates medium-range forecasts up to 15 days in advance, an improvement from the previous 12 days range. This extended forecast period facilitates more forward-looking production planning.

CKP Forecasting System: XHPP Inflow Forecasting



Overview of System Workflow

The system can also be further developed to create sediment transport modeling, which is vital for the long-term sustainability of the Mekong River. This modeling enables CKP to monitor sedimentation as well as assess potential impacts on river morphology, ensuring the long-term sustainability of the Mekong River. Currently, the system is specifically implemented for the Xayaburi Hydroelectric Power Plant, with plans to expand its application to other hydropower plants, such as the Nam Ngum 2 Hydroelectric Power Plant and the Luang Prabang Hydroelectric Power Project, in the future.

Development Plan for The CKP Forecasting System (2024)

2023
- Current ICT infrastructure checkup
- Data backup and new system architecture design

2024
- New Machine and system migration
- Hydrological & geospatial dataset migration
- On the job training
- New system parallel operation

2025
- Go live CKP Forecasting System
- Post monitoring

This innovation, through The CKP Forecasting System: XHPP Inflow Forecasting (2024), reflects the Company's dedication to the clean energy transition. By leveraging technology and innovation, we enhance operational safety and efficiency while minimizing environmental impacts. The system supports our mission to harness hydropower as a sustainable energy source, contributing to the global effort for a low-carbon society.

Overall Innovation Performance

The numbers of eco-friendly production optimization innovations and corporate innovators developed

	2021	2022	2023	2024
Innovations	11 innovations (cumulative)	13 innovations (cumulative)	16 innovations (cumulative)	19 innovations (cumulative)
Innovators	10 innovators (cumulative)	16 innovators (cumulative)	50 innovators (cumulative)	68 innovators (cumulative)
Number of stakeholders residing in the vicinity of CKPower's power plants who received disseminated knowledge and technology	350 stakeholders	1,530 stakeholders	1,712 stakeholders	4,594 stakeholders

Innovation-Enabled Energy, Resource, and Cost Savings

	2021	2022	2023	2024
Energy saving	3,150 MWh/year	5,980 MWh/year	4,390 MWh/year	4,444 MWh/year
GHG emissions reduction	1,418 tCO_2e/year	2,763 tCO_2e/year	2,026 tCO_2e/year	2,054 tCO_2e/year
Reduce fuel consumption	- litters/year	- litters/year	- litters/year	4,770 litters/year
Water saving	58,594 cubic meter/year	54,387 cubic meter/year	28,006 cubic meter/year	28,010 cubic meter/year
Energy cost saving	6.50 million baht/year	23.70 million baht/year	16.30 million baht/year	16.59 million baht/year



Customer Relationships Management

Long-term Targets

Customer complaints	**Zero** case
Maintain operational efficiency of the power system to ensure customer confidence	
Deliver electricity to customers in accordance with the terms of the Power Purchase Agreement (PPA)	**Deliver electricity**

2024 Targets		2024 Achievements	
Customer complaints	**Zero** case		**Zero** case
Customer satisfaction with the Company's operations	**89%**		**97%**
Deliver electricity to customers in accordance with the terms of the Power Purchase Agreement (PPA)	**Deliver electricity** as Outlined		**Deliver electricity** as Outlined

SDGs

Impact on Business

CKPower recognizes that **efficient, transparent, and proactive customer relations management** directly enhances confidence and satisfaction while reinforcing its role as **a trusted leader in renewable energy.** Beyond ensuring service reliability, a well-structured customer relations strategy creates opportunities for strategic collaborations and strengthens CKPower's **long-term business resilience.**

The Company remains committed to providing **clean and sustainable energy** while maintaining an **open dialogue** with stakeholders to continuously improve operational processes and align with customer expectations.

Challenges and Opportunities

CKPower prioritizes operational excellence to ensure consistent and uninterrupted electricity delivery to customers in Thailand and Lao PDR, in strict compliance with Power Purchase Agreements (PPAs). The Company also prepares for emerging risks such as climate variability and geopolitical factors that could impact operations. To differentiate itself in the market, CKPower integrates advanced technology and energy innovations to enhance customer experience. By leveraging cutting-edge solutions, CKPower not only ensures service quality and reliability but also enhances operational efficiency while supporting a low-carbon future.

Commitment

CKPower is dedicated to continuous and transparent customer relations management, with a strong emphasis on fostering trust through clear and open communication, ensuring service reliability by promptly addressing customer concerns, delivering high-caliber, international-standard services, encouraging customer feedback to improve operations and align with evolving needs. In addition, customer opinions and suggestions are actively welcomed to improve its power production processes, electricity delivery, and other services and better address specific requirements.

Beyond business operations, CKPower actively engages in initiatives and projects that create shared value—meeting customer expectations while contributing to society and the environment.

Operational Guidelines

CKPower places great importance on customer relationship management and remains committed to continuously enhancing customer satisfaction by adhering to internationally recognized management standards. The Company upholds fairness, integrity, and strict confidentiality in business operations while ensuring the timely delivery of high-quality products and services.

To maintain operational excellence, CKPower conducts regular power generation system tests in compliance with the stringent standards set by the Electricity Generating Authority of Thailand (EGAT). These measures ensure customers receive a stable power supply under all circumstances, reinforcing confidence in a high-quality and sustainable electricity distribution system.

Beyond operational efficiency, CKPower actively fosters customer engagement through a variety of initiatives, including seminars, information-sharing meetings, site visits to renewable energy projects, corporate sports events, and corporate social responsibility (CSR) activities within local communities.

The Company also conducts annual customer satisfaction surveys to gather valuable insights for continuous improvement, ensuring that its operations align with customer expectations.

Customer Relations Management Strategies

1		Customer Engagement and Responsiveness
2		Transparent and Continuous Communication
3		Compliance with Agreement Terms and International Standards
4		Fostering Trust and Long-term Relations
5		Innovation and Technology Development
6		Efficient Emergency Management

1. Customer Engagement and Responsiveness
   - Gather customer feedback and suggestions to improve power generation processes, electricity delivery, and service quality.
   - Ensure a swift and effective response to customer needs, maintaining the highest level of satisfaction.

2. **Transparent and Continuous Communication**
   - Maintain clear and transparent communication throughout all service interactions.
   - Leverage multiple communication channels, including meetings, seminars, and digital platforms, to ensure accessibility and responsiveness.

3. **Compliance with Agreement Terms and International Standards**
   - Adhere strictly to power purchase agreements, ensuring reliable electricity delivery.
   - Align with clean energy and sustainability standards to strengthen customer confidence.
   - Conduct regular inspections and quality assessments to meet customer expectations and industry benchmarks.

4. **Fostering Trust and Long-term Relations**
   - Strengthen customer relationships through engagement activities such as seminars, information-sharing meetings, renewable energy site visits, corporate sports events, and community-focused CSR initiatives.
   - Foster strategic collaboration to drive sustainable energy solutions and long-term partnerships.

5. **Innovation and Technology Development**
   - Integrate advanced technology into power generation and distribution to optimize efficiency and reduce environmental impact.
   - Develop tailored products and services to support customers in the evolving energy transition.

6. **Efficient Emergency Management**
   - Implement risk management strategies and emergency preparedness measures to ensure service continuity.
   - Maintain backup systems and a dedicated response team to deliver uninterrupted and reliable electricity supply.

Electricity Delivery Monitoring

CKPower manages its power purchase agreements with a structured power delivery monitoring system across three levels of personnel as: **management , supervisor and operational level.** This ensures comprehensive and uninterrupted control and evaluation of electricity production and distribution. In 2024, power generator test runs conducted across three power plants revealed that CKPower's power generators operated with maximum efficiency in full compliance with established standard. CKPower also maintains continuous oversight of its power purchase agreements, ensuring efficient energy delivery and the ability to sustainably meet customer needs in the long term.

1	**Management**
Oversees policy development, strategic planning, and the assignment of responsibilities while establishing management guidelines to ensure stable and efficient electricity delivery.	
2	**Supervisor**
Monitors performance to ensure compliance with agreement terms, including peak power volumes, system tests, electricity quality control, distribution management, and overall delivery preparedness to meet contractual obligations.	
3	**Operation**
Conducts machinery inspections and monitors power output to maintain uninterrupted operations. Staffing is structured to support 24-hour operational efficiency.	

Customer Satisfaction Survey

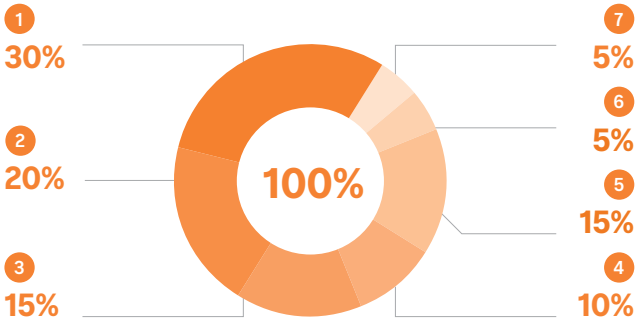
CKPower conducts customer satisfaction surveys across all its power plants to assess operational performance and service quality. The survey results are leveraged to refine service systems, support strategic planning, and enhance operational efficiency, ensuring continuous development and excellence in service delivery. In 2024, customer satisfaction was evaluated across all CKPower power plants, using a scoring system based on a full score of 100%. The assessment is categorized into five levels: Excellent (91-100%), Good (81-90%), Average (61-80%), Poor (51-60%), and Very Poor (less than 50%). The survey results revealed that all CKPower power plants achieved ratings in the **Excellent** category, with scores ranging from **95.4% to 99.3%.** The following criteria were used to assess customer satisfaction.



Bangpa-in Cogeneration Power Plant 1 and 2

Customer satisfaction survey of Bangpa-in Cogeneration Power Plant 1 and 2, is conducted through interviews with executives and relevant staff from both the client side and the Company. The survey consists of 7 criteria, with a total weightage of 100%, divided into

The survey consists of 7 criteria
(total weightage of 100%)

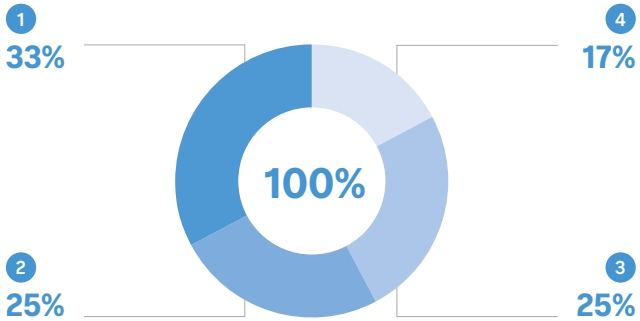


1. Power/ steam system quality control
2. Precision of power/ steam purchase and sales volumes
3. Power/steam equipment maintenance
4. Convenience of reporting power/ steam issues
5. Accuracy of power/ steam details on invoices
6. Speed of delivering power/ steam invoices
7. Ability to respond to inquiries

Nam Ngum 2 Hydroelectric Power Plant

The customer satisfaction survey for the Nam Ngum 2 Hydroelectric Power Plant is conducted through interviews with executives and personnel involved with customer companies. The assessment is based on four key dimensions, with a total weight of 100%, divided as follows

The survey consists of 4 criteria
(total weightage of 100%)

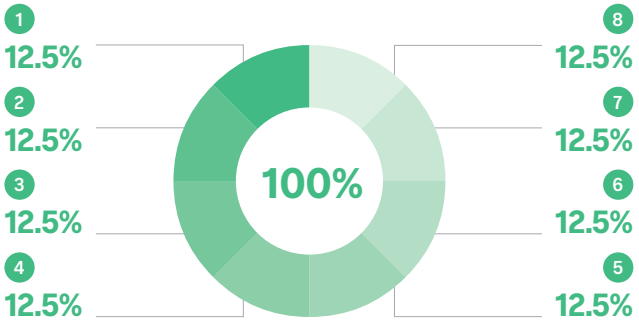


1. Quality
2. Communication
3. Personnel
4. Corporate image of the power plant

Bangkhenchai Solar Power Plant

Customer satisfaction survey of Bangkhenchai Solar Power Plant is conducted through interviews with executives and relevant staff from both the client side and the Company. The survey consists of 8 criteria, with a total weightage of 100%, divided into

The survey consists of 8 criteria
(total weightage of 100%)

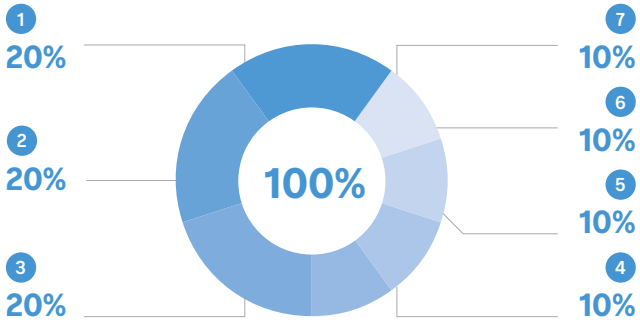


1. Monthly data submission
2. Technical coordination and communication
3. Notification of system open-close cases
4. Convenience in meter reading
5. Accuracy of electricity calculation and issuance of payment collection letters
6. Accuracy of invoice, billing statement, tax invoice, and receipt in terms of dates and address by the power plant
7. Professionalism of company staff
8. Convenience and speed of contacting company staff

Xayaburi Hydroelectric Power Plant

The customer satisfaction survey for the Xayaburi Hydroelectric Power Plant is conducted through interviews with executives and relevant personnel from customer companies. The survey consists of seven assessment criteria, with a total weight of 100%, divided as follows

The survey consists of 7 criteria
(total weightage of 100%)



1. Power system quality control
2. Accuracy of buy-sell volume
3. Maintenance of electrical equipment
4. Convenience in contacting or notifying a power failure
5. Accuracy of the information in the electricity Invoices
6. Speed of delivery of electricity invoices
7. The ability to answer questions



Complaint Handling Guidelines

CKPower has put in place channels for communication, complaints, and mutual conflict resolution as well as customer satisfaction surveys, including 24 hours.

Telephone
Directly connected to the power plant control room 24 hrs.

Line Application Group
Used for communication between the Company and customers.

E-mail
Sent to customer relations officers.

Customer Complaint Management Channels and Processes
For personal data inquiries, contact ckpdpo@ckpower.co.th.

Complaints received through various channels will be forwarded to the relevant departments for appropriate and thorough resolution. The Company continuously utilizes customer feedback to improve its operations, ensuring services that meet customer needs and maximize satisfaction.

Complaint Handling Guidelines

Customer complaints filed through the available channels, including telephone, E-mail, or Line, are received and recorded in full and are subsequently forwarded to relevant departments for analysis and proper resolution. Every step in the process is conducted with efficiency, transparency, and a commitment to timely action. Once the issue is resolved, the Company provides the status to the customer and documents the complaint details in its database. This data is utilized to enhance work processes, prevent recurring issues, and reinforce customer confidence and satisfaction.

1	**Receiving Complaints and Suggestions**
	The Company receives complaints and suggestions from customers.
2	**Case Consideration**
	The Company reviews and forwards the case to the responsible department for further evaluation.
3	**Initial Response**
	The Company acknowledges the receipt of the complaint and provides an initial response to the complainant within two business days.
4	**Root Cause Analysis**
	The responsible department analyzes the root cause of the issue to develop an improvement plan.
5	**Action Plan and Implementation Timeline**
	The responsible department estimates the timeline for implementing corrective measures and provides updates to the complainant accordingly.
6	**Reporting Results**
	The responsible department reports the progress and resolution of the complaint to ensure the issue is fully addressed within the specified timeframe.



