



### 3. Driving Business for Sustainability

The Company is committed to conducting our business in alignment with the United Nations Sustainability Goals (SDGs) by incorporating Environmental, Social, and Governance (ESG) principles, which emphasize responsible business practices concerning the environment, society, and corporate governance. Additionally, the Company integrates innovation and digital transformation to enhance operational efficiency. To ensure effective corporate management, the Company places great importance on adhering to good corporate governance principles, as well as strictly complying with relevant laws and regulations.

In 2025, the Board of Directors' Meeting No. 1/2025 approved the renaming of the Corporate Governance Committee to the Corporate Governance and Sustainability Development Committee. Additionally, the board mandated a review of the committee's charter to clearly define its scope, duties, and responsibilities, ensuring alignment with corporate governance practices and the Company's commitment to driving sustainable business operations. The Company has also established concrete and systematic management approaches for sustainability development, fostering understanding and encouraging participation at all levels—from executives and employees to stakeholders. This initiative aims to integrate operational concepts and responsibilities in alignment with policies and goals, forming a solid foundation for achieving sustainability. Ultimately, this approach seeks to maximize benefits for the Company and our stakeholders across the business value chain while creating shared value between the business and society, leading to the Company's long-term sustainable growth.

#### 3.1 The Company's Commitment to Sustainability Goals

The Company is committed to developing ourselves as a model for Sustainability and embedding ESG principles into its business operations from the ground up. We strive to drive economic growth while preserving natural resources and managing environmental impacts. The Company also actively promotes and communicates the importance of Sustainability practices to employees, ensuring awareness and integration into daily operations. By leveraging appropriate tools, technologies, and innovations, the Company enhances our management processes, supported by a structured system for tracking performance and assigning clear responsibilities to ensure accurate and reliable data. The Company firmly believes that the business sector plays a crucial role in advancing society toward achieving the United Nations Sustainability Goals (SDGs), which consist of 17 key objectives aimed at comprehensive development.





For our 2024 operations, the Company set Sustainability goals that align with our business strategy, corporate objectives, and stakeholder expectations in a balanced manner. The Company prioritizes and responds to long-term value creation for stakeholders while driving its business toward achieving the United Nations Sustainability Goals (SDGs). Out of the 17 SDGs, the Company currently supports 13 goals, with details summarized as follows:

### Environmental Dimension

- |                      |  |
|----------------------|--|
| Objectives           | <ul style="list-style-type: none"> <li>• Reduce energy consumption (electricity and water) by 2030 compared to the baseline average of 2020-2023.</li> <li>• Decrease the amount of waste requiring disposal by 2030 compared to the baseline average of 2022-2023.</li> <li>• Reduce hazardous waste by 2030 compared to the baseline average of 2022-2023.</li> <li>• Achieve carbon neutrality by 2040.</li> <li>• Reach net-zero greenhouse gas emissions by 2050.</li> <li>• Foster environmental awareness.</li> </ul>   |
| Commitment           | <ul style="list-style-type: none"> <li>• Conduct business with environmental responsibility and reduce greenhouse gas emissions.</li> <li>• Minimize environmental impact by adopting eco-friendly technologies and processes.</li> <li>• Promote the use of sustainable materials and reduce single-use plastic consumption.</li> </ul>   |
| Operational Approach | <ul style="list-style-type: none"> <li>• Implement technologies and processes that reduce resource consumption and environmental impact.</li> <li>• Minimize waste generation following the 3R concept (Reduce, Reuse, and Recycle), manage waste efficiently, and promote recycling.</li> <li>• Explore the implementation of energy management systems to reduce energy consumption, such as installing solar power systems (solar cells).</li> <li>• Utilize electric vehicles (EVs) to reduce air pollution.</li> <li>• Foster environmental awareness.</li> </ul> |
| Strategy             | <ul style="list-style-type: none"> <li>• Support procurement transactions with partners using digital documentation instead of paper-based submissions.</li> <li>• Develop and implement environmentally friendly technologies.</li> <li>• Build partnerships with sustainable equipment manufacturers.</li> <li>• Promote and organize activities that enhance knowledge on environmental conservation and efficient resource utilization</li> </ul>  |

Support for  
SDGs



### Social Dimension

- |                      |  |
|----------------------|--|
| Objectives           | <ul style="list-style-type: none"> <li>• Foster strong relationships with local communities through Corporate Social Responsibility (CSR) programs.</li> <li>• Create a safe and inclusive working environment for all employees.</li> <li>• Support skill development and career advancement for employees.</li> <li>• Promote awareness and encourage employee participation in environmental management and conservation efforts.</li> <li>• Uphold human rights and ensure fair treatment of labor.</li> </ul> |
| Commitment           | <ul style="list-style-type: none"> <li>• Enhance the quality of life for stakeholders.</li> <li>• Create a work environment that respects everyone's rights.</li> <li>• Support initiatives that promote education and health in the communities where we operate.</li> </ul>  |
| Operational Approach | <ul style="list-style-type: none"> <li>• Enhance the quality of life for employees within the organization.</li> <li>• Support skill development and career progression.</li> <li>• Provide safety and health training for employees.</li> <li>• Organize CSR activities to support local communities.</li> </ul>  |
| Strategy             | <ul style="list-style-type: none"> <li>• Foster an organizational culture that respects diversity and equality.</li> <li>• Organize CSR activities to improve social and community well-being.</li> <li>• Develop employees' learning skills by establishing an annual employee knowledge development plan.</li> </ul>   |

Support for  
SDGs

SDGs 1, 3, 4, 10, 11, 16, 17

**Economic and Corporate Governance Dimension**

Objectives

- Establish a transparent and ethical governance system.
- Conduct business with continuous growth under good corporate governance and relevant laws.
- Manage risks effectively in alignment with sustainable business practices.
- Strengthen social responsibility throughout the business value chain.

Commitment

- Establish a sustainably growing organization based on good corporate governance
- Promote stakeholder participation in the decision-making process.

Operational  
Approach

- Conduct business in accordance with good corporate governance principles.
- Manage risks within acceptable levels.
- Promote fair and open market competition.
- Avoid actions that may lead to conflicts of interest and intellectual property violations.
- Establish a dedicated ESG (Environmental, Social, and Governance) committee to oversee and monitor sustainability initiatives.
- Create a structured channel for complaints and issue reporting.
- Prepare an annual ESG report to track progress and disclose performance.

Strategy

- Seek business partners that support market expansion.
- Manage financial costs at an optimal level.
- Develop comprehensive products and services.
- Enhance business operations and data connectivity through digital systems.
- Strengthen customer data security systems.
- Develop cybersecurity protection measures.
- Adhere to good corporate governance and business ethics while communicating these principles to all internal and external stakeholders.
- Promote stakeholder participation in the decision-making process.
- Regularly develop and publish ESG policies and best practices.

