SANSIRI

SANSIRI SUSTAINABILITY 2024

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MESSAGE FROM PRESIDENT

In 2024, Sansiri commemorates a major milestone as it marks its 40th year of growth. Throughout its journey, the Company has faced various challenges, each reinforcing its resilience. Growth is achieved not just through longevity but by the willingness to adapt to change. This adaptability is rooted in the strength of its employees, cultivated under the Sansiri DNA principles **SPEED TO MARKET, ATTENTION TO DETAIL และ WORK FROM HEART** To celebrate this significant occasion, Sansiri has unveiled its business strategy, **"RESILIENT GROWTH – Standing Strong, Growing Sustainably".** This strategy focuses on leveraging innovative expertise to improve operations, provide integrated housing solutions, and create sustainable value for all stakeholders.

Even amidst evolving challenges, Sansiri remains committed to advancing sustainable development across economic and governance, environmental, and social dimensions. This dedication is implemented at every level of the organisation, from strategic policies shaped by directors and executives to the collaborative efforts of employees across business units and partnerships with stakeholders in all sectors. These efforts are guided by a framework of three key dimensions:

> **SPEED TO MARKET**
> **ATTENTION TO DETAIL**
> **WORK FROM HEART**



Environmental Dimension

Sansiri consistently enhances its environmental initiatives, the mitigation of carbon risks, an increase in production efficiency, and a reduction of operational costs. The Company is the first real estate firm in Thailand to set a target of achieving NET-Zero greenhouse gas emissions by 2050. In alignment with this objective, the Company is committed to delivering sustainable residential units and condominiums through the "Sansiri Green Living Design", which prioritises a reduction of energy consumption in residences and the integration of green spaces within both house gardens and common areas.

To improve the comprehensive management of construction waste, Sansiri collaborates with business partners and stakeholders through the Waste to Worth campaign, emphasising waste segregation for beneficial outcomes. Additionally, the company promotes ongoing waste management initiatives across all projects through the "Separate Waste for Prizes" campaign, aimed at increasing the volume of waste that can be reused or recycled while minimisingwaste to landfill, thereby facilitating a sustainable approach to waste management that maximises resource efficiency.

Social Dimension

In 2024, Chiang Rai faced its most severe flooding in 80 years, significantly impacting local communities.Demonstrating the Company commitment to social responsibility, Sansiri launched the emergency reliefinitiative "No One Left Behind". The Company contributed 2 million baht through the Thai Red Cross Society to assist flood-affected individuals in Chiang Rai and nearby provinces. Furthermore, Sansiri deployed employee teams to participate in big cleaning efforts, assembled and distributed relief kits, and collaborated with the World Vision Foundation and construction partners to establish temporary shelters in Chiang Rai and Chiang Mai. The initiative also provided recovery support once floodwaters subsided.

Recognising that sustainable development relies on integrating business growth with community and societal advancement, the Company has undertaken structural adjustments within the organisation. This includes appointing new-generation leaders to key management roles and advancing initiatives aimed at reducing educational inequality. The "Zero Dropout" program exemplifies this approach, delivering educational opportunities and fostering long-term societal benefits.

Economic and Corporate Governance Dimension

To achieve its revenue and profit goals with transparency and integrity, the Company remains committed to its business plan while driving strategic initiatives and maintaining agility in the face of evolving challenges. These efforts aim to minimise business risks, sustain consistent financial performance, and enhance product portfolios. Emphasis is placed on improving product quality, customer service, and sustainable practices.

Sustainable business operations require collaboration with suppliers and business partners who share a commitment to sustainability. To this end, Sansiri organised the SANSIRI ECOLEADERSHIP FORUM, a platform to pioneer the Green Supply Chain model. This initiative promotes and supports suppliers that prioritise sustainability and fosters the development of a robust Green Ecosystem. Through these efforts, the Company seeks to procure environmentally responsible products, drive industry-wide progress, and contribute to sustainable growth for both Thailand and the real estate sector.