Customer Data Protection

CKPower prioritizes customer data protection by implementing a structured **access control system based on data** sensitivity levels, preventing unauthorized disclosure to external parties. The Company has also established guidelines aligned with listed company regulations to enhance transparency and security in its operations.

Additionally, CKPower integrates advanced **information technology systems** with robust security measures, including systematic risk monitoring, cybersecurity management, and system protection across all operational processes. The Company remains committed to minimizing information technology risks efficiently and sustainably.

External Personal Data Protection Policy

Customer Satisfaction Survey and Response to Customer Needs

As part of **customer relations management,** CKPower conducts annual satisfaction surveys using both **questionnaires** and **in-depth interviews** to continuously evaluate and improve its service quality. Satisfaction targets are established with customer participation and serve as a reference for all power plants to ensure that their service delivery meets standards and customer expectations.

2024 Survey Results

Based on the customer satisfaction surveys conducted, most customers have expressed high levels of satisfaction in the following areas

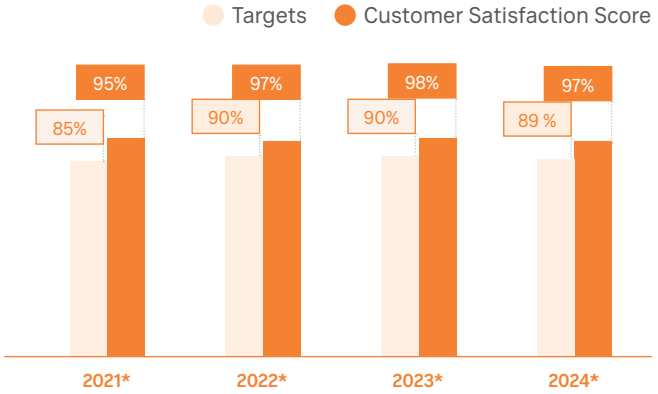
- **Service quality:** Reliable energy production and delivery systems
- **Communication speed:** Fast communication and information provision
- **Problem solving and complaint response:** Good level of service capable of fostering customer trust

However, to further improve service delivery, the following improvement guidelines have been developed

- **Adding new communication channels:** Faster and more convenient communication channels for easier access to information
- **More concise and user-friendly information presentation:** Enabling customers to use the information for decision-making more effectively

The Company is committed to continuously implementing these guidelines to enhance service delivery and ability to meet customer needs with maximum efficiency and sustainability.

Customer Satisfaction Survey Results



*Remark: Xayaburi Hydroelectric Power Plant commenced operations in 2021.

2024 Customer Satisfaction Survey Results by Power Plant

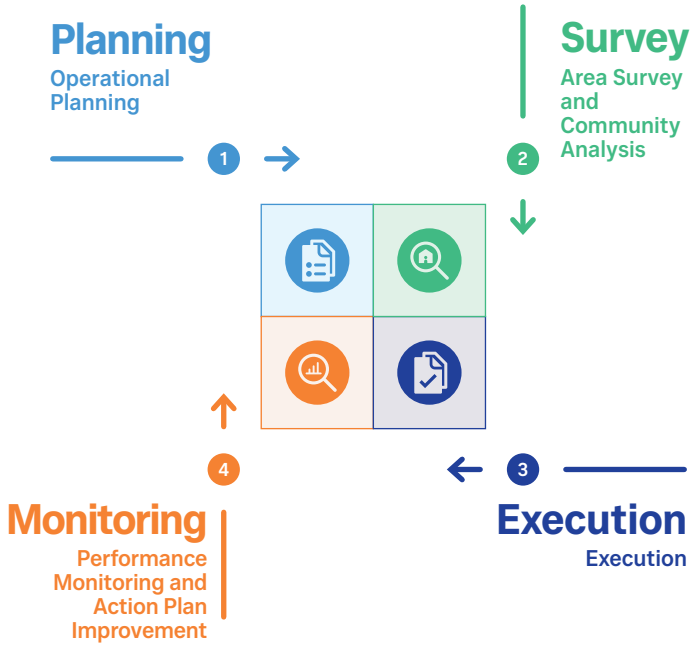
	Targets	Satisfaction Score
Bangpa-in Cogeneration Power Plant 1 and 2	>90%	99%
Nam Ngum 2 Hydroelectric Power Plant	>90%	98%
Xayaburi Hydroelectric Power Plant	87.5%	93%
Bangkhenchai Solar Power Plant	>90%	96%

Criteria: Excellent = 91-100%, Good = 81-90%, Average = 61-80%, Poor = 51-60%, Very Poor <50%

Responding to Customer Needs: The Case Study of Wildfire Risk Management in Partnership with the Electricity Generating Authority of Thailand

The Xayaburi Hydroelectric Power Plant received feedback from the Electricity Generating Authority of Thailand regarding the potential risk of transmission line disconnection caused by forest fires and agricultural burning near transmission corridors. In response, the Company has adopted proactive preventive measures by collaborating with transmission line maintenance contractors and local communities. Through systematic surveys, risk analysis, and the development of joint management plans, CKPower ensures a structured and collaborative approach to mitigating wildfire risks and maintaining uninterrupted power transmission.

Mitigations



1. **Operational Planning**
   Joint operational planning meetings were conducted between Xayaburi Hydroelectric Power Plant, representatives of transmission line maintenance contractors, and communities along the transmission lines to establish coordinated preventive measures.

2. **Area Survey and Community Analysis**
   A field survey was conducted across **approximately 196 kilometers** of transmission line corridors, covering both **communities and agricultural areas** and **local understanding of transmission line safety regulations.**



A field survey was conducted in communities along Xayaburi Hydroelectric Power Plant's transmission lines, with feedback collected on agricultural area management during cultivation periods and proper firebreak management.

3. **Execution**
   - In collaboration with Civil and Transmission Engineering (CTEC), CKPower organized educational workshops titled "Agricultural Area Management and Proper Firebreak Creation," emphasizing safe agricultural practices and the 17 prohibitions for communities along the transmission lines
   - The activities and workshops were implemented in six pilot communities in Xayaburi Province: Ban Huay Luek, Ban Nam Song, Ban Phu Fa Misai, Ban Khun Pon, Ban Huay Rod, and Ban Huay Ped.
   - A total of 429 villagers participated, resulting in greater awareness of wildfire risk reduction and burning practices that might affect the power transmission system.



Education for communities located near transmission lines in February 2024 to build understanding of the environment, wildfire management, proper firebreak creation, and practices related to the 17 prohibitions for communities along the transmission lines.

4. **Performance Monitoring and Annual Plan Improvement**
   - **Monthly area inspections** are conducted in collaboration with **local communities and suppliers,** with a particular focus on the high-risk wildfire period from **October to June.**
   - Risk assessment are carried out to develop **proactive preventive measures** and **continuously refine action plans** for enhanced effectiveness.

2024 Outcome

CKPower has continuously implemented its **customer relations management strategy** to strengthen confidence and cultivate long-term sustainable relationships. In 2024, the Company organized a range of engagement activities, including **seminars, knowledge-sharing sessions, renewable energy project site visits, sports events, and CSR initiatives.** Key activities are as follows

Project Highlight in 2024

CSR Activities in Collaboration with Customers: Clear Water Beautiful Canal Project in Khlong Ban Len Community Bangpa-in Cogeneration

On **June 21, 2024,** Bangpa-in Cogeneration Power Plant launched a social value creation initiative in partnership with customers within the industrial estate through the project "Clear Canals, Clean Water: Khlong Ban Len Community Cares for the Environment," in Khlong Ban Len Community, Phra Nakhon Si Ayutthaya Province. This initiative brought together CKPower employees, customers, students, and local residents to enhance the **water quality and ecological health of Jik Canal.** As part of the project, CKPower installed **four solar-powered water turbines** to **increase dissolved oxygen levels,** improving the canal's water quality. Additionally, **50 freshwater mangrove trees** were planted along the canal to promote biodiversity and strengthen the local ecosystem.



Clear Water Beautiful Canal Project in Khlong Ban Len Community

CSR Activities in Collaboration with Customers: NN2 Green Day for the Environment and Sustainable Communities, Nam Ngum 2 Hydroelectric Power Plant

Nam Ngum 2 Hydroelectric Power Plant marked **Lao PDR's National Tree Day** with a large-scale tree planting activity, held in collaboration with the Electricity Generating Authority of Thailand (EGAT) and Electricité du Laos (EDL). A total of 120 staff members from Nam Ngum 2 Hydroelectric Power Plant, EGAT, and EDL participated in the initiative, collectively planting **130 trees,** including **Inthanin, Coconut, and Teak trees.** To enhance the long-term environmental impact, the Company has developed a systematic forest planting initiative in designated areas, ensuring participation from CKPower, its customers, and local communities. Additionally, the event incorporated an **educational session on natural resource and environmental conservation,** aligning with the **Thailand Greenhouse Gas Management Organization (Public Organization) guidelines.**



NN2 Green Day: Tree Planting for a Sustainable Environment and Community

Relationship Building Activity for Knowledge and Experience Exchange with Bangpa-in Cogeneration Power Plant's Network of Operation-Level Customers

Bangpa-in Cogeneration Power Plant hosted a **relationship building activity** focused on **knowledge and experience exchange** with its **operation-level customer network.** The event brought together **11 participating companies,** fostering collaboration and knowledge-sharing to enhance energy efficiency and operational standards. During the session, the power plant presented its performance in accordance with electricity service standards (SAIFI, SAIDI) under its power distribution system license, reinforcing its commitment to reliable energy delivery. Additionally, **Quality Construction Products PCL. (QCON)** and **OLIC (Thailand) Co., Ltd.,** both customer companies, shared their expertise and innovative practices, facilitating a dynamic exchange of industry knowledge. This collaborative effort aimed to strengthen **energy stability,** encourage **innovation-driven solutions,** and deepen partnerships within the customer network.



Relationship Building Activity for Knowledge and Experience Exchange with Bangpa-in Cogeneration Power Plant's Network of Operation-Level Customers

Relationship Building Activities for Knowledge and Experience Exchange with Customer Networks

Xayaburi Hydroelectric Power Plant actively implements **customer relations management** to foster strong and sustainable partnerships by facilitating regular exchanges of **information, knowledge, and experiences** within its customer network. Through ongoing meetings and discussions, the Company ensures open communication and collaborative engagement.

In 2024, the Company organized the **"Xayaburi Meets Customers"** activity in collaboration with **Electricité du Laos (EDL NNC)** and the **Electricity Generating Authority of Thailand (EGAT).** This initiative aimed to strengthen relationship while providing a platform for customers to share their **opinions, needs, and valuable suggestions.** Key discussion topics included

- **Gathering customer feedback** to enhance services and align customer needs.
- **Addressing operational challenges** by providing clarifications on issues encountered and presenting appropriate solutions
- **Presenting a summary of the power plant's operational performance,** including maintenance plans and related activities
- **Monitoring customer business trends,** including investment **strategies and electricity consumption plans.**

This engagement contributed to CKPower's ability to **optimize electricity production efficiency** while reinforcing its **sustainability strategy,** which prioritizes collaboration and co-development between the Company and its customers.

Relationship Building Activity for Knowledge and Experience Exchange with Nam Ngum 2 Hydroelectric Power Plant's Customer Network

Nam Ngum 2 Hydroelectric Power Plant hosted the **"Nam Ngum 2 Customer Relations Building"** activity, welcoming the **Electricity Generating Authority of Thailand (EGAT),** for a power plant tour and an in-depth discussion on key operational matters. The exchange focused on critical topics, including

- **Current operations and past performance,** providing insights into plant efficiency and reliability.
- **Maintenance plans** to ensure continued electricity production reliability
- **Initiatives to optimize energy production and distribution efficiency,** enhancing overall system performance.
- **Listening to customer needs and suggestions,** refining operations to better align with expectations

This activity not only **reinforced strong customer relationships** but also contributed to **more effective electricity management planning.** By fostering open dialogue and collaboration, the initiative enhanced CKPower's ability to **respond to evolving energy consumption trends** and customer requirements.



Relationship Building Activity for Knowledge and Experience Exchange with Xayaburi Hydroelectric Power Plant's Customer Network



Relationship Building Activity for Knowledge and Experience Exchange with Nam Ngum 2 Hydroelectric Power Plant's Customer Network





Supply Chain Management

Long-term Targets

Suppliers are assessed for ESG risks	100%
Human rights violations across the value chain	Zero case
Violations of the supplier code of conduct	Zero case

2024 Targets		2024 Achievements
Critical and high-risk suppliers undergo a sustainability (ESG)	100%	100%
Critical and high-risk suppliers undergo a assessment (Tier 1)	100%	100%
New suppliers sign to acknowledge the Company's Supplier Code of Conduct	100%	100%
Suppliers undergo human rights training	100%	100%
Suppliers acknowledge and comply with the supplier code of conduct	100%	100%

SDGs

Impact on Business

Effective supply chain management is crucial for CKPower's operational continuity and efficiency. Given the Company's reliance on **maintenance equipment and components,** and **energy technologies** sourced through suppliers across multiple countries, CKPower implements **stringent supplier and contractor screening processes** to mitigate risks and ensure supply chain resilience.

By extending sustainability management to its suppliers and contractors through ESG risk assessments and human rights training, CKPower strengthens long-term sustainability and investment throughout the value chain.

Challenges and Opportunities

In a **rapidly evolving business landscape with** increasingly stringent environmental regulations, CKPower is committed to developing guidelines for sustainable supply chain management that include

- **Integrating ESG principles into procurement policies, supplier selection, and evaluations**
- **Enhancing sustainability criteria in supplier assessments**
- **Promoting responsible business practices throughout the supply chain**

These initiatives help CKPower **mitigate supply chain risks, optimize costs, advance its clean energy goals,** and **reinforce stakeholder confidence,** positioning the Company as **a leader in sustainable renewable energy.**

Commitment

CKPower is committed to **sustainable supply chain management,** ensuring transparency, risk mitigation, and operational efficiency. The Company actively promotes **responsible and sustainable business practices** through

- **Supplier selection and evaluation** based on ESG (environmental, social, and governance) criteria.
- **The Supplier Code of Conduct,** which sets clear guidelines in adherence to legal requirements, international standards, and ESG principles, covering **business ethics, labor practices, human rights, safety, occupational health, and social responsibility.**

Additionally, the Company has developed **comprehensive strategies encompassing supplier selection, risk assessment, and performance monitoring** to ensure business transparency and compliance with labor, safety, and environmental, and human rights standards.

CKPower's ultimate goal is to **foster long-term sustainability** for the business, its suppliers, and society as a whole.

Operational Guidelines

1. Procurement Policy and Supplier Code of Conduct

CKPower's **sustainable supply chain management approach** is designed to **reduce** risks, optimize efficiency, and enhance transparency. The Company's **Procurement Policy and Supplier Code of Conduct** ensure that all suppliers operate responsibly while upholding ESG principles, fostering ethical, sustainable, and resilient supply chain practices.