Support for  
SDGs

SDGs 8, 9, 12, 16, 17





## 3.2 Sustainability Development Policies

### E – Environment

1. Strive for carbon neutrality by 2040 and set a target to achieve net-zero greenhouse gas emissions by 2050, in alignment with Thailand's commitment under the Paris Agreement and the United Nations Framework Convention on Climate Change (UNFCCC).
2. Maintain and preserve the Company's equipment and assets to ensure efficient use and minimize potential environmental risks in the future.
3. Develop and upgrade buildings in accordance with "Green Building" principles, with plans to install solar power systems (Solar Cells) to enhance energy efficiency and promote environmental sustainability in the future.
4. Prioritize sustainability and resource conservation by adopting technologies and processes that reduce resource consumption and environmental impact.
5. Implement effective waste management practices following the 3R principles (Reduce, Reuse, and Recycle).
6. Promote awareness of the impacts of climate change on business operations and encourage employee participation in environmental management and conservation efforts.

### S – Social

1. Prioritize the value of human resources by supporting and respecting human rights protection throughout the business value chain. Ensure fair, equal, and non-discriminatory treatment of employees while providing workplace safety, health, and welfare benefits. Additionally, promote the employment of local workers, underprivileged individuals, and persons with disabilities.
2. Promote and support the development of employees at all levels to enhance their potential and work efficiency. Focus on equipping employees with the skills needed to adapt to technological and innovation-driven changes that will play a crucial role in business operations.
3. Focus on creating a healthy and safe work environment while promoting employee well-being. Initiatives include allocating space for employees to grow their own vegetables to help reduce living costs and providing exercise areas to support both physical and mental health.
4. Develop strategies for quality and sustainable growth by focusing on enhancing supply chain management efficiency and improving internal operations. This ensures readiness for change and adaptability to various evolving conditions with a clear direction.

### G – Governance

1. Uphold good corporate governance by emphasizing ethical business practices, respecting rights, and being accountable to stakeholders and shareholders to ensure stability and sustainability for the Company.
2. Promote and support transparency by implementing audit and oversight mechanisms in strict compliance with laws, regulations, and policies while ensuring fair treatment of all stakeholders.
3. Support corporate governance by establishing governance policies, anti-corruption policies, risk management guidelines, audit procedures, and business ethics codes in accordance with legal and regulatory requirements.
4. Encourage fair trade competition, avoid actions that may lead to conflicts of interest or intellectual property violations, and strengthen social responsibility throughout the business value chain.

## Sustainability Management Approach

### 1. Sustainability management in the environmental dimension

#### 1.1 Environmental Management

The Company has established operational practices aimed at reducing greenhouse gas emissions in the long term and supporting the transition to a low-carbon society. In 2024, the Company continued its environmental initiatives, which included the following practices:

##### 1. Green Office

- Focus on energy conservation and efficient resource usage.
- Raise awareness among employees about energy saving through waste and garbage management in the office following the 3Rs (Reduce, Reuse, Recycle) principles.
- Improve the waste segregation system for better efficiency.
- Use electronic document systems (e-Memo) and online document approval systems (e-Signature) to reduce paper consumption and electricity usage.



##### 2. Streetlight conversion project to LED bulbs

- Reduce electricity consumption and improve energy efficiency.

##### 3. Investment in modern equipment and technology

- Adapt to technological changes to reduce environmental impact.

##### 4. Support research and development

- Invest in the development and creation of new innovations in the industry.
- Build networks and partnerships with other organizations, including academic institutions and government research agencies, through the signing of Memoranda of Understanding (MOU).

#### 1.2 Energy Management

The Company has established an energy management plan focused on sustainability and environmental friendliness to improve energy efficiency and reduce greenhouse gas emissions. The key approaches include the following:

1. Promote the use of renewable energy and clean energy: The Company focuses on reducing dependence on electricity from the main grid by utilizing solar energy within the organization. This clean energy helps reduce carbon footprint. Installing solar panels in suitable areas will enhance energy stability and reduce long-term costs.
2. Energy efficiency improvement: To ensure efficient energy usage, the Company invests in energy-saving technologies and office equipment, as well as upgrades infrastructure, such as replacing office and exterior building lighting with LED bulbs. This not only helps reduce energy consumption but also supports environmental friendliness.
3. Create an energy-saving culture within the organization: Build awareness about efficient energy use is a key part of the plan. The Company conducts campaigns and encourages employees to adopt energy-saving behaviors, such as turning off lights and air conditioning when not in use, using electrical appliances properly, and providing training to enhance knowledge about energy conservation.
4. Supporting energy technology and innovation: The Company promotes the use of advanced technology in energy management, such as installing Smart Meter systems to monitor and record electricity usage, which helps analyze and control energy consumption efficiently. Additionally, the Company supports the use of electric vehicles by purchasing electric cars and installing charging stations for employees, promoting clean energy use and reducing greenhouse gas emissions.



## Energy Management Performance and Outcomes

### 1. Installation of solar panels

- Installed solar panels along the walkway area of the Thai-style house cluster in The Studio Park project to use renewable energy for lighting equipment.

### 2. Improvements of electrical system and office equipment

- Replaced streetlights and office lighting with LED bulbs.
- Used energy-efficient and environmentally friendly office equipment.

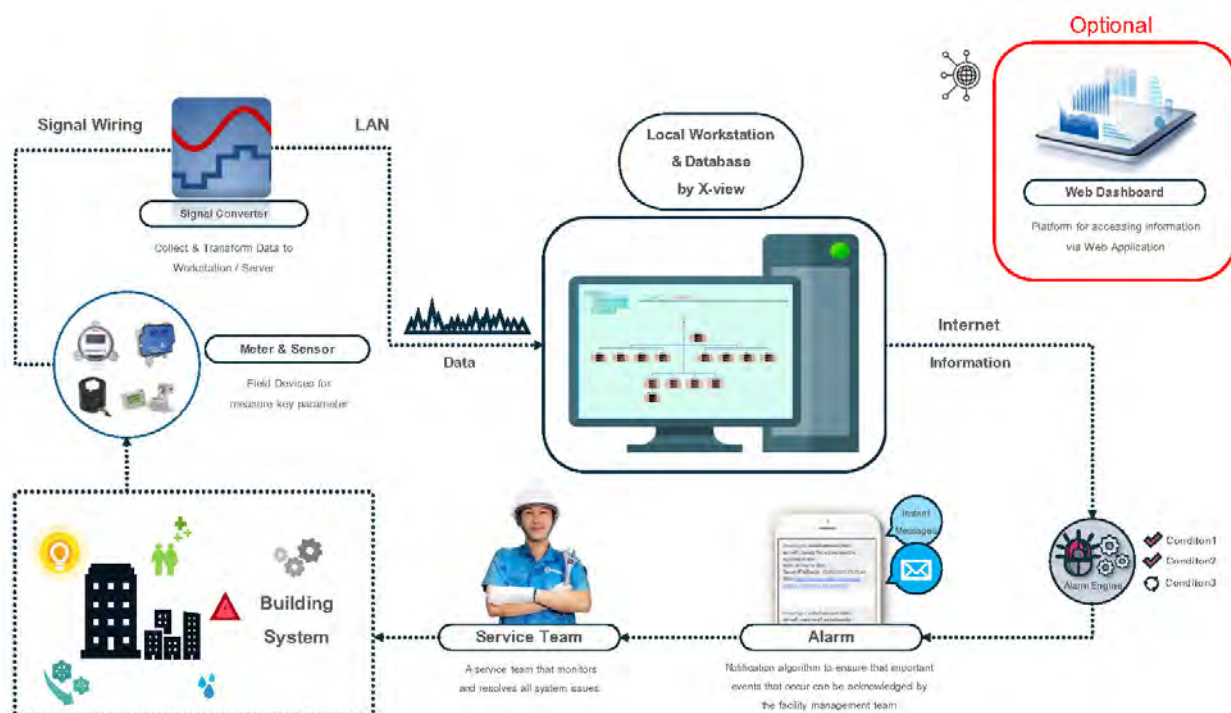
### 3. Supporting the use of electric vehicles