From operational excellence and intensive focus on supply chain management, Sansiri has become the first and only real estate company selected by the Stock Exchange of Thailand to receive the SET Awards 2024 in the Sustainability Excellence category for Supply Chain Management. This prestigious recognition stands as a testament to the organisation's commitment to sustainability excellence.

Guided by the corporate sustainability policy, Sansiri remains steadfast in developing high-quality real estate projects with an unwavering customer-centric approach. The Company envisions itself as a catalyst for sustainable societal advancement, aligning operations with the United Nations Sustainable Development Goals (SDGs). This comprehensive framework encompasses economic, social, and environmental dimensions, while responding to emerging global trends and sustainability contexts within the real estate development sector. This strategic positioning enables Sansiri to drive tangible transformations in global society through an ESG-driven approach.



MR. UTHAI UTHAISANGSUK
President



VISION

To be a leading Thai property developer, providing complete products and services reachable by everyone, with sustainable benefits to all the stakeholders.

MISSION

- Create quality residential products that cover every segment.
- Provide integrated living solution for our customers.
- Understand and balance the needs of all the stakeholders. (4 pillars: customer, society, staff, and shareholder)
- Apply sustainability philosophy in our products, services, and work processes.

ABOUT THIS REPORT

With care and determination to conduct business with sustainability in every aspect, Sansiri Public Company Limited prepares a sustainability report every year to communicate all stakeholders about the management approach and sustainable performance in the three dimensions of sustainability: Environmental, Social, and Economic and Corporate Governance to reflect our commitment to strong and sustainable growth in every dimensions. The 2024 Sustainability Report, which is the 9th consecutive edition, has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 Revision, and has linked performance to respond to the United Nations Sustainable Development Goals (SDGs) on every key issues.

The scope of this report covers the sustainability operations of business units, including Sansiri Public Company Limited, Plus Property Company Limited, Sansiri Precast Factory, The Peri Hotel, The Standard Hotel, and Habito Mall. The materials for the report were obtained from the collection of data using the same set of standards. The information as presented covers the period from 1st January to 31st December of 2024, in line with the fiscal year reporting period and to publish the sustainability report according to the Company's annual document publication period. As for the details of all business units that have been audited in the financial statements, these can be found in the 2024 One Report, under the heading Report and Consolidated Financial Statements. In 2024, there was no significant change to the structure of the business units.



SANSIRI VALUE CHAIN AND STAKEHOLDER

Sansiri considers ways to create opportunities and to mitigate risks from business activities with stakeholders in every sector and every process throughout the value chain. Analyses are conducted of all activities starting from upstream involving the acquisition of land, all the way downstream to cover the aftersales services following the transfer of ownership of the properties. This is because efficient value chain management is an important factor in promoting business operations and sustainable growth.

Sansiri is committed to its operations that adhere to the basic principles of responsibility and the consideration for society, the environment, and good corporate governance. This is to create a solid foundation and to help develop the potential of business partners, customers in the real estate business, as well as stakeholders throughout the value chain, to ensure that Sansiri's products and services can respond to the needs of the housing industry for all to grow together sustainably.

Management Approach

1 ACQUISITION OF QUALITY LAND TO DEVELOP PROJECTS

- Feasibility study and the impact of the project development on the communities.
- Determination of target customer group and competitor analysis.
- Risk analysis, crucial legal issues, rules, and regulations related to investors and shareholders.

Investors and shareholders | Management executives and employees | Customers, Lessees, and Residents | Communities and society | Business competitors | Government Agencies

2 DESIGN AND PROJECT DEVELOPMENT PREPARATIONS

- Project design conceptualisation and development to satisfy the needs of the organisations, customers, and society.
- Material selection for the projects.
- Obtaining permits from relevant agencies.
- Preparation of investment cost for project development.

Investors and shareholders | Management executives and employees | Customers, Lessees, and Residents | Communities and society | Business partners and suppliers | Government Agencies

3 PROJECT CONSTRUCTION

- Selection of contractors, consultants project supervisors, and environmental consultants.
- Construction of central public utility, production of prefabricated concrete panels and their transportation to be installed at the project sites, and the construction of houses/condominium units.
- Project cost management.
- Control and inspection of the quality of construction.