Procurement Policy

The Company has developed the **Procurement Policy** requiring suppliers to comply with legal requirements, regulations, and international standards in key areas, including labor practices, human rights, safety, occupational health, and environmental management. The policy also encourages suppliers to adapt to **business growth and global-level shifts,** ensuring **long-term sustainable development** alongside the Company.

Supplier Code of Conduct

CKPower has established a **Supplier Code of Conduct** to promote **sustainable business practices** among its business suppliers under **environmental, social, and governance (ESG) principles.** This Code provides guidelines for compliance with applicable laws, regulations, and international standards, covering **business ethics, labor practices and human rights, safety and occupational health, environmental management at operational sites, and social and community responsibility.**

To reinforce responsible supply chain management, CKPower has implemented a comprehensive strategic approach to supply chain management, encompassing every stage from **supplier selection, risk assessment, and performance monitoring.** The Company also **supports suppliers** in conducting their business with **transparency and respect for human rights** ensuring adherence to **labor, safety, occupational health, and environment, and social and community responsibility standards** to drive sustainability throughout the supply chain.

Procurement Policy | Supplier Code of Conduct

Key Focus Areas of the Supplier Code of Conduct

Business Ethics

- Corporate governance
- Equitable and fair treatment
- Intellectual property
- Disclosure and confidentiality
- Delivery and quality of products or services
- Legal compliance

Human Rights and Labor

- Non-discrimination
- Labor protection
- No use of forced labor
- Remuneration, benefits, and work hours

Safety and Occupational Health

- Workplace safety and environment
- Personal protective gear
- Emergency preparedness

Environment

- Compliance with state environmental laws and regulations
- Implementation of corrective and mitigation measures for environmental impact
- Advocacy for efficient use of natural resources among employees

Social Responsibility

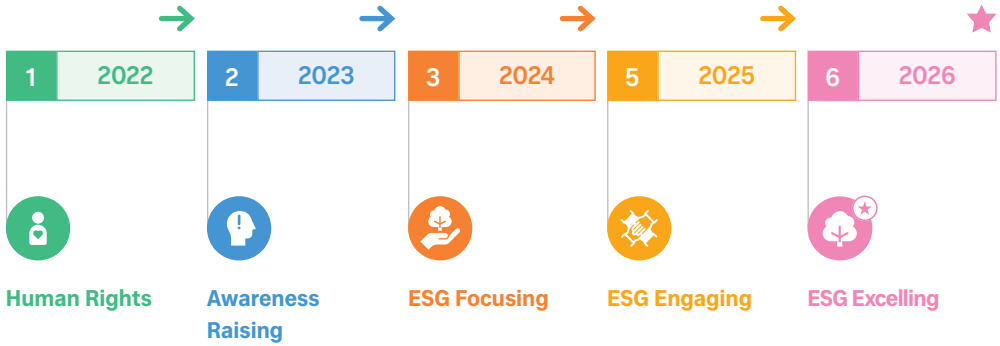
- Consideration of impacts on communities and society in business operations
- Respect for local cultures and traditions
- Contribution to community and social development

2. Strategy and Roadmap

CKPower is committed to conducting its business in a manner that ensures **sustainable growth** while **upholding its responsibilities to the community, society, and the environment.** To this end, the Company has developed a **comprehensive supply chain strategy** covering supplier selection, risk assessment, and performance evaluation, actively supporting and encouraging suppliers to conduct their business ethically, with transparency and respect for human rights, in compliance with labor standards, safety, occupational health, and environmental regulations.

The Company has also implemented a sustainability assessment process for suppliers, which includes the preparation of information, questionnaires, and the establishment of guidelines and procedures for conducting assessments in line with international standards such as ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. The sustainability assessment of suppliers has been conducted annually since 2019, with an increased focus on conducting on-site inspections to ensure compliance with the Supplier Code of Conduct established by the Company. CKPower remains dedicated to continuously improving the supplier assessment process to align with its sustainability policies and strengthen the supply chain for long-term resilience.

Sustainable Supply Chain Development Plan





Employee and Supplier Capability Development Training

CKPower provides **annual capability development training** for employees and suppliers, comprising of **annual courses and potential enhancement programs** aimed at effectively supporting organization transformation. In addition, **policies, practices, and guidelines related to procurement processes** are clearly communicated to enable personnel to operate systematically, properly, and in alignment with CKPower's standards. These initiatives also encourage suppliers to adhere to sustainable business practices **under environmental, social, and governance (ESG) principles** in line with the Company's strategy.

In 2024, supplier training and activities were organized to support their development and elevate sustainability standards. These programs provided CKPower personnel and suppliers insights into **sustainable supply chain management** and enabled them to put guidelines into practice to enhance operational efficiency and elevate the organization's ESG standards in line with global trends. The programs offered are as follows

Annual Program

Sustainable Supply Chain Management

Overview and guidelines on sustainable supply chain management, its integration into operational processes, and the completion of national and international sustainability assessment forms.

ISO 20400:2017 (Sustainable Procurement)

Fundamentals of sustainable procurement according to ISO 20400:2017, including risk and impact management, due diligence, prioritization of sustainability issues, promotion of responsible supplier behaviors, and prevention of unethical practices.

Value Chain Analysis

A foundational course for departments on improving sustainable supply chain management, emphasizing value chain analysis, stakeholder engagement, and sustainability-related disclosures in the Annual Report 2024 (Form 56-1 One Report) to support CKPower's long-term sustainable growth.

Potential Enhancement Program

Communication on CKPower's Human Rights Policy and the Significance of Human Rights in Relation to Modern Slavery and Forced Labor

Training on CKPower's Human Rights Policy, the definition of human rights, modern labor practices, and the risks of modern slavery and forced labor in business operations.

Supplier Risk Assessment

The Company assesses supplier risks and potential impact on its business operations, with the assessment criteria consisting of **the likelihood of risk and the severity of impact** across various dimensions, including governance, economy, society, and environment. The assessment covers critical issues, such as business ethics, labor practices and human rights, safety and occupational health, environmental management, and social and community responsibility. The Company has divided supplier risk levels into four categories as guidelines for supplier management and development in alignment with sustainability standards.

In 2024, **CKPower conducted risk assessments for all 497 suppliers,** representing **100% of total supplier base.** The results revealed that **most suppliers fell into the low-risk category.** If any issues with a high to extreme level of risk are identified, CKPower will implement appropriate risk management measures to **bring the risk down to an acceptable level,** in line with its **sustainable supply chain management guidelines.**

Level of Risk

Extreme	Unacceptable levels of risk requiring immediate action to mitigate and bring within acceptable levels.
High	Unacceptable levels of risk requiring risk management measures to reduce exposure to an acceptable level.
Medium	Acceptable levels of risk requiring preventive measures to avoid escalation to an unacceptable level.
Low	Acceptable levels of risk can be tolerated without the need for additional risk control beyond standard monitoring.



Issues with an extreme level of risk

- Employment of child labor/ illegal migrant workers
- Violation of human rights or forced labor

Risk Management Measures

- Establishing criteria for supplier qualification assessment
- Company visits
- The names/ profiles/ copies of ID cards of the workers employed
- Registration documents for foreign workers
- Supplier blacklisting

Occupational health and safety of the workforce

Risk Management Measures

- Pre-work safety risk assessments
- Essential safety equipment requirements for contracted workers
- Pre-work safety risk assessments
- ESG requirements for subcontractors in the main supplier's contract

Management of subcontractors/ suppliers

Risk Management Measures

- Audits on compliance with CKPower's safety measures

New Supplier Screening

CKPower has established selection criteria for new vendors covering **corporate governance and economic, social, and environmental dimension** to ensure all suppliers conduct business responsibly and in alignment with the Company's sustainability guidelines. This screening process verifies supplier qualifications and standards and considers key factors such as **business ethics, labor practices, human rights, environmental management, and social responsibility,** ensuring transparency and long-term supply chain sustainability.

New Supplier Evaluation

CKPower has prescribed **new vendor evaluation** across the **economic, social, and environmental** dimensions of sustainability, covering key topics, such as product and service warranty, product delivery, environmental policies and social responsibility, respect for human rights, compliance with labor laws, and safety standards. In tandem, the Company also actively and continuously promotes and communicates its Supplier Code of Conduct to all suppliers.

New Supplier Selection

As part of the new vendor selection, CKPower utilizes a comprehensive set of criteria to select qualified candidates, with every vendor required to meet the specified criteria, which include **environmental practices and social responsibility, product and service quality, punctual delivery, business experience, product warranty, safety standards, and legal compliance.** These established criteria are intended to foster confidence in the quality of the suppliers and the sustainability of the supply chain.

In 2024, CKPower onboarded **51** new suppliers

In 2024, **CKPower onboarded 51 new suppliers,** all of whom were assessed against CKPower's sustainability standards across the corporate governance, economic, social, and environmental dimensions. The evaluation ensured the selection of **responsible and transparent** vendors aligned with the Company's sustainability objectives. The evaluation process has enabled CKPower to select vendors with responsible and transparent business operations capable of supporting its business operations.

New Supplier Screening Criteria

C – Environment Dimension

- Implement environmental management in compliance with laws, regulations, and requirements and monitor the management to comply with the legally mandated criteria.
- Improve the operation to support efforts to address the issue of global warming and reduce greenhouse gas emissions.
- Implement suitable, effective, and legally compliant water, pollution, and waste management.
- Certified or compliant with international environmental standards

K – Social Dimension

- Comply with the law and uphold international human rights.
- Do not use or support the use of forced labor or child labor under the age defined by the law in any form.
- Provide employee compensation and benefits that are suitable and compliant with labor laws.
- Treat all employees equally and embrace diversity.
- Implement policies for personal right protection and prevention of physical, sexual, and verbal abuse, threats, and harassment.
- Offer employees an opportunity to negotiate in accordance with the legal procedure.
- Provide safe and sanitary work environments and equipment and have an occupational health and safety management system that has been certified to international standards.

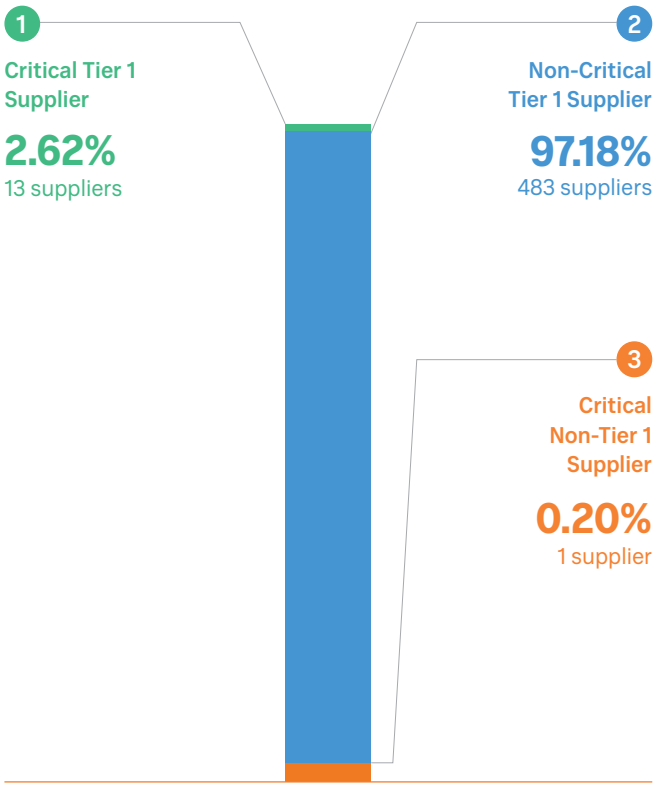
P – Governance and Economic Dimension

- Report the operating results or financial position to related parties in a transparent and accountable manner.
- Operate in compliance with laws, rules, codes of ethics on the basis of fair competition and fairness.
- Support and cooperate with government agencies, private organizations, and the public sector in anti-corruption efforts.
- Respect intellectual properties and do not disseminate confidential information or other information obtained from business with customers.
- Engage in knowledge and experience exchange to achieve operational efficiency and business innovation.
- Acknowledge and comply with the CKPower Vendor Code of Ethics and Practice Handbook.

2024 Targets	Percentage of new supplier assessed in 2024	2024 Targets	Percentage of new supplier assessed in 2024	2024 Targets	Percentage of new supplier assessed in 2024
100%	100%	100%	100%	100%	100%

Critical Supplier Analysis

CKPower classifies its suppliers into **three major categories: Critical Tier 1 Suppliers, Non-Critical Tier 1 Suppliers, and Critical Non-Tier 1 Suppliers,** to allow it to effectively analyze and formulate **procurement strategies** and **risk assessment measures** for each supplier group.



1. Critical Tier 1 Suppliers

Critical Tier 1 Suppliers are direct suppliers with **high contract values of 10 million baht or higher per year;** non-substitutable suppliers, such as **advanced construction and engineering suppliers;** and suppliers of products are considered critical components or equipment in production and involve a high or very high level of risk. Examples are such as

- Suppliers with long-term contracts and non-substitutable specialization and expertise
- Suppliers of services or equipment critical to production with large purchase volumes
- Suppliers of services or equipment critical to operations with high contract value

2. Non-Critical Tier 1 Suppliers

Non-Critical Tier 1 Suppliers are direct suppliers with average spending or low contract value and with a medium or low level of risk.

3. Critical Non-Tier 1 Suppliers

Critical Non-Tier 1 Suppliers are Critical Tier 1 Suppliers who do not engage in business directly with CKPower but engage in trade with its critical suppliers and may have indirect impact on the Company's supply chain.

Supplier Performance Evaluation and Monitoring

CKPower **evaluates supplier performance and compliance with the Supplier Code of Conduct across corporate governance, economic, social, and environmental dimensions** through three key approaches

1. **Annual Performance Evaluation** – Continuous monitoring and assessment of supplier compliance
2. **Ongoing Performance Assessment** – Supplier quality and efficiency tracking during project execution
3. **On-Site Audits** – External auditor-led inspections to ensure compliance with CKPower's standards



Suppliers who receive **low evaluation scores or fail on-site audits** may face **temporary procurement suspension or removal from the vendor list.** However, CKPower prioritizes **supplier development** by providing **guidance and support** to help them **address compliance gaps and enhance capabilities** for long-term business collaboration.

Green Procurement

The Company promotes **environmental conservation** and has implemented a **green procurement policy** to promote the selection of products made from renewable resources that do not produce pollution and meet sustainability standards, such as **products with green label certifications.**

This initiative focuses on **resource efficiency and environmental impact reduction** alongside the minimization of risks associated with the use of hazardous materials towards employees and the organization. Green procurement also helps cultivate **green consumption values** within the organization and society and create opportunities to **reduce costs and expenses through sustainable consumption,** ultimately maximizing benefits for both the economy and environment.

Local Procurement

CKPower prioritizes **local procurement** to enhance efficiency, speed, and **strengthen local economies by creating jobs and increasing income for communities** near its operations.

This policy also fosters strong community relations and regional economic growth while supporting CKPower's business strategy.

Local Procurement

2024 Targets	Percentage of local procurement*
CK Power PCL	99.10%
Xayaburi Power Co., Ltd.	20.15%
Bangpa-in Cogeneration Ltd.	0.94%
Nam Ngum 2 Power Co., Ltd.	8.94%
Bangkhenchai Co., Ltd.	0.19%

* 'Local' refers to suppliers within the same province as CKPower's power plants or within Lao PDR for power plants in Lao PDR.