- Purchased electric vehicles (EVs) to support the use of clean energy for company document deliveries, helping reduce PM 2.5 dust, noise pollution, and global warming.
- Installed 2 EV charging stations for employee and customer use.



### 4. Electricity usage monitoring and recording system (E-Billing)

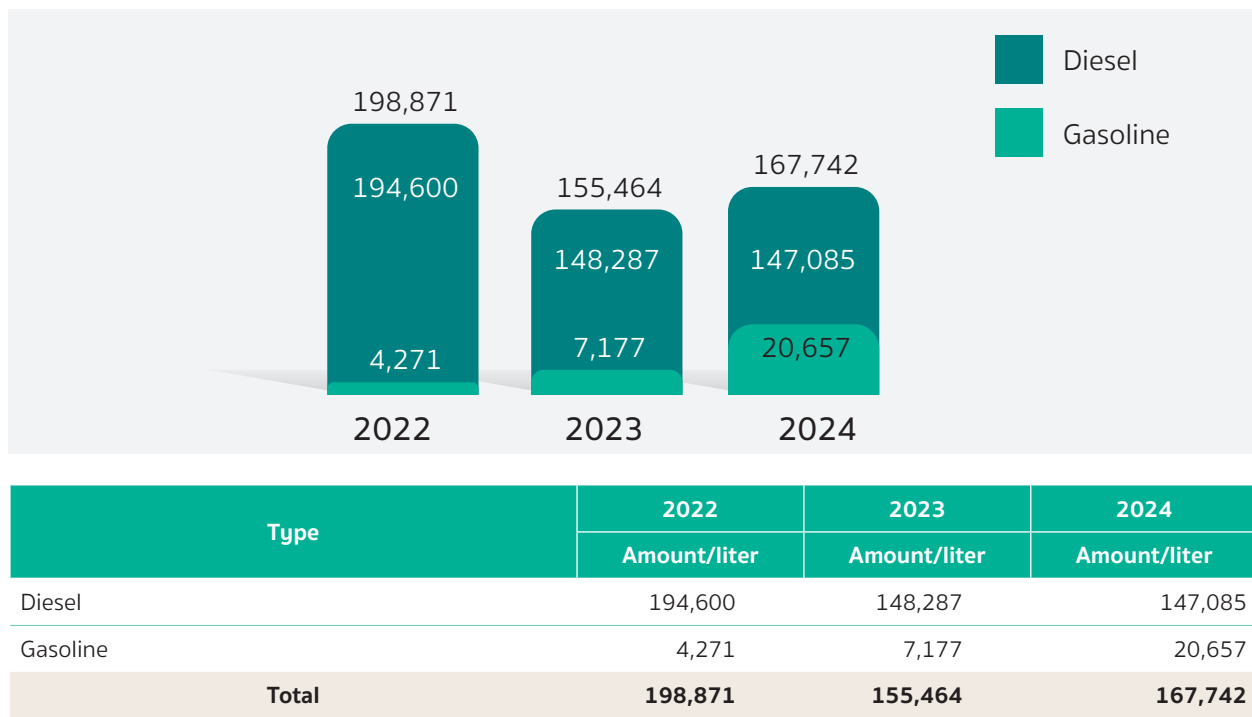
Installed the Smart Meter system to analyze and control electricity usage efficiently. The installation was completed between March 13, 2024, and August 3, 2024.



Conceptual Design E-Billing System

**5. Employee awareness campaign**

Organized campaigns to encourage employees to use energy efficiently, such as turning off lights and air conditioning in unused areas.

**Energy Management Information: Electricity (Unit: Kwh)****Energy Management Information: Oil and Fuel**



### 1.3. Water Management

The Company recognizes and values the importance of efficient water resource management within the organization to maximize benefits. We focus on encouraging employees to use water efficiently and effectively, alongside regular maintenance and inspection of the water supply system. Additionally, the Company participates in the conservation and restoration of local water ecosystems in surrounding communities to ensure long-term sustainability for the organization, the community, and the environment.

#### Water Management Performance and Outcomes

##### 1. Efficient and effective water use

- Conducted campaigns and raised awareness among employees to strictly turn off water taps after use to reduce unnecessary water wastage.
- Promoted the practice of not leaving water running during use, such as during the cleaning process, to enhance water usage efficiency.

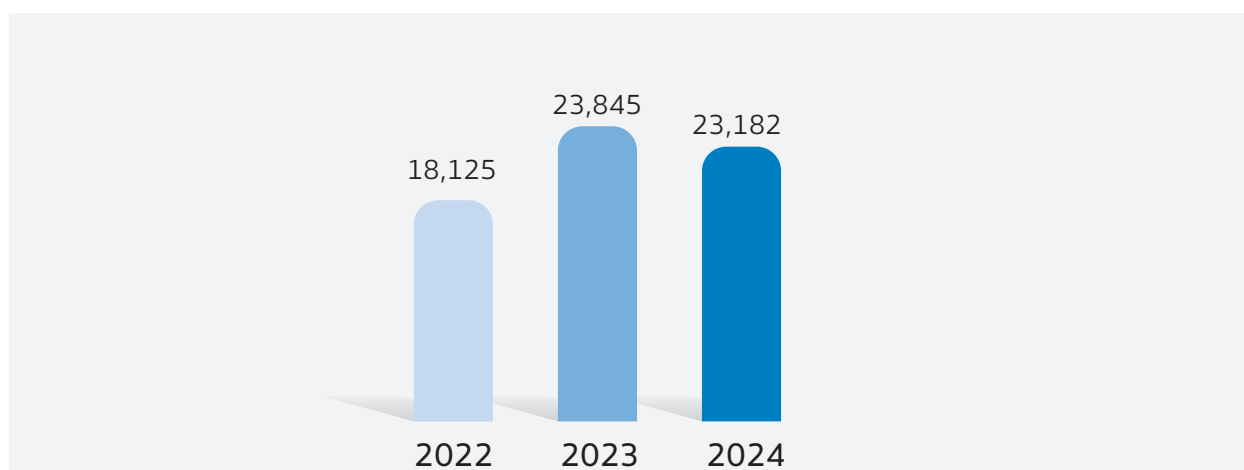
##### 2. Water system inspection and maintenance

- Regularly inspected and maintained the water supply system, focusing on detecting leaks at critical junctions such as faucets, water pipes, and water meters to prevent water loss and reduce operational costs.