Investors and shareholders | Management executives and employees | Communities and society | Business partners and suppliers | Government Agencies

4 SALES STRATEGY PLANNING AND MARKETING ACTIVITIES

- Planning sales strategy and marketing activities.
- Selection of sales tools and marketing communication.
- Design and construction of show units.

Management executives and employees | Customers, Lessees, and Residents | Business partners and suppliers | Business competitors

5 TRANSFER OF HOUSE / CONDOMINIUM UNITS TO CUSTOMERS

- Assistance in obtaining loans from banks.
- Inspection of house/ condominium units and any corrective work.
- Transfer of ownership.

Management executives and employees | Customers, Lessees, and Residents | Business partners and suppliers | Government Agencies

6 SERVICES AFTER OWNERSHIP WARRANTY TRANSFER

- Managing relationships with customers.
- Quality warranty for house/condominium units.
- Repair notification.
- Organising a juristic person to manage the housing project.

Management executives and employees | Customers, Lessees, and Residents | Government Agencies

STAKEHOLDER ENGAGEMENT



Sansiri and its affiliates place the utmost importance on fostering stakeholder participation because this is the key to helping Sansiri conduct business based on the expectations of all stakeholders and could appropriately respond to stakeholders' expectations throughout the business value chain. It also leverages the opportunity to create innovations to increase stakeholder satisfaction and strengthen long-term relationships to drive the business to sustainable success.

Management Approach

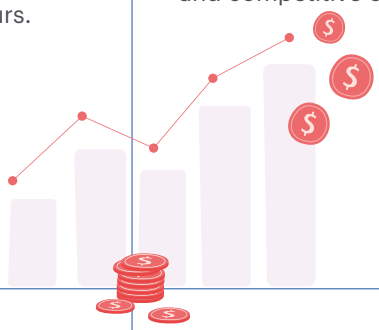
Sansiri established the Stakeholder Engagement Policy which outlines a procedure for engagement with stakeholders which includes prescribing, classifying, and analysing the stakeholders along the business value chain. The Company identifies issues and needs of its stakeholders towards the organisation through stakeholder survey on concerns and expectations related to impacts from business operations. Sansiri's stakeholders are prioritised based on the important factors in accordance with relationship, role, and influence on businesses which are finally assessed and categorised into 7 critical groups. Sansiri also prioritises the importance level of each stakeholder group considering stakeholders' interests and influence. The management approaches are placed to appropriately response to their expectations and the results of stakeholder analysis is also applied to identify Sansiri's sustainability materiality.

Sansiri's internal and external stakeholder engagement process is a crucial aspect of the Company's strategy for bringing stakeholders' opinions and hearing additional feedback. The 3 primary stakeholder groups include investors and shareholders, management executives and personnel, and customers, lessees, and residents respectively. Through this engagement process, Sansiri can develop responsive approaches that directly address the diverse interests of its stakeholders. The Company also provides regular updates to the Board of Directors regarding its interactions with stakeholders and shares performance updates with stakeholder groups every 6 months to enhance their understanding of business operations.

The details of the Stakeholder Engagement Policy can be found on Sansiri's website or by scanning QR code
https://www.sansiri.com/pdf/SustainabilityReport/policy-stakeholder-policy-EN.pdf