Trade Credit Management

The Company implements **payment management for suppliers** to assist them in maintaining **sufficient financial liquidity** and business continuity, with the Company's policy stipulating **a credit term of no more than 30 days.**

In 2024, the average actual credit term was **30 days,** which was consistent with the Company's policy, enabling suppliers to effectively manage their cash flow and bolstering the Company's supply chain stability.

Project Highlight in 2024

Human Rights Training for Suppliers

In 2024, the Company conducted **human rights training** for **critical and non-critical suppliers, totaling 497 suppliers,** across all power plants. The objective was to communicate CKPower's **human rights policy** and related practices to foster their understanding of human rights principles and ability to apply them in their business operations.

Project Goals

- **Enhance supplier awareness of human rights.**
- **Reduce and prevent human rights violation risks** in the supply chain.
- **Strengthen compliance with the Supplier Code of Conduct** and fair labor practices.
- Foster **positive social impacts.**



Execution

- **Survey and select target suppliers** → 497 suppliers with critical roles in the Company's supply chain were selected.
- **Conduct training across all power plants** → Both online and offline training was conducted to engage all suppliers.
- Training content:
  - **Universal human rights principles** and related practices
  - **Labor standards** and guidelines for preventing labor rights violations
  - **Supplier code of conduct** and alignment with CKPower's policies

Project Outcomes

Targets		Outcomes
Number of suppliers trained	**497** suppliers	**476** suppliers
Understanding of human rights	Human rights awareness and understanding among suppliers	Suppliers were able to apply relevant practices in their own business.
Reduction of labor rights violation risks	Compliance with the Supplier Code of Conduct and labor laws	No reported human rights violation among suppliers
Expansion of practices across the supply chain	Promotion of practical application	Suppliers promoted fair labor standards within their own organizations.

Strengthening Supplier Relationships

CKPower strives to **foster strong relationships with its suppliers** through **a wide range of training programs, seminars, and activities,** where they are informed of the Company's business approach, policies, and practices for effective implementation.

These activities help **strengthen collaboration** between the Company and its suppliers, **enhance mutual understanding,** and **promote supplier capability development,** thereby enabling them to operate sustainably in line with the Company's standards.

Safety Training for Suppliers



First Aid and CPR Training for Suppliers

First Aid and CPR Training for Suppliers

In 2024, Bangpa-in Cogeneration Power Plant organized **first aid and cardiopulmonary resuscitation (CPR) training** for **15 Non-Critical Tier 1 Suppliers.** The session was led by an expert physician, who provided training on medical safety knowledge and skills.

Objectives

- **Enhance understanding and skills** for basic life-saving emergencies.
- **Reduce severity and potential losses** that may occur during work.
- **Elevate safety standards** within supplier organizations.
- **Create a safety culture** throughout the Company's supply chain.

Through this training, the participating suppliers gained **knowledge that they could apply in their workplace** and transfer to their own employees to elevate their safety standards.

Annual Fire Drill and Chemical Spill Response Training

CKPower recognizes the significance of **emergency preparedness.** In 2024, Bangpa-in Cogeneration Power Plant conducted an **annual fire drill and chemical spill response exercise** in collaboration with 22 Critical Tier 1 Suppliers.

Objectives

- **Enhance readiness** for fire and chemical emergency response.
- **Reduce potential risks and likelihood** of incidents during operations.
- **Prevent hazards and impacts** that could affect employees and suppliers.
- Improve safety and occupational health skills and awareness.

The drill and exercise enabled suppliers and employees to **respond to emergencies effectively,** thereby minimizing potential damage and losses while also reinforcing safety standards in line with organizational requirements.



Annual fire drill and chemical spill response training

CSR Activities in Collaboration with Suppliers

Old Tire Repurposing Project

CKPower recognizes the **importance of resource efficiency** and strives to foster a **circular economy.** In 2024, Nam Ngum 2 Power Plant collaborated with its supplier **Panmany Company** to implement the **Old Tire Repurposing Project.**

Rationale

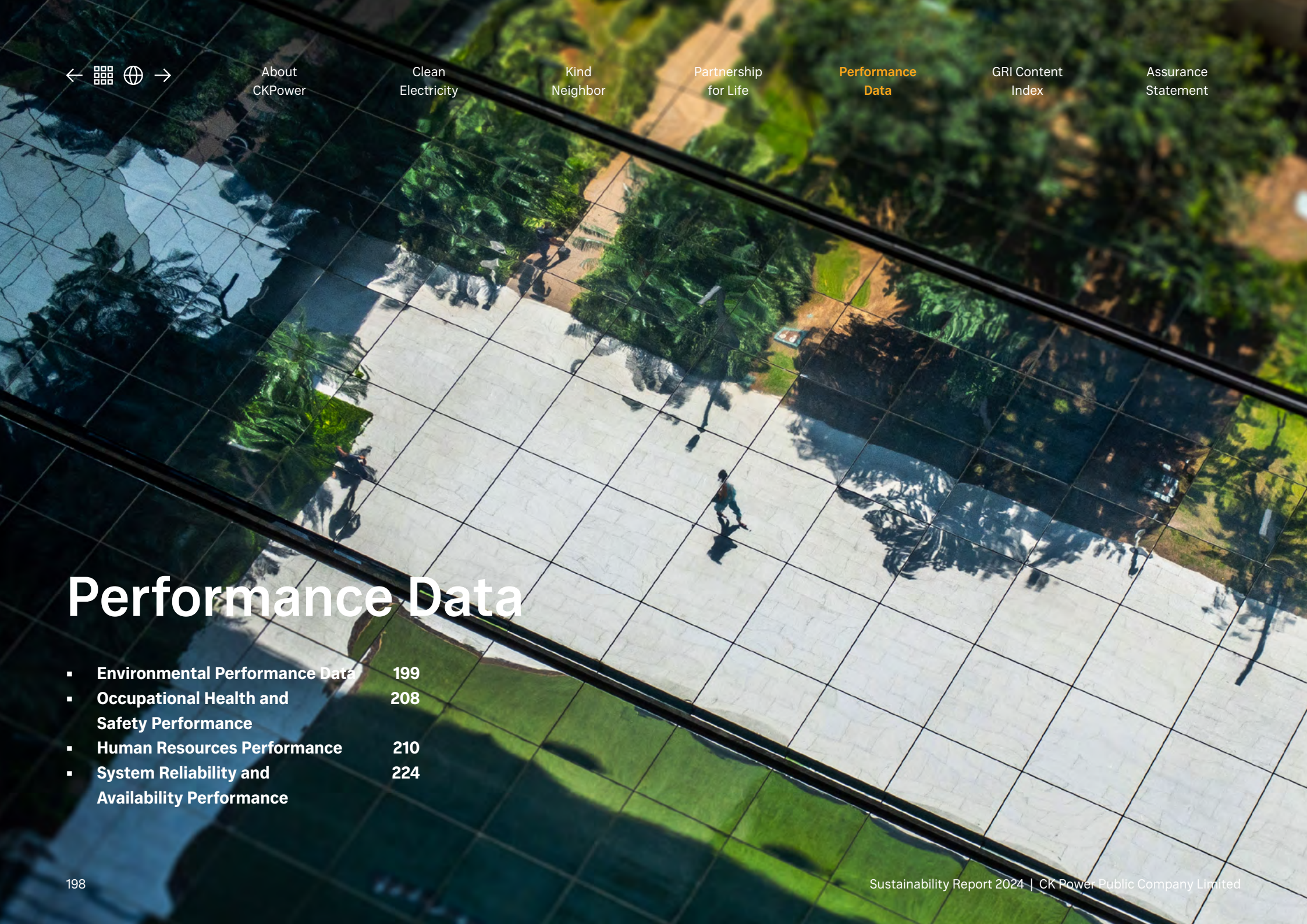
- **Recycling old car tires** into children's playground equipment.
- **Reducing waste** and promoting efficient resource utilization
- **Fostering benefits for communities** and supporting education
- **Target school: Muang Sum Kindergarten-Primary School,** located near the power plant



CSR Activities in Collaboration with Nam Ngum 2 Suppliers

Outcomes

Reduced the amount of discarded car tires by repurposing them	**Reduced**
Promoted learning through playground equipment, enhancing youth development	**Promoted**
Provided environmental education to students and cultivated sustainability awareness	**Educate**
Created collaboration between the power plant and suppliers for sustainable community development	**Collaboration**
Fostered a circular economy in production and waste management processes	**Fostered**
Suppliers, community, school, and the Company joined the activity	**46** participants



Performance Data

- Environmental Performance Data 199
- Occupational Health and Safety Performance 208
- Human Resources Performance 210
- System Reliability and Availability Performance 224

Environmental Performance Data

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 302-1	Total energy consumption within organization[1]			MWh	2,074,139.55	2,112,045.00	2,108,270.85	2,115,423.22
	Total non-renewable energy consumed			MWh	3,545,132.72	3,536,148.18	3,559,657.37	3,554,865.62
	Total non-renewable energy consumed	Stationary combustion		MWh	3,543,780.28	3,533,725.50	3,556,936.80	3,552,285.88
		Stationary combustion	Natural gas[2]	MWh	3,543,749.63	3,533,666.28	3,556,899.17	3,552,240.66
				GJ	12,757,396.60	12,721,096.85	12,804,734.58	12,787,964.08
				MMBTU	12,091,778.54	12,057,372.73	12,136,646.65	12,120,751.16
				kg	ND	246,521,343.00	240,663,151.00	240,411,621.00
			Diesel	MWh	30.65	59.21	37.63	45.22
				GJ	110.33	213.17	135.48	162.78
				Liter	3,029.50	5,853.00	3,720.00	4,469.59
		Mobile combustion		MWh	1,352.44	2,422.69	2,720.57	2,579.74
		Mobile combustion	Diesel	MWh	1,274.33	2,084.46	2,041.27	1,963.15
				GJ	4,587.58	7,504.07	7,348.59	7,067.33
				Liter	125,963.21	206,042.53	201,773.39	194,050.66
			Diesel B7	MWh	ND	ND	337.89	231.68
				GJ	ND	ND	1,216.42	834.05
				Liter	ND	ND	33,399.69	22,900.98
			Gasoline	MWh	78.11	338.23	341.40	384.91
				GJ	281.21	1,217.61	1,229.03	1,385.69
				Liter	8,933.00	38,678.86	39,041.70	44,017.96

Remarks

ND means No Data Available

1 The Company increased the data coverage of energy indicators to include the Company's Headquarter and number of transmission loss for the first time 2022.

2 The Company consumed natural gas only in the Bangpa-in Cogeneration power plant.

Disclosure	Performance		Unit	2021	2022	2023	2024
GRI 302-1	Total non-renewable energy sold[3]		MWh	1,600,174.99	1,593,951.63	1,604,580.92	1,591,225.70
	Total non-renewable energy sold	Non-renewable electricity sold	MWh	1,543,171.23	1,533,338.61	1,542,060.25	1,533,780.19
			GJ	5,555,371.97	5,519,974.82	5,551,372.48	5,521,564.51
		Steam sold	MWh	57,003.77	60,613.03	62,520.68	57,445.51
			GJ	205,211.93	218,205.15	225,072.64	206,802.20
			Metric ton	ND	78,036.00	80,492.00	73,958.00
	Non-renewable electricity generated and consumed within the organization		MWh	ND	ND	ND	ND
	Total energy purchased and consumed within the organization		MWh	10,521.86	4,491.23	3,703.03	3,960.20
	Energy purchased and consumed within the organization		MWh	10,521.86	4,491.23	3,703.03	3,960.20
			GJ	37,878.71	16,168.31	13,330.82	14,256.59
	Total renewable energy consumed		MWh	87,596.57	165,357.22	149,491.37	70,739.37
	Total renewable energy consumed	Renewable electricity from solar energy consumed	MWh	ND	0	0	0
			GJ	ND	0	0	0
		Renewable electricity from hydropower consumed	MWh	87,596.57	165,357.22	149,491.37	70,739.37
			GJ	315,347.64	595,281.23	538,164.62	254,659.69
		Total renewable electricity consumption within organization	MWh	ND	52,598.25	51,667.90	53,135.08
			GJ	ND	189,352.18	186,002.94	191,284.46
		Total transmission loss	MWh	ND	112,758.97	97,823.47	94,688.03
			GJ	ND	405,929.04	352,161.68	340,874.18
	Total renewable energy sold		MWh	9,172,747.20	9,883,066.03	8,594,597.34	8,653,739.79
	Renewable energy sold	Renewable electricity sold	MWh	9,172,747.20	9,883,066.03	8,594,597.34	8,653,739.79
			GJ	33,021,889.92	35,578,753.09	30,940,302.89	31,153,214.65
GRI 302-3	Energy intensity	Total energy consumption within the organization per total energy generated	MWh/MWh	0.19	0.18	0.20	0.20
THSI		Total electricity consumption per total energy generated	MWh/MWh	ND	0.0004	0.0004	0.0004

Remarks

ND means No Data Available

3 The Company sold non-renewable-energy only from the Bangpa-in Cogeneration power plant.

Disclosure	Performance					Unit	2021	2022	2023	2024
GRI 305-1, GRI 305-2	Total GHG emissions scope 1 and 2					tCO_2e	721,309.65	717,775.96	721,781.47	721,140.86
GRI 305-1	Total GHG emissions scope 1, 2 and 3[4]	Total GHG emissions scope 1	Total GHG emissions scope 1			tCO_2e	716,049.77	715,530.79	719,930.32	719,161.16
			Stationary combustion			tCO_2e	715,684.30	714,330.78	719,021.43	718,081.76
				Stationary combustion	Natural gas	tCO_2e	715,676.10	714,314.93	719,011.36	718,069.66
					Diesel	tCO_2e	8.20	15.85	10.07	12.02
			Mobile combustion			tCO_2e	365.47	652.55	727.20	690.46
				Mobile combustion	Diesel	tCO_2e	345.18	564.68	552.98	531.82
					Diesel B7	tCO_2e	ND	ND	85.52	58.64
					Gasoline	tCO_2e	20.29	87.87	88.70	100.00
				Sulfur hexafluoride: SF6	Sulfur hexafluoride: SF6	tCO_2e	0	253.80	136.30	235.00
					Weight of sulfur hexafluoride: SF6	kg	0	10.80	5.80	10.00
			Refrigerants			tCO_2e	ND	293.66	45.39	153.94
				Refrigerants	Refrigerant R134a	tCO_2e	ND	0	0	87.88
						kg	ND	0	0	67.60
					Refrigerant R32	tCO_2e	ND	0	5.69	7.20
						kg	ND	0	8.40	10.63
GRI 305-1 (Non-Kyoto Protocol)					Refrigerant R22 (Reported separately from Scope 1 emissions)	tCO_2e	ND	23.41	12.14	0.18
						kg	ND	13.30	6.90	0.10
GRI 305-1					Refrigerant R410a	tCO_2e	ND	0	21.35	58.86
						kg	ND	0	11.10	30.60
					Refrigerant R407C	tCO_2e	ND	293.66	18.35	0
						kg	ND	180.80	11.30	0
		Direct CO_2 emission from extinguishers				tCO_2e	ND	0	0	0.00454
						kg	ND	0	0	4.54