##### 3. Use of environmentally friendly equipment

- Used water-saving equipment in operational areas, such as automatic on/off sprinklers for watering plants, to improve water efficiency and reduce unnecessary water wastage.
- Used RO+UV water filtration systems, which not only produce clean water for consumption but also allow the brackish water from the filtration process to be reused, such as for watering plants, reducing water waste and promoting efficient water use.

The Company's water consumption volume (Unit: Cubic meters)



Company	2022	2023	2024
	Amount/Unit	Amount/Unit	Amount/Unit
Matching Maximize Solution Public Company Limited	713	951	1,576
The Studio Park (Thailand) Co., Ltd	12,902	16,711	15,141
Gear Head Co., Ltd.	2,883	4,808	5,141
Gear Head Co., Ltd. (Handy Gear Branch)	1,627	1,375	1,324
<b>Total</b>	<b>18,125</b>	<b>23,845</b>	<b>23,182</b>





## 1.4 Waste and waste management

The Company places great importance on systematic waste management by adopting the 3R concept: Reduce, which focuses on minimizing waste generated within the organization; Reuse, which involves reusing materials to reduce waste; and Recycle, which refers to processing waste for reuse. The Company has implemented internal waste segregation measures as follows:

### 1. Provision of waste bins according to waste types

- **General waste:** Waste that cannot be reused or recycled.
- **Biodegradable waste/wet waste:** Waste that can decompose biologically.
- **Recyclable waste:** Waste that can be processed and reused, such as paper, plastic, and glass bottles.
- **Hazardous waste:** Waste containing hazardous substances, such as batteries, light bulbs, and various chemicals.

### 2. Waste management

- Place waste bins at appropriate locations for easy access by employees.
- Encourage employees to reduce the use of plastic bags to minimize waste within the organization.
- Establish guidelines for proper waste collection for each type of waste.

### 3. Hazardous waste disposal

- Select an industrial waste disposal company that is legally authorized.
- Conduct price comparisons in accordance with procurement regulations.
- Monitor the operations of the waste disposal company and obtain a certificate of treatment/disposal of industrial waste

## Waste and Waste Management Performance and Outcomes

1. **Waste bin placement:** The Company has installed clearly separated waste bins at all designated locations.
2. **Waste reduction:** There is a growing trend of employees cooperating in waste reduction and sorting waste before disposal.
3. **Hazardous waste disposal:** A monitoring and tracking system is in place to ensure that industrial waste disposal companies comply with legal requirements.
4. **Plastic bag reduction campaign:** Employees have begun reducing plastic bag usage and opting for more environmentally friendly packaging.

Information on waste and waste volume in 2024 (unit: kilograms)

Waste and waste volume in 2024	General waste	Recyclable waste	wet waste	Hazardous waste	Total
Matching Maximize Solution Public Company Limited	2,124	13	0	0	2,137
The Studio Park (Thailand) Co., Ltd	829	20	1,290	20	2,159
Gear Head Co., Ltd.	18,073	1,768	3,116	1,020	23,977
Gear Head Co., Ltd. (Handy Gear Branch)	1,688	468	1,322	8	3,486
<b>Total</b>	<b>22,714</b>	<b>2,269</b>	<b>5,728</b>	<b>1,048</b>	<b>31,759</b>
<b>Portion (%)</b>	<b>71.52</b>	<b>7.14</b>	<b>18.04</b>	<b>3.30</b>	<b>100</b>

## 1.5 Greenhouse Gas Management

The Company has established guidelines for reducing greenhouse gas emissions by prioritizing energy efficiency and systematic resource management. Operations cover energy use in corporate vehicles and office buildings, as well as the development of practices that contribute to minimizing environmental impact. The Company aims to drive the organization toward becoming a low-carbon entity with a three-phase goal as follows:

- Short-term (by 2030): Reduce greenhouse gas emissions by 15-20%.
- Medium-term (by 2040): Achieve carbon neutrality.
- Long-term (by 2050): Achieve net zero greenhouse gas emissions



In the transportation sector, the Company has implemented measures to optimize the efficiency of fuel-powered truck operations to minimize unnecessary fuel consumption. This includes scheduled maintenance of Company vehicles to ensure optimal engine performance and reduce greenhouse gas emissions from fuel combustion. Additionally, the Company is currently studying and evaluating alternative energy options for future implementation.

In the energy usage sector within office buildings, the Company prioritizes energy efficiency. We have planned and begun gradually replacing office equipment and electrical appliances with energy-efficient alternatives that help reduce greenhouse gas emissions. Additionally, the Company encourages employee participation in energy conservation through the implementation of internal environmental policies.

Moreover, the Company has engaged consultants and auditors to assess our corporate carbon footprint. We have also established a Sustainability Development Committee (ESG) to oversee the preparation of the corporate carbon footprint report and ensure compliance with international standards. The Company plans to obtain carbon footprint certification from the Thailand Greenhouse Gas Management Organization (Public Organization) for 2024, covering Scope 1 and Scope 2 emissions. Furthermore, we aim to expand certification to include Scope 3 emissions in 2025 to ensure comprehensive coverage of all related activities.

### Greenhouse Gas Management Performance and Outcomes in 2024

The Studio Park (Thailand) Co., Ltd., a subsidiary of the Company, conducted an assessment of its corporate greenhouse gas emissions for the year 2023 in accordance with the Carbon Footprint for Organization (CFO) assessment framework (Scope 1 and 2). The assessment was verified and certified by ECEE Co., Ltd., an accredited verification body registered with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The assessment covered the Company's activities from January 1, 2023, to December 31, 2023. On May 9, 2024, The Studio Park (Thailand) Co., Ltd. received certification for the registration of its Carbon Footprint for Organization (CFO) label from the Thailand Greenhouse Gas Management Organization (Public Organization).





In addition, the group consisting of Matching Maximize Solution Public Company Limited, The Studio Park (Thailand) Company Limited, Gearhead Company Limited (Head Office), and Gearhead Company Limited (Handy Gear Branch) conducted a corporate greenhouse gas emissions assessment for the year 2024 in accordance with the Carbon Footprint for Organization (CFO) guidelines, which cover Scope 1, 2, and 3 emissions. The assessment results have been verified and certified by ECEE Company Limited, a qualified and registered verification body accredited by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The assessment covered the organizations' activities from January 1, 2024, to December 31, 2024, and will serve as a foundation for establishing greenhouse gas management strategies and reduction targets for future operations.