Management Approach

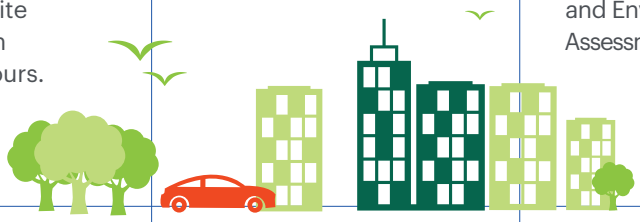
List of Stakeholder Groups	Approach to Stakeholder Engagement and Frequency	Key Topics, Concerns & Expectations raised	Responses to Concerns & Expectations
Investors & Shareholders	• Annual General and Extraordinary General Meetings, with shareholder through www.sansiri.com • Regular project site visits. • Regular meetings with analysts, investors, and fund managers. • Whistleblower channel available 24 hours. • Corporate website www.sansiri.com accessible 24 hours.	1. Manage returns and business direction with consideration for stability and sustainability aspects. 2. Adhere to good governance principles and anti-corruption practices. 3. Implement effective risk management. 4. Establish strategies, targets for management and competitive capability.	1. Study and choose to invest in businesses that emphasise and give precedence to global sustainability. 2. Operation's compliance audit based on identified corporate governance and anti-corruption. 3. Risk representatives from all departments should analyse, review, and prepare risk management plans, and report on risk management progress every 3 months. 4. Announcement of Goals, Approaches, and the Results of Corporate Governance Practices Implementation.
Executives & Employees	• Organise "CEO Talk" and Town hall meetings to provide clarifications and to take questions quarterly. • Use Microsoft Teams to communicate daily. • Work in a "co-working space" environment to facilitate consultation with executives daily. • Bi-annual Employee Engagement Survey. • Whistleblower channel available 24 hours.	1. Business direction and company performance. 2. Career advancement, job security, and employee development. 3. Human resource management alignment with business strategy. 4. Corporate Business Ethics 5. Employee feedback and innovative idea collection. 6. Benefits, safe and positive working environment.	1. Communicate business direction and operational performance to employees. 2. Conduct performance evaluation (KPI) and establish development pathways and capability enhancement plans. 3. Establish HR teams to collaborate with business units for personnel strategy analysis and planning. 4. Provide employee training on business ethics, anti-corruption practices, and sustainable development. 5. Support employee experience sharing, cross-functional collaboration, and design inclusive workspace for all employees. 6. Manage welfare benefits focusing on well-being, promote positive environment, and ensure occupational health and safety for employees.

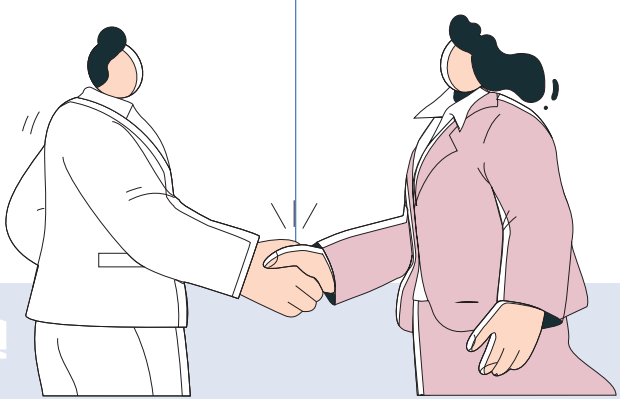




List of Stakeholder Groups	Approach to Stakeholder Engagement and Frequency	Key Topics, Concerns & Expectations raised	Responses to Concerns & Expectations
Customers, Lessees & Residents	• Customer satisfaction survey every time throughout the operation process, before and after ownership transfer. • Monthly Customer Relations and Marketing Activities organisation. • Home Service Application to regularly inform customers of information & benefits. • Sansiri Call Centre 1685 from 9:00 am. to 6:00 pm. • Plus Call Centre 02-688-7555 from 9:00 am. to 6:00 pm. • Corporate website www.sansiri.com accessible 24 hours. 	1. Effective and quick complaints management and suggestions. 2. Quality of product & services before and after ownership transfer and fast-response after-sales services. 3. Project security. 4. Environmental Excellence Management. 5. Provision of product information through both online and offline channels.	1. Conduct customer satisfaction assessment and open the Call Centre for accepting claims prior to transferring issues to responsible functions for corrective action. 2. Prepare QC team for providing the services for customer's safety and convenience from before purchase to the end of residency. 3. Provide security technology "LIV-24" along with security officers and respond to emergency cases by Sansiri Security Inspection (SSI) units, ensuring 24/7 security for residents. 4. Design environmentally friendly products and construction methods, including the reduction of electricity consumption, the enhancement of clean energy usage, waste separation for beneficial purposes, and the implementation of measures to prevent dust during construction. 5. Present the Virtual Tour as an alternative for the project's visitor and experiential living journey for Sansiri Family.
Community & Society	• Conduct public hearing with the community for projects that fall within the scope of the Environmental Impact Assessment (EIA) requirement. • Assign a team to interact and meet with the community before and during the construction. • Hold regular community relations activities. • Whistleblower channel available 24 hours. • Sansiri Call Centre 1685, available from 9:00 am. - 6:00 pm. • Corporate website www.sansiri.com accessible 24 hours.	1. Operate aimed at promoting youth, education, and sports. 2. Build collaborative networks to develop communities and society. 3. Conduct activities in a way that does not negatively impact the well-being of the community. 4. Enhance efforts to improve the quality of life for communities and society. 	1. Continuously proceed with the "Zero Dropout" for the 3rd year and continue to run "Sansiri Academy" football training for the 18th year. 2. Collaborate between the government, private sector, and community to develop and tangibly enhance the quality of life for people in the community. 3. Conduct operations carefully and strictly adhering to environmental impact regulations, with a dedicated community relations unit to receive feedback. 4. Organise activities to promote and improve the quality of life for the community.