Remarks

ND means No Data Available

4 GHG emissions are calculated in accordance with the Kyoto Protocol and the GHG Protocol, using emission factors and conversion factors from TGO, UK DEFRA, and IPCC to ensure accuracy, consistency, and compliance with GRI Standards

Disclosure	Performance				Unit	2021	2022	2023	2024
GRI 305-2	Total GHG emissions scope 1, 2 and 3	Total GHG emissions scope 2			tCO_2e	5,259.88	2,245.17	1,851.15	1,979.70
		Total GHG emissions scope 2	Purchased electricity GHG emissions scope 2 [Location-based]		tCO_2e	5,259.88	2,245.17	1,851.15	1,979.70
			Purchased electricity GHG emissions scope 2 [Market-based]		tCO_2e	5,259.88	2,245.17	1,851.15	1,979.70
GRI 305-3		Total GHG emissions scope 3	Total GHG emissions scope 3		tCO_2e	ND	122,367.29	119,586.41	181,920.80
			Category 3: Fuel- and energy-related activities not included in scope 1 or 2		tCO_2e	ND	122,367.29	119,586.41	181,920.80
			GHG emissions from transmission & distribution losses of purchased electricity		tCO_2e	ND	443.28	287.67	390.87
			GHG emissions from upstream fuel uses		tCO_2e	ND	121,924.01	119,220.92	181,529.93
			GHG emissions from upstream fuel uses	Narural gas	tCO_2e	ND	121,770.14	119,049.42	181,366.53
				Diesel	tCO_2e	ND	130.96	149.38	138.46
				Gasoline	tCO_2e	ND	22.91	22.12	24.94
				Liquefied petroleum gas: LPG	tCO_2e	ND	0	0	0
				Natural gas for vehicles: NGV	tCO_2e	ND	0	0	0
GRI 305-4	GHG emissions intensity	Total energy generated[5]			MWh	10,771,901.16	11,704,379.09	10,412,371.50	10,459,304.91
		GHG emissions scope 1 and 2 per total energy generated			tCO_2e/MWh	0.067	0.061	0.069	0.069
		GHG emissions scope 1 and 2 per total energy sold			tCO_2e/MWh	ND	0.063	0.071	0.070
GRI 305-1		Biogenic emissions			tCO_2e	ND	0	5.59	3.83
		Biogenic emissions (Reported separately from Scope 1 emissions)		Stationary combusion: Diesel B7	tCO_2e	ND	0	0	0
				Mobile combusion: Diesel B7	tCO_2e	ND	0	5.59	3.83

Remarks

ND means No Data Available)

5 Data from 2019-2021 were reported using power purchase agreement (PPA) between the Company and suppliers as reference, while data from 2022-2024 were reported using the Company's actual total energy generation.

Disclosure	Performance		Unit	2021	2022	2023	2024
GRI 305-7	Other air emissions[6]	Nitrogen oxides: NOx	ppm	ND	168.91	32.49	33.73
			kg	598,910.61	636,065.50	703,548.78	706,282.84
		Sulphur oxides: SOx	ppm	ND	1.16	1.29	0.77
			kg	24,398.44	34,192.07	37,992.93	20,785.85
		Persistent organic pollutants: POP	kg	ND	0	0	0
		Volatile organic compounds: VOC	kg	ND	0	0	0
		Hazardous pollutant: HAP	kg	ND	0	0	0
		Particulate matter: PM	mg/m^3	ND	14.14	1.67	1.10
			kg	33,911.76	28,978.59	16,733.91	10,504.32
		Direct mercury emission	Metric ton	ND	0	0	0
	Other air emissions intensity	Nitrogen oxides: NOx	kg/MWh	0.056	0.054	0.068	0.426
		Sulphur oxides: SOx	kg/MWh	0.002	0.003	0.004	0.013
		Persistent organic pollutants: POP	kg/MWh	ND	0	0	0
		Volatile organic compounds: VOC	kg/MWh	ND	0	0	0
		Hazardous pollutant: HAP	kg/MWh	ND	0	0	0
		Particulate matter: PM	kg/MWh	0.003	0.002	0.002	0.063
		Direct mercury emission	Ton/MWh	ND	0	0	0
-	Avoided GHG emissions		tCO_2e	4,604,509.49	5,023,206.78	4,371,169.94	4,399,901.38
-	Total renewable energy generated		MWh	9,210,861.16	10,048,423.25	8,744,088.70	8,801,563.07
-	Grid emission factor for Thailand		tCO_2e/MWh	0.4999	0.4999	0.4999	0.4999

Remarks
ND means No Data Available
6 The Company had other air emissions only from the Bangpa-in Cogeneration power plant.

Disclosure	Performance		Unit	2021	2022	2023	2024
GRI 303-3	Total water withdrawal from all areas[7]		Million Liters	1,722.68	10,621.26	8,512.74	9,322.91
	Total water withdrawal from non-water stress areas		Million Liters	1,722.86	10,621.26	6,672.50	7,538.54
	Total water withdrawal from non-water stress areas	Municipal water suppliers Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	1,722.85	1,837.46	0.60	0
		Surface water Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	0.01	8,783.80	6,628.11	7,499.22
		Groundwater Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	ND	0	43.79	39.32
		Water recycled and reused within the organization	Million Liters	ND	0	0	0
	Total water withdrawal from water stress areas[8]		Million Liters	0	0	1,840.24	1,784.36
	Total water withdrawal from water stress areas	Municipal water suppliers Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	0	0	1,840.24	1,784.31
		Surface water Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	0	0	0	0.05
		Groundwater Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	ND	0	0	0
	Water intensity	Total water withdrawal from all areas per total energy generated	Million Liters /MWh	0	0.001	0.001	0.001
GRI 303-4	Total water discharged		Million Liters	344.56	9,042.01	6,837.47	7,603.39
	Total water discharged	Municipal water suppliers Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	344.56	367.72	328.74	222.16
		Surface water Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	ND	8,674.29	6,508.73	7,341.90
		Groundwater Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million Liters	ND	0	0	39.32

Remarks

ND means No Data Available

7 The Company increased the data coverage of water indicators to include Xayaburi power plant,Nam Ngum 2 power plant and the Company's Headquarter for the first time in 2022.

8 The Company had withdrawal and water consumption from water stress areas at the Bang Pa-In Cogeneration Power Plant and the Bangkhenchai Solar power plant.

Disclosure	Performance		Unit	2021	2022	2023	2024
GRI 303-5	Total water consumption from all areas		Million Liters	1,378.30	1,579.25	1,675.30	1,719.52
	Total water consumption from water stress areas[8]		Million Liters	0	0	1,511.88	231.12
GRI 306-3	Total waste generated[9]		Metric ton	130.86	136.16	143.58	231.12
GRI 306-3	Total non-hazardous waste generated		Metric ton	114.11	120.53	119.49	124.04
GRI 306-4	Total non-hazardous waste generated	Total non-hazardous waste diverted from disposal	Metric ton	29.19	14.82	21.24	19.86
GRI 306-5		Total non-hazardous waste directed to disposal	Metric ton	84.92	105.71	98.25	104.18
GRI 306-3	Total hazardous waste generated		Metric ton	16.75	15.62	24.09	107.07
GRI 306-4	Total hazardous waste generated	Total hazardous waste diverted from disposal	Metric ton	5.03	4.60	8.21	44.29
GRI 306-5		Total hazardous waste directed to disposal	Metric ton	11.72	11.02	15.87	62.78
GRI 306-4	Total waste diverted from disposal [on-site and off-site]		Metric ton	34.22	19.42	29.46	64.15
	Total hazardous waste diverted from disposal [on-site]		Metric ton	5.03	0	0	0
	Total hazardous waste diverted from disposal [on-site]	Preparation for reuse [on-site]	Metric ton	3	0	0	0
		Recycling [on-site]	Metric ton	2.03	0	0	0
		Other recovery operations [on-site]	Metric ton	0	0	0	0
	Total hazardous waste diverted from disposal [off-site]		Metric ton	0	4.60	8.21	44.29
	Total hazardous waste diverted from disposal [off-site]	Preparation for reuse [off-site]	Metric ton	0	0	7	42.59
		Recycling [off-site]	Metric ton	0	0	0	0.48
		Other recovery operations [off-site]	Metric ton	0	4.6	1.21	1.22

Remarks

ND means No Data Available

8 The Company had withdrawal and water consumption from water stress areas at the Bang Pa-In Cogeneration Power Plant and the Bangkhenchai Solar power plant.

9 Major overhaul activity at Nam Ngum 2 power plant in 2023-2024 had caused the Company's amount of waste to increase when compared to last year.

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 306-4	Total non-hazardous waste diverted from disposal [on-site]			Metric ton	14.58	9.20	16.77	16.44
	Total non-hazardous waste diverted from disposal [on-site]	Preparation for reuse [on-site]		Metric ton	14.58	0	0	0
		Recycling [on-site]		Metric ton	0	0	1.30	2.14
		Other recovery operations [on-site]		Metric ton	0	9.2	15.47	14.30
	Total non-hazardous waste diverted from disposal [off-site]			Metric ton	14.61	5.62	4.47	3.42
	Total non-hazardous waste diverted from disposal [off-site]	Preparation for reuse [off-site]		Metric ton	0	0	0	0
		Recycling [off-site]		Metric ton	0	5.62	4.47	3.42
		Other recovery operations [off-site]		Metric ton	14.61	0	0	0
GRI 306-5	Total waste directed to disposal [on-site and off-site]			Metric ton	96.64	116.74	114.12	166.97
	Total waste directed to disposal [on-site]			Metric ton	74.94	82.24	73.97	77.87
	Total waste directed to disposal [on-site]	Total hazardous waste directed to disposal [on-site]		Metric ton	9.19	0	1.42	0.90
		Total waste directed to disposal [on-site]	Incineration with energy recovery [on-site]	Metric ton	0	0	0	0
			Incineration without energy recovery [on-site]	Metric ton	6.83	0	1.42	0.90
			Landfilling [on-site]	Metric ton	1.28	0	0	0
			Other disposal operations [on-site]	Metric ton	1.08	0	0	0
		Total non-hazardous waste directed to disposal [on-site]		Metric ton	65.75	82.24	72.55	76.97
		Total non-hazardous waste directed to disposal [on-site]	Incineration with energy recovery [on-site]	Metric ton	0	0	0	0
			Incineration without energy recovery [on-site]	Metric ton	44.86	40.18	31.88	38.31
			Landfilling [on-site]	Metric ton	20.88	42.06	40.67	38.66
			Other disposal operations [on-site]	Metric ton	0	0	0	0

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 306-5	Total waste directed to disposal [off-site]			Metric ton	21.70	34.50	40.15	89.09
	Total waste directed to disposal [off-site]	Total hazardous waste directed to disposal [off-site]		Metric ton	2.53	11.02	14.45	61.88
		Total hazardous waste directed to disposal [off-site]	Incineration with energy recovery [off-site]	Metric ton	0	10.50	14.06	21.82
			Incineration without energy recovery [off-site]	Metric ton	0	0.02	0.04	0.02
			Landfilling [off-site]	Metric ton	2.53	0.34	0.24	39.96
			Other disposal operations [off-site]	Metric ton	0	0.17	0.12	0.08
		Total non-hazardous waste directed to disposal [off-site]		Metric ton	19.17	23.47	25.69	27.21
		Total non-hazardous waste directed to disposal [off-site]	Incineration with energy recovery [off-site]	Metric ton	0	0	0	0
			Incineration without energy recovery [off-site]	Metric ton	19.17	14.35	10.08	5.68
			Landfilling [off-site]	Metric ton	0	0	4.72	2.89
			Other disposal operations [off-site]	Metric ton	0	9.12	10.90	10.44

Occupational Health and Safety Performance

Disclosure	Performance		Unit	2021	2022	2023	2024
GRI 403-8	Data coverage	Employees	%	ND	100	100	100
		Contractors	%	ND	100	100	100
GRI 403-9	Fatalities from work-related injuries	Employees	Case	0	0	0	0
		Contractors	Case	0	0	0	0
	Fatalities from work-related injuries	Employees	Case/ 1,000,000 hours	0	0	0	0
		Contractors	Case/ 1,000,000 hours	0	0	0	0
	High-consequence work-related injuries	Employees	Case	0	0	0	0
		Contractors	Case	0	0	0	0
	High-consequence work-related injuries rate	Employees	Number of hours worked	678,330.35	928,128.50	985,690.50	1,001,507.50
		Employees	Case/ 1,000,000 hours	0	0	0	0
		Contractors	Number of hours worked	481,414.00	973,395.00	1,177,387.00	1,026,876.60
		Contractors	Case/ 1,000,000 hours	0	0	0	0
	Recordable work-related injuries	Employees	Case	0	1	1	2
		Contractors	Case	0	1	2	2
	Recordable work-related injuries rate	Employees	Number of hours worked	678,330.35	928,128.50	985,690.50	1,001,507.50
		Employees	Case/ 1,000,000 hours	0	1.08	1.01	2
		Contractors	Number of hours worked	481,414.00	973,395.00	1,177,387.00	1,026,876.60
		Contractors	Case/ 1,000,000 hours	0	1.03	1.70	1.95

Disclosure	Performance		Unit	2021	2022	2023	2024
S&P Global	Lost-time injuries: LTI	Employees	Case	0	0	0	0
		Contractors	Case	0	1	1	0
	Lost-time injuries injury frequency rate: LTIFR	Employees	Case/ 1,000,000 hours	0	0	0	0
		Contractors	Case/ 1,000,000 hours	0	1.03	0.85	0
GRI 403-10	Fatalities as a result of work-related ill health	Employees	Case	0	0	0	0
		Contractors	Case	0	0	0	0
	Fatalities from work-related ill health rate	Employees	Case / 1,000,000 hours	0	0	0	0
		Contractors	Case / 1,000,000 hours	0	0	0	0
	The number of cases of recordable work-related ill health	Employees	Case	0	0	0	0
		Contractors	Case	0	0	0	0
	Recordable work-related ill health rate	Employees	Case/ 1,000,000 hours	0	0	0	0
		Contractors	Case/ 1,000,000 hours	0	0	0	0
SASB	Total recordable incident case	Employees	Case	0	1	0	2
		Contractors	Case	0	0	1	2
	Total recordable incident rate (TRIR)	Employees	Case/ 1,000,000 hours	0	1.08	0	1
		Contractors	Case/ 1,000,000 hours	0	0	0.85	1.95
	Near miss case	Employees	Case	0	1	2	0
		Contractors	Case	0	0	0	3
	Near miss frequency rate (NMFR)	Employees	Case/ 1,000,000 hours	0	1.08	2.03	0
		Contractors	Case/ 1,000,000 hours	0	0	0	2.92

Human Resources Performance

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 2-7	Employees	Full time employees: FTEs[1]		Persons	505	517	533	529
		Classified by type of employment	Permanent Contract	Persons	396	407	419	408
			Temporary Contract	Persons	109	110	114	121
GRI 2-8			Outsourced workers	Persons	ND	ND	ND	268
GRI 405-1	Employees	Permanent Contract						
		Classified by country of operation	Thailand	Persons	209	217	219	219
			Lao People's Democratic Republic	Persons	187	190	200	189
		Classified by gender	Male	Persons	271	279	286	275
				Percentage	68.43	68.55	68.26	67.40
			Female	Persons	125	128	133	133
				Percentage	31.57	31.45	31.74	32.60
		Classified by age	Less than 30 years	Persons	77	69	68	57
				Percentage	19.44	16.95	16.23	13.97
			30 to 50 years	Persons	291	309	321	323
				Percentage	73.48	75.92	76.61	79.17
			Over 50 years	Persons	28	29	30	28
				Percentage	7.07	7.13	7.16	6.86