The Company's Greenhouse Gas Emissions in 2024 (Unit: tonCO<sub>2</sub>e/year)

Company	SCOPE 1	SCOPE 2	SCOPE 3	Total
Matching Maximize Solution Public Company Limited	54	55	17	126
The Studio Park (Thailand) Co., Ltd.	23	232	882	1,137
Gear Head Co., Ltd. (Head Office)	180	201	297	678
Gear Head Co., Ltd. (Handy Gear Branch)	108	61	31	200

## 2. Social Sustainability Management

### 2.1. Human Rights

The Company places the highest importance on respecting and promoting human rights for all stakeholders throughout the business value chain, including executives, employees, customers, and business partners. We adhere to international human rights principles, emphasizing equality, individual freedom, and dignity, as well as fundamental rights.

The Company is committed to conducting business free from all forms of discrimination and exclusion, regardless of nationality, race, religion, language, age, gender, skin color, physical status, political opinion, or social status. We foster an environment that promotes mutual respect and has proactive measures in place to prevent human rights violations within the organization. To ensure adherence to best practices, the Company has established the following guidelines:

- 1. Equal employment opportunities:** The Company and our subsidiaries promote fair employment opportunities without discrimination, including supporting the equitable employment of persons with disabilities and prioritizing the development of personnel at all levels.
- 2. Respect for freedom of expression:** The Company recognizes the importance of employees' freedom of expression and encourages them to voice their opinions freely within appropriate boundaries, without interference or pressure.
- 3. Promotion of a human rights-respecting corporate culture:** The Company is committed to educating and raising awareness among employees about our human rights policies. We emphasize that all employees should treat each other with respect and avoid any actions that may constitute physical, verbal, or behavioral harassment or violations of others' rights.



Information on incidents related to violations of laws or regulations concerning legal and human rights.

Disputes/Incidents	2022	2023	2024
Number of significant cases or incidents of violations of laws or regulations related to social and human rights.	0	0	0
Number of cases or incidents leading to labor disputes	0	0	0

## 2.2. Fair labor practices

The Company recognizes the importance of employees as valuable resources and key contributors to the organization's success. Therefore, we have established a structured human resource development plan with the following details:

### 1. Employment policy

- The Company supports and respects the protection of human rights, including the prohibition of all forms of forced labor, particularly child labor. We do not require employees to pay fees or submit personal identification documents unless legally required.
- The Company pays wages and compensation in Thai currency at rates not lower than the legal minimum and does not deduct wages under any circumstances, except as permitted by law.
- The Company sets regular working hours in compliance with legal requirements and ensures that overtime work is conducted in accordance with labor laws.
- The Company provides a safe working environment for pregnant employees, ensuring that their tasks do not pose risks to their pregnancy. We do not terminate employment, demote, or reduce benefits due to pregnancy.
- The Company ensures workplace safety, hygiene, and necessary medical care as appropriate.

### 2. Employee development

- The Company promotes skill and knowledge development for employees through in-house training and external public training).
- The Company supports employees in attending industry-related site visits and knowledge exchange programs to enhance their skills and professional perspectives.
- Employment, transfers, and compensation decisions are made fairly based on employee performance and potential.

### 3. Welfare and workplace safety

- The Company implements measures to ensure employee health and safety, such as alarm systems and annual fire drills.
- The Company supports annual health check-ups, group life and accident insurance, as well as outpatient medical expenses.
- The Company has a policy to become an accident-free organization, setting a goal of zero workplace accidents.

### 4. Employee engagement

- The Company fosters a positive corporate culture and encourages employees to share their opinions through suggestion boxes, online channels, or direct communication with supervisors.
- The Company values skill development and career advancement opportunities for employees.

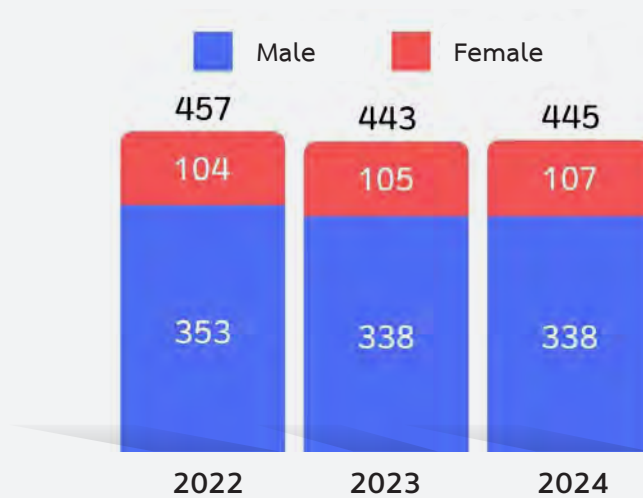


## Employee and Labor Management Performance and Outcomes

### 1. Employment

Details	Headcount (persons)	
	Male	Female
Employees	338	107

### Employment status information (categorized by gender)





## 2. Employee training performance

- In 2024, the Company conducted 49 employee training programs to enhance skills and work potential. The average training or knowledge development hours per employee amounted to 20.01 hours per year, exceeding the target of 20 hours per employee per year.

Details	Number of courses	Average training hours or knowledge development activities per employee (hours/person/year)	Target (hours/person/year)
Employee Training Courses	49	20.01	20

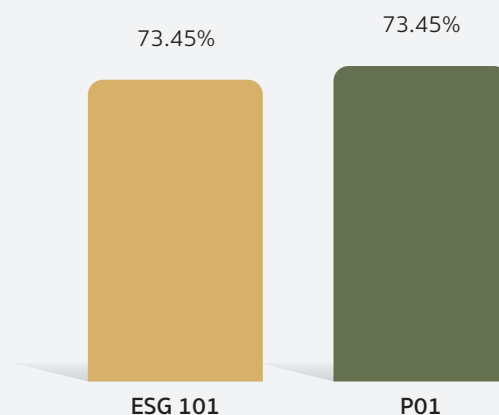
- ESG DNA Program for organizational employees

The Company participated in the ESG DNA program for organizational employees provided by the Stock Exchange of Thailand through the SET E-Learning system. The learning target was set at a minimum of 50% of the total number of employees in two basic courses: ESG 101 (understanding basic knowledge related to sustainability) and P01 (basic course on business sustainability).



The Company conducted training for employees in each department in both basic courses through the SET E-Learning system from March to November 2024. A total of 321 employees completed the courses under

Number of employees who completed the course (%)





the program, achieving a learning target of 73.45% of the total number of employees in the organization.

Benefits for the Company from the ESG DNA Program for organizational employees:

- 1) The Company will receive a dedicated sustainability knowledge landing page and consulting services to develop an online learning system that the organization can easily and efficiently implement.
- 2) The Company can use the knowledge provided in the program as a foundation for employees to understand ESG principles and instill sustainability DNA in personnel at all levels within the organization.
- 3) The Company can leverage the knowledge from the program to enhance the operations of each department and respond to the SET ESG rating assessment in the future.