List of Stakeholder Groups	Approach to Stakeholder Engagement and Frequency	Key Topics, Concerns & Expectations raised	Responses to Concerns & Expectations
Suppliers and Business Partners	• Sansiri Quality Day, annual relationship-building event. • Annual evaluation of critical suppliers and high ESG risk suppliers. • Accept complaints via cg@sansiri.com. • Presenting business collaboration information through www.sansiri.com, accessible 24 hours. • Sansiri Call Centre: 1685, available from 9:00 am to 6:00 pm.	1. Pay attention to and manage environmental impacts, which have become increasingly significant in the real estate industry. 2. Develop the concept of "sustainable innovation and technology" in collaboration with suppliers and business partners. 3. Ensure fair competition, transparency in procurement, and accountability. 4. Continuity in conducting business sustainably with the Company.	1. Establish procurement standards that are environmentally friendly in line with the Green Procurement Policy. 2. Collaborate with partners to improve and develop products and services, enhancing business potential and contributing more to society. 3. Require partners to sign and acknowledge the Supplier Code of Conduct. 4. Elevate supplier operations to align with the Company's sustainable development policies.
Government Agencies	• The Government Relations Division is tasked with reporting information, requesting documents, and applying for various permits, including construction and event permits, on a monthly basis. • Monthly report to monitor measures to reduce environmental impacts. • Sansiri Call Centre 1685, available from 9:00 am. - 6:00 pm. • Corporate website www.sansiri.com accessible 24 hours.	1. Business operations that create shared value to the society in economic, social, and environmental dimensions to build communities' trust at where it operates. 2. Compliance with Laws and Principles of Good Corporate Governance. 3. Disclosure of accurate, transparent, and verifiable information.	1. Utilise Sansiri's resources and expertise to develop communities and support vulnerable groups. 2. Conducting Business with Transparency and Fairness, in Compliance with Laws and Ethical Principles. 3. Disclosing operational information thoroughly, accurately, and transparently, such as reports in the Sustainability Report, Annual Report (One Report), and Environmental Impact Assessment (EIA) Report, etc.
Business Competitors	• Provide information on Sansiri's projects through www.sansiri.com accessible 24 hours. • Sansiri Call Centre 1685 from 9:00 am. – 6:00 pm.	1. Fair competition.	1. Follow and apply business ethics to ensure fair competition.





SUSTAINABILITY HIGHLIGHTS

1ST PLACE

in the Integrated Waste Management Prototype Competition, Office Building Category, awarded by the Environment Department, Bangkok.



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complaint related to the environment surrounding the project.

waste to **WORTH**



With Waste to Worth campaign, 2,541 tonnes of recyclable wastes were separated, representing **33%** of total waste.

Better Care of Environment

Net-zero by 2050 - In 2024, (scope 1, 2, and 3) Greenhouse Gas reduction was

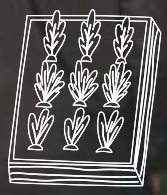
447,210

tonnes CO_2e, compared to 2022 performance.