Remark:
1 Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.
- ND means No Data Avialable

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1	Employees	Temporary contract[2]						
		Classified by country of operation	Thailand	Persons	7	7	7	9
			Lao People's Democratic Republic	Persons	102	103	107	112
		Classified by gender	Male	Persons	66	69	77	82
				Percentage	60.55	62.73	67.54	67.77
			Female	Persons	43	41	37	39
				Percentage	39.45	37.27	32.46	32.23
		Classified by age	Less than 30 years	Persons	43	43	41	41
				Percentage	39.45	39.09	35.96	33.88
			30 to 50 years	Persons	54	55	63	66
				Percentage	49.54	50.00	55.26	54.55
			Over 50 years	Persons	12	12	10	14
				Percentage	11.01	10.91	8.77	11.57
GRI 2-8	Employees	Outsourced workers[3]						
		Classified by gender	Male	Persons	ND	ND	ND	209
				Percentage	ND	ND	ND	77.99
			Female	Persons	ND	ND	ND	59
				Percentage	ND	ND	ND	22.01

Remark:
2 (GRI 2-7)
CKower hires temporary and part-time employees due to workload, and short term period.
CKPower defines full-time employees as employee who hire to work under the manpower framework. There is no significant fluctations in number of employees between reporting periods.
- ND means No Data Avialable

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Permanent Contract						
		Classified by nationality	Thai	Persons	303	307	316	306
				Percentage	76.52	75.43	75.42	75.00
			Lao	Persons	85	91	94	94
				Percentage	21.46	22.36	22.43	23.04
			Indian	Persons	5	5	6	6
				Percentage	1.26	1.23	1.43	1.47
			German	Persons	2	2	2	2
				Percentage	0.51	0.49	0.48	0.49
			Costarican	Persons	0	1	0	0
				Percentage	0	0.25	0	0
			French	Persons	1	0	0	0
				Percentage	0.25	0.00	0.00	0
			Filipino	Persons	0	0	0	0
				Percentage	0	0	0	0
			Cambodian	Persons	0	1	1	0
				Percentage	0.00	0.25	0.24	0

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Temporary contract[1]						
		Classified by nationality	Thai	Persons	7	7	7	11
				Percentage	6.42	6.36	6.14	9.09
			Lao	Persons	99	102	106	109
				Percentage	90.83	92.73	92.98	90.08
			Indian	Persons	1	0	0	0
				Percentage	0.92	0	0	0
			German	Persons	0	0	0	0
				Percentage	0	0	0	0
			Costarican	Persons	1	0	0	0
				Percentage	0.92	0	0	0
			French	Persons	0	0	0	0
				Percentage	0	0	0	0
			Filipino	Persons	1	1	1	1
				Percentage	0.92	0.91	0.88	0.83
			Cambodian	Persons	0	0	0	0
				Percentage	0	0	0	0
		Outsourced workers[3]						
		Classified by nationality	Thai	Persons	ND	ND	ND	70
				Percentage	ND	ND	ND	26.12
			Lao	Persons	ND	ND	ND	198
				Percentage	ND	ND	ND	73.88

Remark:
1 Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.
3 (GRI 2-8)
- CKPower hires the following types of outsourced workers are
- Professional Outsources who have the same work as employees 2. General Outsources who do not have the same work as employees such as Maid, Security Guard.
- Outsourced workersw was start disclose on 2024 report
- Report 2024 was separate Permanance and temporary data
- Training data is only permanance worker, for temporary are included scope of contract agreement.
- The average recruitment cost per head cannot be separated for permanent and temporary positions, as some expenses are pooled together.
- ND means No Data Avialable

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Permanent Contract						
		Classified by race/ ethnicity	Thai	Persons	303	307	316	306
				Percentage	76.52	75.43	75.42	75.00
			Lao	Persons	85	91	94	94
				Percentage	21.46	22.36	22.43	23.04
			Indian	Persons	5	5	6	6
				Percentage	1.26	1.23	1.43	1.47
			German	Persons	2	2	2	2
				Percentage	0.51	0.49	0.48	0.49
			Costarican	Persons	0	1	0	0
				Percentage	0	0.25	0	0
			French	Persons	1	0	0	0
				Percentage	0.25	0	0	0
			Filipino	Persons	0	0	0	0
				Percentage	0	0	0	0
			Cambodian	Persons	0	1	1	0
				Percentage	0.00	0.25	0.24	0
		Classified by people with disability	People with disability	Persons	0	0	0	0
				Percentage	0	0	0	0
		Classified by elder	Elder employees	Persons	7	8	6	2
				Percentage	1.77	1.97	1.43	0.49

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Temporary contract[1]						
		Classified by race/ ethnicity	Thai	Persons	7	7	7	11
				Percentage	6.42	6.36	6.14	9.09
			Lao	Persons	99	102	106	109
				Percentage	90.83	92.73	92.98	90.08
			Indian	Persons	1	0	0	0
				Percentage	0.92	0	0	0
			German	Persons	0	0	0	0
				Percentage	0	0	0	0
			Costarican	Persons	1	0	0	0
				Percentage	0.92	0	0	0
			French	Persons	0	0	0	0
				Percentage	0	0	0	0
			Filipino	Persons	1	1	1	1
				Percentage	0.92	0.91	0.88	0.83
			Cambodian	Persons	0	0	0	0
				Percentage	0	0	0	0
		Classified by people with disability	People with disability	Persons	0	0	0	0
				Percentage	0	0	0	0
		Classified by elder	Elder employees	Persons	6	6	6	9
				Percentage	5.50	5.45	5.26	7.44
	Employees	Outsourced workers[3]						
		Classified by race/ ethnicity	Thai	Persons	ND	ND	ND	70
				Percentage	ND	ND	ND	26.12
			Lao	Persons	ND	ND	ND	198
				Percentage	ND	ND	ND	73.88

Remark:
1 Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.
3 (GRI 2-8)
- CKPower hires the following types of outsourced workers are
- Professional Outsources who have the same work as employees 2. General Outsources who do not have the same work as employees such as Maid, Security Guard.
- Outsourced workersw was start disclose on 2024 report
- Report 2024 was separate Permanance and temporary data
- Training data is only permanance worker, for temporary are included scope of contract agreement.
- The average recruitment cost per head cannot be separated for permanent and temporary positions, as some expenses are pooled together.
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Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Permanent Contract						
		Top management		Persons	21	20	20	15
		Top management	Male	Persons	15	14	15	10
				Percentage	71.43	70.00	75.00	66.67
			Female	Persons	6	6	5	5
				Percentage	28.57	30.00	25.00	33.33
		Middle management		Persons	17	22	23	22
		Middle management	Male	Persons	8	13	14	13
				Percentage	47.06	59.09	60.87	59.09
			Female	Persons	9	9	9	9
				Percentage	52.94	40.91	39.13	40.91
		Junior management		Persons	62	64	65	73
		Junior management	Male	Persons	36	35	36	42
				Percentage	58.06	54.69	55.38	57.53
			Female	Persons	26	29	29	31
				Percentage	41.94	45.31	44.62	42.47
		Officer/ Non-management		Persons	296	301	311	298
		Officer/ Non-management	Male	Persons	212	217	221	210
				Percentage	71.62	72.09	71.06	70.47
			Female	Persons	84	84	90	88
				Percentage	28.38	27.91	28.94	29.53

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Employees	Temporary contract[1]						
		Top management		Persons	0	0	0	4
		Top management	Male	Persons	0	0	0	4
				Percentage	0	0	0	100
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
		Middle management		Persons	2	0	0	0
		Middle management	Male	Persons	2	0	0	0
				Percentage	100	0	0	0
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
		Junior management		Persons	0	0	0	0
		Junior management	Male	Persons	0	0	0	0
				Percentage	0	0	0	0
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
		Officer/ Non-management		Persons	107	110	114	117
		Officer/ Non-management	Male	Persons	64	69	77	78
				Percentage	59.81	62.73	67.54	66.67
			Female	Persons	43	41	37	39
				Percentage	40.19	37.27	32.46	33.33

Remark:
1 Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	จำนวนพนักงาน Employees	Permanent Contract						
		Management of revenue-generating functions		Persons	51	57	55	53
		Management of revenue-generating functions	Male	Persons	45	49	51	50
				Percentage	88.24	85.96	92.73	94.34
			Female	Persons	6	8	4	3
				Percentage	11.76	14.04	7.27	5.66
		Science, Technology, Engineering & Mathematics: STEM		Persons	223	224	239	233
		Science, Technology, Engineering & Mathematics: STEM	Male	Persons	209	211	221	216
				Percentage	93.72	94.20	92.47	92.70
			Female	Persons	14	13	18	17
				Percentage	6.28	5.80	7.53	7.30
GRI 401-1 S&P Global	New employees hire	New employee hires		Persons	34	39	59	26
				Percentage	71.62	57.50	56.35	46.67
		Cost per Hire		Baht/person	65,258	57,256	39,975	42,040
		Classified by gender	Male	Persons	20	29	39	19
			Female	Persons	14	10	20	7
		Classified by age	Less than 30 years	Persons	14	22	37	9
			30-50 years	Persons	10	11	34	17
			Over 50 years	Persons	0	1	0	0
		จำแนกตามระดับพนักงาน (Classified by position)	Top management	Persons	3	0	0	0
			Middle management	Persons	1	0	2	1
			Junior management	Persons	0	3	3	2
			Officer/ Non-management	Persons	30	36	54	23
	New employee hiring rate	New employee hiring rate		Percentage	8.59	9.58	14.08	6.37
		Classified by gender	Male	Percentage	58.82	74.36	66.10	73.08
			Female	Percentage	41.18	25.64	33.90	26.92
		Classified by age	Less than 30 years	Percentage	41.18	56.41	62.71	34.62
			30-50 years	Percentage	29.41	28.21	57.63	65.38
			Over 50 years	Percentage	0	2.56	0	0

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 405-1 S&P Global	Temporary contract	Temporary contract[1]						
		Management of revenue-generating functions		Persons	2	0	0	4
		Management of revenue-generating functions	Male	Persons	2	0	0	4
				Percentage	100	0	0	100
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
		Science, Technology, Engineering & Mathematics: STEM		Persons	13	12	16	10
		Science, Technology, Engineering & Mathematics: STEM	Male	Persons	13	12	16	10
				Percentage	100	100	100	100
			Female	Persons	0	0	0	0
				Percentage	0	0	0	0
GRI 401-1 S&P Global	New temporary contract hire	New temporary contract hire		Persons	2	9	12	14
				Percentage	1.83	8.18	10.53	11.57
		Cost per Hire		Baht/person				
		Classified by gender	Male	Persons	1	9	11	11
				Percentage	50.00	100.00	91.67	78.57
			Female	Persons	1	0	1	3
				Percentage	50.00	0.00	8.33	21.43
		Classified by age	Less than 30 years	Persons	0	6	6	8
			30-50 years	Persons	1	2	6	6
			Over 50 years	Persons	1	1	0	0
		Classified by position	Top management	Persons	0	0	0	0
			Middle management	Persons	0	0	0	0
			Junior management	Persons	0	0	0	0
			Officer/ Non-management	Persons	2	9	12	14
	New temporary contract hiring rate	New temporary contract hiring rate		Percentage	1.83	8.18	10.53	11.57
		Classified by gender	Male	Percentage	50.00	100.00	91.67	78.57
			Female	Percentage	50.00	0.00	8.33	21.43
		Classified by age	Less than 30 years	Percentage	0.00	66.67	50.00	57.14
			30-50 years	Percentage	50.00	22.22	50.00	42.86
			Over 50 years	Percentage	50.00	11.11	0	0

Remark:
1 Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 401-1 S&P Global	Employee turnover	Permanent Contract						
		Employee turnover		Persons	12	48	30	21
		Classified by gender	Male	Persons	8	33	23	14
			Female	Persons	4	15	7	7
		Classified by age	Less than 30 years	Persons	4	9	4	5
			30-50 years	Persons	8	34	23	14
			Over 50 years	Persons		5	3	2
	Employee turnover rate	Employee turnover rate		Percentage	3.03	11.79	7.16	5.15
		Classified by gender	Male	Percentage	66.67	68.75	76.67	66.67
			Female	Percentage	33.33	31.25	23.33	33.33
		Classified by age	Less than 30 years	Percentage	33.33	18.75	13.33	23.81
			30-50 years	Percentage	66.67	70.83	76.67	66.67
			Over 50 years	Percentage	0.00	10.42	10.00	9.52
	Voluntary employee turnover	Voluntary employee turnover		Persons	12	46	30	19
		Classified by gender	Male	Persons	8	31	23	12
			Female	Persons	4	15	7	7
		Classified by age	Less than 30 years	Persons	4	9	4	5
			30-50 years	Persons	8	33	23	14
			Over 50 years	Persons	0	4	3	0
	Voluntary employee turnover rate	Voluntary employee turnover rate		Percentage	3.03	11.30	7.16	4.66
		Classified by gender	Male	Percentage	66.67	67.39	76.67	63.16
			Female	Percentage	33.33	32.61	23.33	36.84
		Classified by age	Less than 30 years	Percentage	33.33	19.57	13.33	26.32
			30-50 years	Percentage	66.67	71.74	76.67	73.68
			Over 50 years	Percentage	0	0.1	0.1	0

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 401-1 S&P Global	Employee turnover	Temporary contract[1]						
		Employee turnover		Persons	3	9	4	18
		Classified by gender	Male	Persons	2	4	3	15
			Female	Persons	1	5	1	3
		Classified by age	Less than 30 years	Persons	1	2	1	4
			30 to 50 years	Persons	1	4	2	13
			Over 50 years	Persons	1	3	1	1
	Employee turnover rate	Employee turnover rate		Percentage	2.75	8.18	3.51	14.88
		Classified by gender	Male	Percentage	66.67	44.44	75.00	83.33
			Female	Percentage	33.33	55.56	25.00	16.67
		Classified by age	Less than 30 years	Percentage	33.33	22.22	25.00	22.22
			30 to 50 years	Percentage	33.33	44.44	50.00	72.22
			Over 50 years	Percentage	33.33	33.33	25.00	5.56
	Voluntary employee turnover	Voluntary employee turnover		Persons	2	9	4	14
		Classified by gender	Male	Persons	1	4	3	11
			Female	Persons	1	5	1	3
		Classified by age	Less than 30 years	Persons	1	2	1	3
			30 to 50 years	Persons	1	4	2	11
			Over 50 years	Persons	0	3	1	0
	Voluntary employee turnover rate	Voluntary employee turnover rate		Percentage	1.83	8.18	3.51	11.57
		Classified by gender	Male	Percentage	50.00	44.44	75.00	78.57
			Female	Percentage	50.00	55.56	25.00	21.43
		Classified by age	Less than 30 years	Percentage	50.00	22.22	25.00	21.43
			30 to 50 years	Percentage	50.00	44.44	50.00	78.57
			Over 50 years	Percentage	0	33.33	25.00	0

Remark:
1 Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.