### 3. Safety and welfare performance

- The Company conducts annual fire drills and evacuation exercises.
- Training on safety for working at heights is provided to the relevant departments.
- The Company carries out annual health check-ups and provides group health insurance support for employees.

Statistics of employee work-related injuries or accidents	Number of work-related accidents resulting in lost time (incidents)			Number of employees injured and unable to work for more than 1 day (persons)			Number of employees who died as a result of work (persons)		
	Year			Year			Year		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
MMS	1	-	-	1	-	-	-	-	-
GH	7	3	2	6	3	1	-	-	-
HG	-	2	9	-	2	9	-	-	-
TSP	1	1	-	1	-	-	-	-	-
<b>Total</b>	<b>9</b>	<b>6</b>	<b>11</b>	<b>8</b>	<b>5</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 4. Compensation and welfare performance

- The Company considers salary and bonus adjustments based on employee performance.
- Clear performance indicators are set to ensure fairness for employees.
- The Company provides appropriate and fair welfare benefits to employees at all levels to support them both in the short and long term, as follows:

Accident insurance and health insurance	Employees will receive rights and benefits according to the policy plan set by the Company for each job position.
Provident fund	All full-time employees can voluntarily apply to join the Company's provident fund.
Annual health check-up	All employees can receive health check-up services provided by the Company on an annual basis.
Employee uniforms	The Company Group provides uniforms to employees on an annual basis.
Assistance in various situations	Grief assistance payment for the death of an employee's family member
Annual company party	The Company organizes an annual party to foster relationships among employees.

## 5. Employee engagement performance

- The Company has a system in place to continuously gather employee feedback through various channels.
- The Company Group has a voluntary turnover rate of 1.09%.

Examples of training courses conducted within the organization in 2024:



CFO Assessment Verification – 2024



ESG DNA Program



Annual health check-up activities



2024 Annual New Year Party



## 6. Human resource development through the high-performance competency development program for private sector employees to acquire skills in modern digital lighting technology for the film industry.

The high-performance competency development program for private sector employees to acquire skills in modern digital lighting technology for the film industry is held under the support of the Human Resource Development and Higher Education, Research and Innovation Development Fund Management Office (BPK) for the fiscal year 2024. The primary goal is to enhance the capabilities of personnel in the lighting sector of the Thai film industry to meet international standards, as well as to develop training approaches that align with the growing demands of the expanding film industry. The following are the performance results:

### 1) Development and implementation of the curriculum

The program has developed the Digital Lighting Control (DLC) curriculum for training personnel in the position of digital lighting controller. The training is divided into three levels:

- Basic Level: 62 participants
- Intermediate Level: 33 participants
- Advanced Level: 14 participants

### 2) Curriculum accreditation

The DLC curriculum was developed based on the professional standards of lighting technology in the entertainment and film industries from the Thai Professional Qualifications Institute (TPQI). This helps elevate the quality of the curriculum, making it recognized and accepted within the industry.

### 3) Establishing academic and industry collaboration networks

The program successfully established collaboration networks (MOUs) with five universities:

1. Chulalongkorn University
2. Thammasat University
3. Bangkok University
4. Silpakorn University
5. Sripatum University

### 4) Quantitative results

- **Success rate:** The project achieved 100% of the set goals as planned.
- **Workforce development:** Those who completed the advanced training received a 60% increase in compensation compared to the standard wage of a general electrician. Gearhead Co., Ltd. hired three personnel from the project for the position of Digital Lighting Controller (DLC).
- **Private sector support:** Gear Head Co., Ltd. provided in-kind support worth 5,622,160 baht to fund the project, which is higher than the amount originally proposed in the project plan.

### 5) Qualitative results

- The training enabled personnel to use digital lighting control applications and equipment effectively.
- The project helped strengthen collaboration between educational institutions and the film industry.
- It raised awareness about the importance of lighting technology in the entertainment industry, leading to increased interest among new talent to pursue careers in this field.



## 2.3 Customer Responsibility

The Company focuses on ensuring customer satisfaction through the following approaches:

- The Company is committed to providing high-quality services to clients by providing modern tools and equipment, ensuring that service locations are convenient, safe, and meet standards, and employing professional staff who can respond to customer needs fairly, such as delivering services in accordance with the terms and conditions of the agreement or contract.
- The Company has established policies and practices regarding the protection of personal data in compliance with the Personal Data Protection Act (PDPA). We conduct awareness campaigns to educate employees about the Personal Data Protection Act, ensuring they understand the legal implications of disclosing personal information without consent or as required by law.

### Performance

The Company has continuously developed our products and services to ensure high quality, meeting customer needs with responsibility, honesty, and ethics. In 2024, the Company received a high level of customer satisfaction and had no significant customer complaints.

## 2.4 Social and Community Responsibility

The Company is committed to creating benefits and improving the quality of life for the surrounding communities and society. We focus on managing community, social, and environmental issues, fostering cooperation and participation in the development of quality of life to build strong communities and societies both within the organization and the surrounding community. This includes employing local labor, supporting and collaborating in community development, providing financial support for community activities as appropriate, offering gifts to youth on various occasions, and initiating projects that benefit society. Examples include the White Factory Project (drug-free), the Green Office Project, and facilitating traffic flow during rush hours in the community near the project's entrances and exits.

### Performance

The Company has a policy of conducting business with responsibility toward the community and society, focusing on minimizing environmental impact and avoiding operations that may negatively affect the quality of life of the surrounding communities. In 2024, the Company did not receive any complaints from the community regarding social or environmental issues.



The image of the tilapia fishing competition event at Bang Bo Subdistrict



The traffic facilitation project for the community and organization personnel near the entrances and exits of the project.





### 3. Sustainability Management in Corporate Governance and Economic Aspects

#### 3.1 Corporate Governance Policy

The company places great importance on corporate governance and has established various policies, including the Corporate Governance Policy, Anti-Corruption Policy, Risk Management and Internal Audit Guidelines, and the Code of Ethical Business Conduct. For more details, please visit: <https://www.matchinggroup.com/th/about-ethic>. These policies comply with regulations and legal requirements set by governing authorities, ensuring a balance between business operations and ethical standards. Additionally, the company aims to diversify its services to meet the needs of a wide range of clients. To ensure that sustainability management aligns with corporate policies and operates systematically, the Company has established a sustainability governance structure. This structure clearly defines responsibilities at all levels, from board members to operational teams, integrating sustainability principles into the Company's processes and corporate culture. This approach fosters a well-connected and integrated working system, reinforcing long-term business sustainability.

Operational Goals	Short term (within 2023-2024)	Long term	Performance compared to short-term goals
Non-compliant operations	Within the company: zero occurrence	Within the Company Group: Zero occurrence	No instances of non-compliant operations were found.