100%

Edible vegetable and fruit gardens were established in of Sansiri residential projects (Sansiri Backyard).



Solar panels have been installed in over 3,087 units, resulting in savings of **3,153,432 kWh** of electricity and a reduction of

1,887.65

tonnes of CO_2e.







Environmentally friendly materials have been purchased through Sansiri's procurement, with **65%** of all materials certified by both **Self-Certified and TGO.**

The concept of sustainable homes with Sansiri Green Living Design has been extened, achieving energy savings of up to **42%**



Employee turnover rate decreased by **24%** compared to 2023.

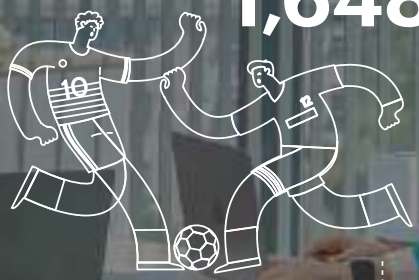


Employees engaged in **56,354** hours of potential development training.

Better Care of Social

SANSIRI ACADEMY

The children's football training project has been ongoing for **18** years, with more than **1,648** children and youth participating in 2024.





NO ONE LEFT BEHIND project received **2,000,000 Baht** in support and collaborated with more than **10** partners to deliver construction materials to assist flood victims, covering over 5 districts in Chiang Rai Province.



Ranked among the Top 50



Sansiri No.1 Brand

organisations that young individuals aspire to work with the most.

Sansiri, in collaboration with all financial institutions, provided home loans for diverse couples **LGBTQ+**

SET AAA
ESG Ratings 2024

Received the SET ESG Ratings assessment and attained the **AAA** maintaining the designation of a Sustainable Stock for **5** consecutive years.



Awarded the Sustainability Excellence Award

in Supply Chain Management topic at the Highly Commended level.



Facilitated the establishment of a Green Ecosystem by organising the

Sansiri EcoLeadership Forum

to announce the mission of collaboration with partners for sustainable business practices. Over 60 companies from both the government, private sectors, and SMEs total 200 partners participated in the event.

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Complaint

regarding employee violations of the Code of Conduct and the Anti-Corruption Policy.

Better Care of Governance



ANTI CORRUPTION

Achieved 100% completion of the organisation's internal anti-corruption training among the board of directors, executives, and employees, with test results also reflecting a

100% success rate.

SANSIRI MATERIALITY

Sansiri engages in a sustainability materiality assessment to identify issues pertinent to the organisation's sustainable development. This assessment considers the potential and actual impacts on both internal and external stakeholders, along with stakeholder expectations across multiple dimensions, including economic and corporate governance, environmental, and social factors, covering human rights aspect. The process of assessing and prioritising sustainability materiality at Sansiri encompasses the following steps:



SANSIRI'S MATERIAL SUSTAINABILITY ASSESSMENT AND PRIORITISATION PROCESS.

1 Identification of Impacts and Material Topics Concerning Sustainability

Sansiri identifies both positive and negative impacts that have occurred or may raise from its primary business operations in real estate. This is achieved through an analysis of international sustainability trends, examination of both domestic and international real estate operations, and gathering stakeholder opinions and expectations via various channels, including questionnaires and interviews.

2 Assessment of Sustainability Materiality and Impacts

The Company assesses the level of identified positive and negative impacts across the economic, social, and environmental dimensions, considering 7 stakeholder groups: investors and shareholders, executives and employees, customers, lessees and residents, communities and society, suppliers and business partners, government agencies, and business competitors. This assessment is conducted by stakeholder surveys to understand their expectations and concerns related to operational impacts.



3 Prioritisation of Impacts and Importance of Material Sustainability Issues

Sansiri evaluates and prioritises sustainability issues based on stakeholder analysis and impact assessments, ensuring alignment with its real estate business model. This prioritised content is then presented to the Corporate Governance and Sustainability Committee for review and approval, subsequently included in the annual sustainability report and on the Company website.