Disclosure	Performance			Unit	2021	2022	2023	2024
GRI 401-3 S&P Global	Parental leave	Permanent Contract						
		Parental leave		Persons	505	517	533	529
		Classified by gender	Male	Persons	337	348	363	357
			Female	Persons	168	169	170	172
		Employees that took parental leave		Persons	ND	12	9	8
		Classified by gender	Male	Persons	ND	6	3	3
			Female	Persons	ND	6	6	5
		Retention rate of employees that took parental leave		Persons	ND	12	9	8
		Classified by gender	Male	Persons	ND	6	3	3
			Female	Persons	ND	6	6	5
		Employees that took parental leave, returned to work after parental leave ended, and still employed 12 months after return to work		Persons	ND	12	9	8
		Classified by gender	Male	Persons	ND	6	3	3
			Female	Persons	ND	6	6	5
		Retention rate of employees that took parental leave		Percentage	ND	100	100	100
		Retention rate of employees that took parental leave		Percentage	ND	100	100	100
GRI 405-2	Equal pay assessment of female to male employees	Permanent Contract						
		Ratio of base salary and remuneration of female to male employees, classified by position	Top management	Base salary	Ratio	0.86	0.91	0.87	0.84
			Middle management	Base salary	Ratio	0.76	0.69	0.72	0.72
			Junior management	Base salary	Ratio	0.90	0.91	0.94	0.95
			Officer/ Non-management	Base salary	Ratio	1.23	1.19	1.07	1.15
	Equal pay assessment of female to male employees	Temporary contract[1]						
		Ratio of base salary and remuneration of female to male employees, classified by position	Top management	Base salary	Ratio	ND	ND	ND	ND
			Middle management	Base salary	Ratio	ND	ND	ND	ND
			Junior management	Base salary	Ratio	ND	ND	ND	ND
			Officer/ Non-management	Base salary	Ratio	0.83	0.69	0.73	0.81

Remark:
1 Full-time employees (FTEs) according to GRI Standard refer to the total number of permanent and temporary employees, excluding contract workers.
- ND means No Data Avialable

Disclosure	Performance				Unit	2021	2022	2023	2024
GRI 404-1	Training hours	Training hours	Total training hours		Hours	16,737	17,173	14,759	21,140
		Total training hours	Training hours		Hours/ FTE	40	38	42	40
		Average training hours per FTE	Classified by gender	Male	Hours/ FTE	41	39	40	40
				Female	Hours/ FTE	37	29	29	24
			Classified by position	Top management	Hours/ FTE	21	21	40	56
				Middle management	Hours/ FTE	51	34	77	63
				Junior management	Hours/ FTE	83	47	47	35
				Officer/ Non-management	Hours/ FTE	33	38	32	48
GRI 404-1 S&P Global	Training budget per FTE	Total training budget			Million THB	4.04	6.08	8.42	4.84
		Trainning budget per FTE			THB/ FTE	9,624	13,600	17,697	9,145
		Classified by gender	Male		THB/ FTE	10,089	12,635	15,176	5,933
			Female		THB/ FTE	8,643	13,258	11,497	8,936
		Classified by position	Top management		THB/ FTE	16,210	12,605	24,750	22,822
			Middle management		THB/ FTE	13,805	19,125	47,709	30,676
			Junior management		THB/ FTE	14,098	20,275	17,106	6,863
			Officer/ Non-management		THB/ FTE	8,364	12,190	11,073	8,728

System Reliability and Availability Performance

Disclosure	Data		Unit	2021	2022	2023	2024
GRI G4-EU1	Energy generating capacity	Hydropower[1]	MW	1,900.00	1,900.00	1,900.00	1,900.00
		Solar energy[2]	MW	14.73	14.73	14.73	14.73
	Cogeneration[3]	Electricity	MW	237.50	237.50	237.50	237.50
		Steam	MWh	ND	40.00	40.00	40.00
GRI G4-EU2	Total energy generated[4]	Hydropower[1]	MWh	9,149,499.88	10,025,549.39	8,721,281.85	8,779,731.69
		Solar energy[2]	MWh	23,247.32	22,873.85	22,803.96	21,831.38
	Cogeneration[3]	Electricity	MWh	1,543,851.11	1,655,955.84	1,605,762.12	1,600,296.31
		Steam	Metric Tons	ND	78,036.00	80,492.00	57,445.51
GRI G4-EU28	Numbers of power outages (planned and unplanned)[5]	XPCL	Time	ND	0	2	3
		NN2	Time	ND	1	1	0
		BKC	Time	ND	0	0	0
		BIC	Time	ND	2	1	0
GRI G4-EU30	Average plants availability factor	XPCL	Percentage	92.85	90.29	82.27	87.03
		NN2	Percentage	96.96	97.63	93.32	92.96
		BKC	Percentage	99.18	98.51	99.08	98.83
		BIC	Percentage	96.63	96.60	100.00	100.00

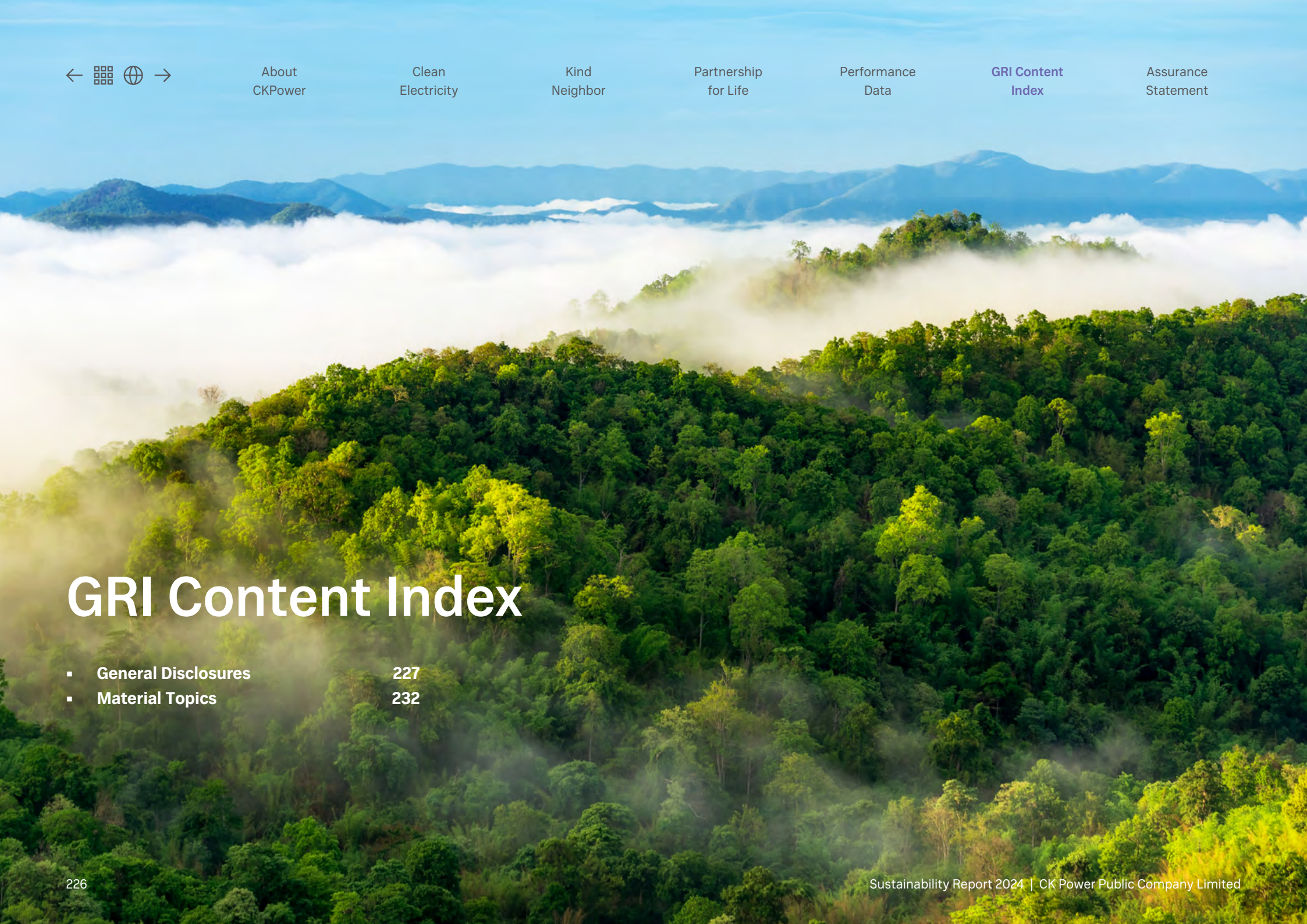
Remarks
- ND means No Data Available
- N/A means Not Applicable
- XPCL means Xayaburi power plant
- NN2 means Nam Ngum 2 power plant
- BKC means Bangkhenchai power plant
- BIC means Bangpa-in cogeneration power plant
- Xayaburi power plant began commercial operations in October 2019 and began data collection in 2020.

1 The Company generates electricity from hydropower only in Xayaburi and Nam Ngum 2 power plants.
2 The Company generates electricity from solar energy only in Bangkhenchai power plant.
3 The Company generates electricity and steam only Bangpa-in cogeneration power plant.
4 Data from 2020-2021 were reported using power purchase agreement (PPA) between the Company and suppliers as reference, while data from 2022-2024 were reported using the Company's actual total energy generation.
5 Number of power outages at the power plants in 2022-2024, including both planned and unplanned outages.

Disclosure	Data		Unit	2021	2022	2023	2024
S&P Global	Gas leakage rate	Transportation/Transmission	Percentage	ND	0	0	0
		Distribution to households	Percentage	ND	0	0	0
		Storage	Percentage	ND	0	0	0
S3.3 C	number of incidents or complaints related to consumer rights violations, along with corrective measures	XPCL	case	0	0	0	0
		NN2	case	0	0	0	0
		BKC	case	0	0	0	0
		BIC	case	0	0	0	0
S&P	number of customers who have been assessed for satisfaction	XPCL	Percentage	ND	ND	100	100
		NN2	Percentage	ND	ND	100	100
		BKC	Percentage	ND	ND	100	100
		BIC	Percentage	ND	ND	100	100
S3.7R	Customer satisfaction survey results	XPCL	Percentage	ND	ND	97.50	92.50
		NN2	Percentage	ND	ND	100.00	98.33
		BKC	Percentage	ND	ND	96.00	96.00
		BIC	Percentage	ND	ND	99.19	99.10

Remarks
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GRI Content Index

- General Disclosures 227
- Material Topics 232

GRI Content Index

Statement of use	CK Power Public Company Limited (the "Company" or "CKP") has Reported in accordance with GRI Standards for the period of 1st January to 31st December 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard (s)	Currently, there is no GRI for Electric Utility Sector Standard, therefore this Report is aligned with G4 Electric Utility Sector

General Disclosures

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General Disclosures						
GRI 2: General Disclosures 2021						
1. The Organization in Reporting Practice						
2-1	Organizational details	Sustainability Report : Page 12, 28-30 Annual Report 2024 (From 56-1 One Report) : Page 27-28, 35-36	-	-	-	-
2-2	Entities included in the organization's sustainability Reporting	Sustainability Report : Page 12, 15	-	-	-	-
2-3	Reporting period, frequency and contact point	Sustainability Report : Page 12, 13, 15	-	-	-	-
2-4	Restatement of information	Sustainability Report : 12, 14 *There is not any restatements of information given in previous Reports*	-	-	-	-
2-5	External assurance	Sustainability Report : Page 12, 14, 240-241	-	-	-	-
2. Activities and workers						
2-6	Activities, Value chain, and other business relationships	Sustainability Report : Page 28-31 Annual Report 2024 (From 56-1 One Report) : Page 95-99	-	-	-	-
2-7	Employees	Sustainability Report : Page 122-123, 210-223 Annual Report 2024 (From 56-1 One Report): Page 200-202	-	-	-	-
2-8	Workers who are not employees	Sustainability Report : Page 122-123, 211, 215	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
3. Governance						
2-9	Governance structure and composition	Sustainability Report : Page 32,142-143 Annual Report 2024 (From 56-1 One Report): Page 174-187	-	-	-	-
2-10	Nomination and selection of the highest governance body	Sustainability Report : Page 142-143 Annual Report 2024 (From 56-1 One Report): Page 207-209 Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/charters/nomination-remuneration-committee-charter-en-02.pdf	-	-	-	-
2-11	Chair of the highest governance body	Sustainability Report : Page 32, Page 142-143 Annual Report 2024 (From 56-1 One Report): Page 177, 182 Website: https://www.ckpower.co.th/en/management/board-of-directors	-	-	-	-
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Report : Page 30-32,153-155 Annual Report 2024 (From 56-1 One Report): Page 178-187, 207-209	-	-	-	-
2-13	Delegation of responsibility for managing impacts	Sustainability Report : Page 31-32	-	-	-	-
2-14	Role of the highest governance body in sustainability Reporting	Sustainability Report : Page 31-32 Annual Report 2024 (From 56-1 One Report): Page Page 185-186, 207	-	-	-	-
2-15	Conflicts of interest	Sustainability Report : Page 142-148 Annual Report 2024 (From 56-1 One Report) : Page 164, 215 Website: https://www.ckpower.co.th/en/management/board-of-directors	-	-		-
2-16	Communication of critical concerns	Sustainability Report : page 140, 145-148 Annual Report 2024 (From 56-1 One Report): Page 170	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
2-17	Collective knowledge of the highest governance body	Sustainability Report : page 147-149, 155-156 Annual Report 2024 (From 56-1 One Report): Page 210-211 Website: https://www.ckpower.co.th/en/management/board-of-directors	-	-	-	-
2-18	Evaluation of the performance of the highest governance body	Sustainability Report : Page 143 Annual Report 2024 (From 56-1 One Report): Page 211-212	-	-	-	-
2-19	Remuneration policies	Sustainability Report : Page 142 Annual Report 2024 (From 56-1 One Report): Page 158, 207-209 Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/charters/nomination-remuneration-committee-charter-en-02.pdf		-	-	-
2-20	Process to determine remuneration	Sustainability Report : Page 142 Annual Report 2024 (From 56-1 One Report): page 159, 165, 193-201 Website: https://www.ckpower.co.th/en/management/board-of-directors	-	-	-	-
2-21	Annual total compensation ratio	Omission	GRI 2-21 Annual total compensation ratio		Compensation of Managing Director is considered by the Company as confidential information.	-
4. Strategy, policies and practices						
2-22	Statement on sustainable development strategy	Sustainability Report : Page 10-11 Annual Report 2024 (From 56-1 One Report): page 20-23	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
2-23	Policy commitments	Sustainability Report : Page 30-31,45-47, 55, 68, 82, 91, 109, 115, 129, 144, 152, 189 Annual Report 2024 (From 56-1 One Report): page 88 Business Code of Conduct Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/code-of-conduct/code-of-conductcode-of-business-conduct-en-02.pdf Sustainability Managment Policy Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/corporate-policies/sustainability-managment-policy-en.pdf Human Rights Policy Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/corporate-policies/human-rights-policy-en-03.pdf	-	-	-	-
2-24	Embedding policy commitments	Sustainability Report : Page 10-11, 30-32, 94-95, 139-140, 142-147, 189-197 Annual Report 2024 (From 56-1 One Report):Page 89-94 Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/code-of-conduct/code-of-conductcode-of-business-conduct-en-02.pdf	-	-	-	-
2-25	Processes to remediate negative impacts	Sustainability Report : Page 33-45, 65, 88, 93, 106-107, 109-110, 133, 140-148, 150, 154-156, 179, 181-197 Annual Report 2024 (From 56-1 One Report): Page 170, 217 Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/code-of-conduct/code-of-conductcode-of-business-conduct-en-02.pdf Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/corporate-policies/human-rights-policy-en-03.pdf Website: https://www.ckpower.co.th/storage/content/corporate-governance/guidelines/guidelines-07-en.pdf	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
2-26	Mechanisms for seeking advice and raising concerns	Sustainability Report : Page 145-146 Annual Report 2024 (From 56-1 One Report): Page 217 Website: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/code-of-conduct/code-of-conductcode-of-business-conduct-en-02.pdf Website: https://www.ckpower.co.th/storage/content/corporate-governance/guidelines/guidelines-07-en.pdf Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/corporate-governance	-	-	-	-
2-27	Compliance with laws and regulations	Sustainability Report : Page 65-67, 71, 88, 141, 145-146	-	-	-	-
2-28	Membership associations	Sustainability Report :Page 26	-	-	-	-
5. Stakeholder engagement						
2-29	Approach to stakeholder engagement	Sustainability Report : Page 15-19, 33-35, 37- 45 Annual Report 2024 (From 56-1 One Report): Page 98-99 Website: https://www.ckpower.co.th/en/sustainability/stakeholder-engagement	-	-	-	-
2-30	Collective bargaining agreements	Sustainability Report : Page 122-123 Annual Report 2024 (From 56-1 One Report): Page 200-205 Website: https://www.ckpower.co.th/en/sustainability/stakeholder-engagement	-	-	-	-