#### Key plans

- Corporate governance plan focusing on anti-fraud and anti-corruption measures, including transparency assessments in transactions with third parties.
- Risk management and internal control plan covering compliance with laws, regulations, and organizational policies.

#### 3.2 Corporate Governance Structure



##### Board of Directors

- Reviews and approves sustainability policies and strategic directions, with endorsement from the Corporate Governance and Sustainability Development Committee, which is responsible for overseeing the Company's sustainability initiatives.
- Oversees overall sustainability operations to ensure alignment with the organization's strategy.
- Ensures that operations comply with sustainability policies.

##### Corporate Governance and Sustainability Development Committee

- Reviews and refines sustainability policies and strategic directions before presenting them to the Board of Directors for approval.
- Supports the implementation of sustainability policies.
- Evaluates and endorses sustainability performance outcomes before reporting them to the Board of Directors for consideration.

##### Management Meeting

- Establishes sustainability policies and strategic directions before presenting them to the Corporate Governance and Sustainability Development Committee for review and endorsement.
- Approves strategic goals and plans while providing support and guidance for operational improvements.
- Monitors and evaluates performance against targets and reports to the Corporate Governance and Sustainability Development Committee at least once a year.
- Appoints specialized working groups as needed to manage emerging sustainability issues appropriately.



### Sustainability Development Working Group

- Collaborates in developing sustainability goals and strategic plans for review and approval by the Management Meeting.
- Supports and coordinates sustainability initiatives with relevant departments.
- Reviews and updates sustainability policies.
- Continuously communicates sustainability performance and prepares the annual sustainability report.

### 3.3. Corporate Governance Performance

The Company places great importance on good corporate governance, risk management, and internal control by implementing various measures to ensure compliance with laws, organizational regulations, and international best practices. The key performance results are as follows:

#### 1. Corporate governance and anti-corruption

- The Board of Directors approved the Corporate Governance Policy, Anti-Corruption Policy, Good Corporate Governance Manual, and the Code of Business Conduct for the group of companies.
- The Board of Directors approved the Anti-Corruption Policy, Whistleblowing and Complaint Policy, and guidelines for handling complaints related to corruption, misconduct, and non-compliance with laws and organizational regulations.
- Enhancements were made to the corporate governance reporting system to improve efficiency, including conflict of interest reporting, securities trading reporting, and whistleblowing mechanisms.

#### 2. Compliance with laws and organizational regulations

- Established a concrete process for reporting and managing non-compliance with laws and regulations.
- Conducted data reviews and coordinated with relevant departments following a structured process to prevent, correct, and reduce the likelihood of future non-compliance. Currently, no significant non-compliance incidents affecting the organization have been identified.

#### 3. Transparency assessment in transactions with third parties

- Developed a framework for auditing and overseeing transparency in transactions with third parties to enhance credibility and build confidence among business partners and all stakeholders, including procurement processes.

#### 4. Corporate governance and sustainability system development

- Renamed the Corporate Governance Committee to the “Corporate Governance and Sustainability Development Committee.”
- Reviewed the committee’s charter to define clear roles, responsibilities, and scope of duties.

#### 5. Board evaluation and performance assessment

- Conducted performance evaluations for subcommittees, including the Audit Committee and the Corporate Governance and Sustainability Development Committee. The overall evaluation results for both the Audit Committee and the Corporate Governance and Sustainability Development Committee, at both the collective and individual levels for the year 2024, were rated as very good.

## 6. Corporate Governance evaluation results

Organization	Evaluation results
CAC: Private Sector Collective Action against Corruption	 <p>The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the second consecutive time on December 31, 2024. The certification is valid for three years.</p>
The Thai Institute of Directors (IOD)	 <p>Received a 4-star rating in the 2024 Corporate Governance Report of Thai Listed Companies, categorized as “Very Good.”</p>
Thai Investors Association - TIA	 <p>Received a quality assessment for the 2024 Annual General Meeting of Shareholders at the 5-star level / 100 points, rated as “Excellent and a model example.”</p>

## Performance of compliance with the Personal Data Protection Act (PDPA)

### 1. Information technology measures

- Implemented guidelines for requesting access to and copies of CCTV footage within the Company Group to align with the PDPA policy, which limits data retention to no more than 90 days unless required for security or legal reasons. This policy took effect from October 1, 2024.
- Restricted access rights to the CCTV system by categorizing users according to their access privileges within each company.
- Evaluated the operational capability of the PDPA management system (Safetica), which includes Log File Activity Monitoring for access control over personal data and Data Loss Prevention (DLP) Report & Block.
- Segregated WiFi networks for guests and office employees across the entire Group.
- Implemented a cloud-based Backup & Restore system for the entire Group.
- Updated the IT data breach flowchart (process map for handling personal data breaches) in accordance with the organization’s data protection policies and best practices.

### 2. PDPA awareness and training

- The Human Resources and Training Department has integrated personal data protection (PDPA) content into the employee training curriculum, including new employee orientation and company-wide training programs. These initiatives aim to enhance employee awareness, with continuous knowledge-sharing campaigns. Employees undergo knowledge assessments in both paper-based and online formats (Google Forms), with a full score of 20 points. The average score achieved was 18.4 points from a total of 459 employees.
- The Information Technology Department has incorporated IT Security Policy training into the onboarding program for new employees and company-wide training. This initiative is designed to reinforce awareness of IT security practices. A knowledge assessment is conducted using both paper-based and online formats (Google Forms), with a full score of 15 points. The average score achieved was 13.9 points from a total of 459 employees.



- The PDPA working group participated in training sessions to enhance their knowledge of personal data protection laws (PDPA) throughout 2024. The courses attended include:
  1. Batch 6
  2. IT Compliance Course – Batch 11
  3. Executive PDPA Training Course (Personal Data Protection Training for Executives)
  4. Fundamental Training on Personal Data Protection
  5. Focus Group: Privacy Maturity Model Assessment Project and Privacy Index Development Project
  6. Awareness and Training for All Employees in 2025, including the development of new educational materials to be distributed to employees on a monthly basis.

### 3. PDPA operational testing

- The PDPA working group conducted testing of the PDPA Flow for data subject rights requests across the entire Group for the year 2024. A total of 36 randomly selected cases were tested through three designated request submission channels: postal mail, email, and walk-in. The testing process was carried out in October and took approximately two weeks to complete. The results were satisfactory, and the PDPA Flow testing will continue to be conducted annually in the fourth quarter.
- The PDPA working group also conducted testing of the IT Data Breach Process Flow in November. The testing process took approximately one week to complete, and the results were satisfactory. The IT Data Breach Process Flow testing will be conducted annually in the fourth quarter.

### 4. Complaints and data breach incidents

In 2024, the Data Protection Officer (DPO) and the PDPA working group of the Company Group did not receive any complaints regarding personal data protection. Moreover, no incidents of data breaches or leaks were identified.