Material Topics

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 3: Material Topics 2021						
3-1	Process to determine material topics	Sustainability Report : Page 33-34	-	-	-	-
3-2	List of material topics	Sustainability Report : Page 35	-	-	-	-
Corporate Governance						
GRI 205: Anti-corruption 2016						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 141-147	-	-	-	-
205-2	Communication and training about anti-corruption policies and procedures	Sustainability Report : Page 144-148 Annual Report 2024 (From 56-1 One Report): Page 167, 172	-	-	-	-
205-3	Confirmed incidents of corruption and actions taken	Sustainability Report : Page 140 Annual Report 2024 (From 56-1 One Report) : Page 172	-	-	-	-
GRI 206: Anti-competitive Behavior 2016						
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Sustainability Report : Page 139-140 Annual Report 2024 (From 56-1 One Report) : Page 155, 171	-	-	-	-
Risk & Crisis Management and Cybersecurity and Data Privacy						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 151-158 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/risk-and-crisis-management-cybersecurity-and-data-privacy Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/supply-chain-management	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 201: Economic Performance 2016						
201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Report : Page 54-57, 152-155, 166-167	-	-	-	-
GRI 308: Supplier environmental assessment						
308-1	New suppliers that were screened using environmental criteria	Sustainability Report : Page 188, 192-195 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/supply-chain-management	-	-	-	-
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainability Report : Page 188, 192-195 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/supply-chain-management	-	-	-	-
GRI 414:Supplier Social Assessment 2016						
414-1	New suppliers that were screened using social criteria	Sustainability Report : Page 188, 192-195 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/supply-chain-management	-	-	-	-
414-2	Negative social impacts in the supply chain and actions taken	Sustainability Report : Page 188, 192-195 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/supply-chain-management	-	-	-	-
GRI 418: Customer Privacy 2016						
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report : Page 150, 155-158, 184 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/risk-and-crisis-management-cybersecurity-and-data-privacy External Personal Data Protection Policy: https://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/corporate-policies/20230105-ckp-external-personal-data-protection-policy-en.pdf	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
System Reliability and Availability						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 163-170 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/system-reliability-and-availability	-	-	-	-
Innovation Management						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 171-178 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/innovation-management	-	-	-	-
Business Model Resilience						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 159-162 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/business-model-resilience	-	-	-	-
Customer Relationship Management						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 179-187 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/customer-relations-management	-	-	-	-
Supply Chain Management						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 188-197 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/supply-chain-management	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Respect for Human Rights						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 106-112 Website: https://www.ckpower.co.th/en/sustainability/kind-neighbor/respect-for-human-rights	-	-	-	-
GRI 406: Non-Discrimination 2016						
406-1	Incidents of discrimination and corrective actions taken	Sustainability Report : Page 106-112	-	-	-	-
GRI 411: Rights of Indigenous Peoples 2016						
GRI 411-1	Incidents of violations involving rights of indigenous peoples	Sustainability Report : Page 106- 107	-	-	-	-
Human Capital Management						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 113-127 Website: https://www.ckpower.co.th/en/sustainability/kind-neighbor/human-capital-management	-	-	-	-
GRI 401: Employment 2016						
401-1	New employee hires and employee turnover	Sustainability Report : Page 218-221	-	-	-	-
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report : Page 122-123 Website: https://www.ckpower.co.th/en/sustainability/kind-neighbor/human-capital-management	-	-	-	-
401-3	Parental leave	Sustainability Report : Page 123, 222 Website: https://www.ckpower.co.th/en/sustainability/kind-neighbor/human-capital-management	-	-	-	-
GRI 404: Training and Education 2016						
404-1	Average hours of training per year per employee	Sustainability Report : Page 113, 223	-	-	-	-
404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report : Page 116-119, 223 Website: https://www.ckpower.co.th/en/sustainability/kind-neighbor/human-capital-management	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report : Page 114, 117, 120, 223 Website: https://www.ckpower.co.th/en/sustainability/kind-neighbor/human-capital-management				-
GRI 405: Diversity and Equal Opportunity 2016						
405-1	Diversity of governance bodies and employees	Sustainability Report : Page 210-219	-	-	-	-
405-2	Ratio of basic salary and remuneration of women to men	Sustainability Report : Page 222	-	-	-	-
GRI 407: Freedom of Association and Collective Bargaining 2016						
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability Report : Page 106-107, 122, 188 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/supply-chain-management	-	-	-	-
Social and Community Care						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 88-105 Website: https://www.ckpower.co.th/en/sustainability/kind-neighbor/social-and-community-care	-	-	-	-
GRI 203: Indirect Economic Impacts 2016						
203-1	Infrastructure investments and services supported	Sustainability Report : Page 89-90,94-102,105,174-178	-	-	-	-
203-2	Significant indirect economic impacts	Sustainability Report : Page 89-90,94-102,105,174-178	-	-	-	-
GRI 413: Local communities 2016						
413-1	Operations with Local Community Engagement, Impact Assessments, and Development Programs	Sustainability Report : Page 91-94, 96-98	-	-	-	-
413-2	Operations with Significant actual and potential negative impacts on local communities	Sustainability Report : Page 92-105 Website: https://www.ckpower.co.th/en/sustainability/stakeholder-engagement	-	-	-	-
Occupational Health and Safety						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 128-134 Website: https://www.ckpower.co.th/en/sustainability/kind-neighbor/occupational-health-and-safety	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 403: Occupational Health and Safety 2018						
403-1	Occupational health and safety management system	Sustainability Report : Page 129-134	-	-	-	-
403-2	Hazard identification, risk assessment, and incident investigation	Sustainability Report : Page 130-137	-	-	-	-
403-3	Occupational health services	Sustainability Report : Page 134-136	-	-	-	-
403-4	Worker participation, consultation, and communication on occupational health and safety	Sustainability Report : Page 133, 135-137	-	-	-	-
403-5	Worker training on occupational health and safety	Sustainability Report : Page 133-137	-	-	-	-
403-6	Promotion of worker health	Sustainability Report : Page 133-138	-	-	-	-
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report : Page 130-134	-	-	-	-
403-8	Workers covered by an occupational health and safety management system	Sustainability Report : Page 208	-	-	-	-
403-9	Work-related injuries	Sustainability Report : Page 128, 208	-	-	-	-
403-10	Work-related ill health	Sustainability Report : Page 128, 209	-	-	-	-
Environmental Management						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 65-78 Website: https://www.ckpower.co.th/en/sustainability/clean-electricity/environmental-management	-	-	-	-
GRI 303: Water and Effuents 2018						
303-1	Interactions with water as a shared resource	Sustainability Report : Page 69-70	-	-	-	-
303-2	Management of water discharge-related impacts	Sustainability Report : Page 69-70	-	-	-	-
303-3	Water withdrawal	Sustainability Report : Page 66, 68-70, 204-205	-	-	-	-
303-4	Water discharge	Sustainability Report : Page 66, 69-70, 204-205	-	-	-	-
303-5	Water consumption	Sustainability Report : Page 66, 69-70, 204-205	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 306: Waste 2020						
306-1	Waste generation and significant waste-related impacts	Sustainability Report : Page 67, 71-72	-	-	-	-
306-2	Management of significant waste-related impacts	Sustainability Report : Page 67, 71-72	-	-	-	-
306-3	Waste generated	Sustainability Report : Page 67, 71-72, 205	-	-	-	-
306-4	Waste diverted from disposal	Sustainability Report : Page 205-206	-	-	-	-
306-5	Waste directed to disposal	Sustainability Report : Page 205-207	-	-	-	-
Biodiversity						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 79-86 Website: https://www.ckpower.co.th/en/sustainability/clean-electricity/biodiversity	-	-	-	-
GRI 304: Biodiversity 2016						
304-2	Significant impacts of activities, products and services on biodiversity	Sustainability Report : Page 80-86	-	-	-	-
304-3	Habitat protected or restored	Sustainability Report : Page 79,83-86		-	-	-
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Sustainability Report : Page 86	-	-	-	-
Energy Management and Climate Change						
GRI 3: Material Topics 2021						
3-3	Management of material topics	Sustainability Report : Page 48-50, 52-64 Website: https://www.ckpower.co.th/en/sustainability/clean-electricity/energy-management-and-climate-change	-	-	-	-
GRI 302: Energy 2016						
302-1	Energy consumption within the organization	Sustainability Report : Page 52, 199	-	-	-	-
302-3	Energy intensity	Sustainability Report : Page 58, 200	-	-	-	-

GRI Standards	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
302-4	Reduction of energy consumption	Sustainability Report : Page 58-64	-	-	-	-
302-5	Reductions in energy requirements of products and services	Sustainability Report : Page 59-64	-	-	-	-
GRI 305: Emissions 2016						
305-1	Direct (Scope 1) GHG emissions	Sustainability Report : Page 58, 201				
305-2	Energy Indirect (Scope 2) GHG emissions	Sustainability Report : Page 58, 202	-	-	-	-
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report : Page 202	-	-	-	-
305-4	GHG emissions intensity	Sustainability Report : Page 20, 53, 58, 202	-	-	-	-
305-5	Reduction of GHG emissions	Sustainability Report : Page 20, 50, 55-56, 59-64	-	-	-	-
305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Sustainability Report : Page 67, 72-73, 203	-	-	-	-
G4 Sector disclosure: Electric utilities						
Organizational profile						
EU1	Installed capacity, broken down by primary energy source and by regulatory regime	Sustainability Report : Page 163, 165, 169, 224 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/system-reliability-and-availability	-	-	-	-
EU2	Net energy output broken down by primary energy source and by regualtory regime	Sustainability Report : Page 163, 165, 169, 224 Website: https://www.ckpower.co.th/en/sustainability/partnership-for-life/system-reliability-and-availability	-	-	-	-
Access						
EU28	Power outage frequency	Sustainability Report : Page 163,224	-	-	-	-
EU29	Average power outage duration	Sustainability Report : Page 163,170	-	-	-	-
EU30	Average plant availability factor by energy source and by regulatory regime	Sustainability Report : Page 224	-	-	-	-

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Independent Assurance Report
To the Directors of CK Power Public Company Limited

Scope

We have been engaged by CK Power Public Company Limited ("CKP") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on CK Power Public Company Limited's identify subject matters (the "Subject Matters") contained in CKP's Sustainability Report for the year ended 31 December 2024 (the "Sustainability Report").

Our limited assurance engagement covers the following Subject Matters:

Subject Matters	Scope
GRI 302-1 Energy consumption within organization	**CK Power Head Office** CK Power Company Limited **Hydroelectric Power** Nam Ngum 2 Power Company Limited; Xayaburi Power Company Limited **Cogeneration Power** Bangpa-in Cogeneration Limited **Solar Power** Bangkhenchai Company Limited
GRI 305-1 Direct (Scope 1) GHG emissions	
GRI 305-2 Energy indirect (Scope 2) GHG emissions	
GRI 305-3 Other indirect (Scope 3) GHG emissions (Category 3)	
GRI 305-4 GHG emissions intensity	
GRI 303-3 Water withdrawal	
GRI 303-4 Water discharge	
GRI 303-5 Water consumption	
GRI 306-3 Waste generated	
GRI 306-4 Waste diverted from disposal	
GRI 306-5 Waste directed to disposal	
GRI 403-9 Work-related injuries	
Process of materiality assessment	
GRI 305-7 Nitrogen oxides (NOx) and sulfur oxides (SOx) emissions and other significant air emissions	**Cogeneration Power** Bangpa-in Cogeneration Limited

Other than as described in the above table, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Sustainability Report, and accordingly, we do not express a conclusion on this information.

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Criteria applied by CKP

In preparing the Subject Matters, CKP applied the Global Reporting Initiative Sustainability Reporting Standards ('GRI Standards) and the requirements under the 56-1 One Report pronounced by the Capital Market Supervisory Board, the Security and Exchange Commissions of Thailand (the "Criteria").

In performing materiality assessment, CKP applied the Global Reporting Initiatives Sustainability Reporting Standards (GRI Standards - GRI 3) with supplementing the concept of double materiality by considering financial impact of ESG topic on CKP (the "Criteria").

CKP's responsibilities

CKP's management is responsible for selecting the Criteria, and for presenting the Subject Matters in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matters, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matters based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)') and *International Standard for Assurance Engagements on Greenhouse Gas Statements* ('ISAE 3410') and the terms of reference for this engagement as agreed with CKP on 28 October 2024. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matters in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

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EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Green House Gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matters and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Conducted interviews with personnel to understand the business and reporting process
- Conducted interviews with key personnel to understand the process for collecting, collating and reporting the subject matters during the reporting period
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified
- Identified and testing assumptions supporting calculations

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- Tested, on a sample basis, underlying source information to check the accuracy of the data

We also performed such other procedures as we considered necessary in the circumstances.

Other matters

Our report does not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the Sustainability Report.

The maintenance and integrity of CKP's website is the responsibility of CKP's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the Subject Matters and related disclosures, the Sustainability Report or to our independent limited assurance report that may have occurred since the initial date of presentation on CKP's website.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matters for the year ended 31 December 2024, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use accordance with our engagement terms agreed with CKP, and intended solely for the Directors of CKP for the purpose of reporting the Subject Matters in the Sustainability Report and is not intended to be and should not be used by anyone other than those specified parties. To the fullest extent permitted by law, we do not accept or assume any responsibility for any reliance on this assurance report to any persons other than the Directors of CKP, or for any purpose other than that for which it was prepared.



Wilaiporn Ittiwiroon
Partner
EY Office Limited

Bangkok, Thailand
18 March 2025

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