## 3.4 Sustainable Risk Management

The Company recognizes the importance of sustainability risk management, which is a key factor in enhancing competitiveness and ensuring long-term business stability. Changes in the business environment, including economic, social, and environmental factors, have increased the complexity of sustainability risks, impacting the organization across multiple dimensions.

### Sustainability Risk Management Approach

The Company focuses on integrating ESG risk management into our business operations, emphasizing compliance with international standards and fostering an organizational culture that recognizes sustainability risks. The following measures have been implemented:

1. ESG risk management structure - The Company has plans to establish an ESG Risk Management Working Group, consisting of executives and relevant departments, to oversee and implement sustainability policies in a systematic manner. Additionally, the Company continuously sent personnel to participate in ESG-related training programs, such as the “ESG Risk Management” course organized by the Stock Exchange of Thailand from July 4-5, 2024, to enhance their risk management capabilities and develop practices aligned with international standards.
2. Adoption of international standards – The Company is in the process of studying the application of globally recognized ESG frameworks to enhance the credibility and transparency of our risk management practices.
3. Stakeholder engagement – The Company prioritizes listening to feedback from investors, partners, customers, and communities through various communication channels to ensure that ESG risk management aligns with the expectations of all stakeholders.
4. Promotion of ESG practices within the organization – The Company has developed concrete initiatives, such as the use of clean energy, the reduction of greenhouse gas emissions, and sustainable waste management.



### Ongoing Action Plan for 2025

1. Conduct ESG risk assessment – The Company will assess environmental, social, and governance (ESG) risks and analyze their potential short-term and long-term impacts on the organization.
2. Develop ESG risk management guidelines – The Company plans to develop ESG risk management guidelines in alignment with international standards and integrate them into decision-making processes and business operations.
3. Expand collaboration with business partners – The Company aims to establish partnerships with organizations that prioritize sustainability to develop an environmentally and socially responsible supply chain.
4. Disclose ESG information in the One Report – The Company plans to disclose our ESG risk management approach and related performance in the annual report (One Report) to enhance transparency and build stakeholder confidence.



### 3.5. Sustainable Supply Chain Management Business Value Chain Management



1 Business Operation  
and Performance

2 Corporate  
Governance

3 Financial  
Statements

4 Verification of Information  
in the 56-1 One Report

5 Attachment



## Stakeholders in the Business Value Chain

The Company has adopted value chain management as a core strategy to strengthen and enhance the efficiency of all processes while ensuring the maximum benefit for all stakeholders, including customers, partners, business alliances, and surrounding communities. This is achieved by designing seamless and integrated workflows across all departments, fostering sustainability and shared growth throughout the value chain.

Stakeholder Groups	Methods of Engagement	Stakeholder Expectations	Responding to Stakeholder Expectations
<b>Internal Stakeholders</b>			
Shareholders	<ul style="list-style-type: none"> <li>Organizing the Annual General Meeting of Shareholders and Extraordinary General Meetings</li> <li>Regularly informing shareholders through the Company's website and email notifications</li> </ul>	<ul style="list-style-type: none"> <li>Strong financial performance and worthwhile investment returns</li> <li>Good corporate governance</li> <li>Transparency in business information</li> <li>Accurate and timely disclosure of information</li> <li>Effective communication with shareholders</li> <li>Opportunities for shareholders to participate and provide feedback on the Company's business performance</li> </ul>	<ul style="list-style-type: none"> <li>Prepared the annual report</li> <li>Achieved strong financial performance and distribute dividends</li> <li>Disclosed company information transparently and in a timely manner through the Stock Exchange of Thailand and other channels, including the Company's website</li> <li>Continuously developed and update policies and practices related to good corporate governance</li> <li>Invited shareholders to propose agenda items for the Annual General Meeting and participate in discussions during the meeting</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Annual performance evaluation and individual development plans</li> <li>Engagement activities between employees and management, such as manager meetings and the annual staff party</li> <li>Departmental meetings and various company events</li> </ul>	<ul style="list-style-type: none"> <li>Job stability and career advancement</li> <li>Fair compensation and benefits</li> <li>Appropriate working hours and timely payment</li> <li>Respect for rights and fair treatment</li> <li>Occupational health, safety, and well-being</li> </ul>	<ul style="list-style-type: none"> <li>Established HR policies and practices in compliance with relevant laws</li> <li>Promoted career advancement and provide fair compensation and benefits</li> <li>Offered training programs that meet industry standards</li> <li>Conducted annual surveys and performance evaluations</li> <li>Improved the working environment</li> </ul>
<b>External Stakeholders</b>			
Customers	<ul style="list-style-type: none"> <li>Interaction with customers during service delivery</li> <li>Customer satisfaction surveys and feedback via emails and social media channels</li> <li>Meetings and networking events</li> <li>Exhibitions and trade shows showcasing products and services</li> </ul>	<ul style="list-style-type: none"> <li>Service quality, including responsiveness, reliability, assurance, and appropriate customization</li> <li>Value for money</li> <li>Delivery of products and/or services in compliance with standards, expectations, and relevant laws</li> <li>Price transparency, such as displaying pricing on various platforms</li> <li>Protection of personal data security</li> </ul>	<ul style="list-style-type: none"> <li>Trained employees to deliver excellent customer service</li> <li>Provided services that meet established standards</li> <li>Develop new service channels to better meet customer needs</li> <li>Gathered customer feedback through various communication channels</li> <li>Regularly reviewed promotional programs and pricing strategies</li> <li>Maintained honesty and transparency with customers</li> </ul>
Business Partners	<ul style="list-style-type: none"> <li>Regular meetings and inspections to ensure products/services meet established standards</li> <li>Training programs and engagement activities for business partners to encourage continuous participation</li> <li>Ongoing feedback surveys</li> </ul>	<ul style="list-style-type: none"> <li>Treat business partners fairly and equally</li> <li>Ensure a fair and transparent procurement process</li> <li>Provide clear and consistent purchase orders</li> <li>Ensure timely delivery of goods/services with flexibility in pricing adjustments as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Established business conduct guidelines and a code of ethics for business partners</li> <li>Conducted surveys to gather feedback from business partners</li> <li>Reviewed and improve the procurement process</li> <li>Monitored and promptly addressed any arising issues</li> </ul>
Communities	<ul style="list-style-type: none"> <li>Regularly visit communities and hold meetings with community leaders</li> <li>Engage with the community through employment opportunities and other community development activities.</li> </ul>	<ul style="list-style-type: none"> <li>Employment opportunities</li> <li>Contribute to the economic, social, and environmental development of the community</li> <li>Minimize social and environmental impacts on the community</li> <li>Actively listen to and maintain regular communication with the community</li> </ul>	<ul style="list-style-type: none"> <li>Employed local labor and promoted career development within the community</li> <li>Encouraged local procurement and contracting</li> <li>Actively participated in community service and public benefit activities regularly</li> </ul>