4 Sustainability Operations

Sansiri has established a sustainability operation strategy, complete with goals and timelines for implementing sustainability objectives. This strategy is informed by the outcomes of the approved sustainability issues assessment. Key performance indicators are set to monitor progress on each issue, and regular performance reporting, including challenges encountered in meeting goals, is required to be submitted to the Corporate Governance and Sustainability Committee biannually. Additionally, the sustainability working group provides monthly performance updates to senior executives to ensure alignment with the Company's sustainability strategy.

SANSIRI MATERIALITY TOPICS

Sansiri's sustainability key issues for 2024 encompass 13 issues across three dimensions: economy, environment, and society. Two additional key issues from 2023 are Cybersecurity and Data Privacy, along with Biodiversity.

ECONOMICS AND CORPORATE GOVERNANCE



Materiality Topics	Impact on Business	Impacts and Expectations of Stakeholders	SDGs
Corporate Governance, Codes of Business Conduct and Business Ethics	⊕ (Opportunity)	Focusing on operations that adhere to the principles of good governance by conducting business with integrity and transparency.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Risk and Crisis Management	⊕ (Opportunity)	Implementing systematic risk management and adapting to changes across the entire value chain.	13 CLIMATE ACTION; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Commitment to Consumer Needs and Satisfaction	⊕ (Opportunity)	Designing residential projects that sustainably meet customer needs by actively listening to feedback for service improvement, delivering quality products and services, ensuring effective after-sales support, and communicating clear information.	11 SUSTAINABLE CITIES AND COMMUNITIES
Supply Chain Management and Green Procurement	⊖ (Risk)	Prioritising the procurement of environmentally friendly materials, fostering fair competition in the procurement process, and monitoring and assessing operations and risks related to economic, social, and environmental factors.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Innovation and Technology	⊕ (Opportunity)	Leveraging innovation and technology in sustainability to enhance quality of life and cultivating a culture of innovation within the organisation for employees.	8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES
Cyber Security and Data Privacy	⊖ (Risk)	Safeguarding the Company's technology and information systems from unauthorised access and cyber threats to protect the security and privacy of personal information.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



ENVIRONMENT

Materiality Topics	Impact on Business	Impacts and Expectations of Stakeholders	SDGs
Climate Change	⊖ (Risk)	Implementing measures to reduce carbon emissions and striving for Net-Zero greenhouse gas emissions, serving as a role model for employees and surrounding communities by fostering collaborative initiatives with all relevant stakeholders.	7 AFFORDABLE AND CLEAN ENERGY; 11 SUSTAINABLE CITIES AND COMMUNITIES; 13 CLIMATE ACTION
Environmental Management System and Eco-Efficiency	⊕ ⊖ (Opportunity and Risk)	Prioritising environmental considerations from upstream to downstream through transparent procurement, effective pollution and waste management, and contributing to a sustainable society and environment.	3 GOOD HEALTH AND WELL-BEING; 6 CLEAN WATER AND SANITATION; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Biodiversity	⊖ (Risk)	Managing the impacts of the Company's operations on biodiversity, including participation in the preservation and restoration of ecosystems and the natural environment.	6 CLEAN WATER AND SANITATION; 14 LIFE BELOW WATER; 15 LIFE ON LAND



SOCIAL

Materiality Topics	Impact on Business	Impacts and Expectations of Stakeholders	SDGs
Human Resource Management	⊕ (Opportunity)	Promoting the development of employees' skills with clear career growth pathways and actively listening to their opinions to foster organisational engagement.	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH
Occupational Health and Safety Management	⊖ (Risk)	Ensuring effective management of occupational health and safety for employees, contractors, and communities surrounding projects.	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH
Human Rights	⊕ (Opportunity)	Promoting equality and equity while reducing inequality and discrimination by respecting human rights and taking proactive measures to prevent and mitigate human rights violations throughout the value chain.	5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES
Corporate Citizenship and Social Responsibility	⊕ (Opportunity)	Consistently engaging in social activities that meet the expectations of all stakeholders, including the protection of human rights within communities in the Sansiri project area.	4 QUALITY EDUCATION, 5 GENDER EQUALITY, 10 REDUCED INEQUALITIES

ECONOMICS AND CORPORATE GOVERNANCE

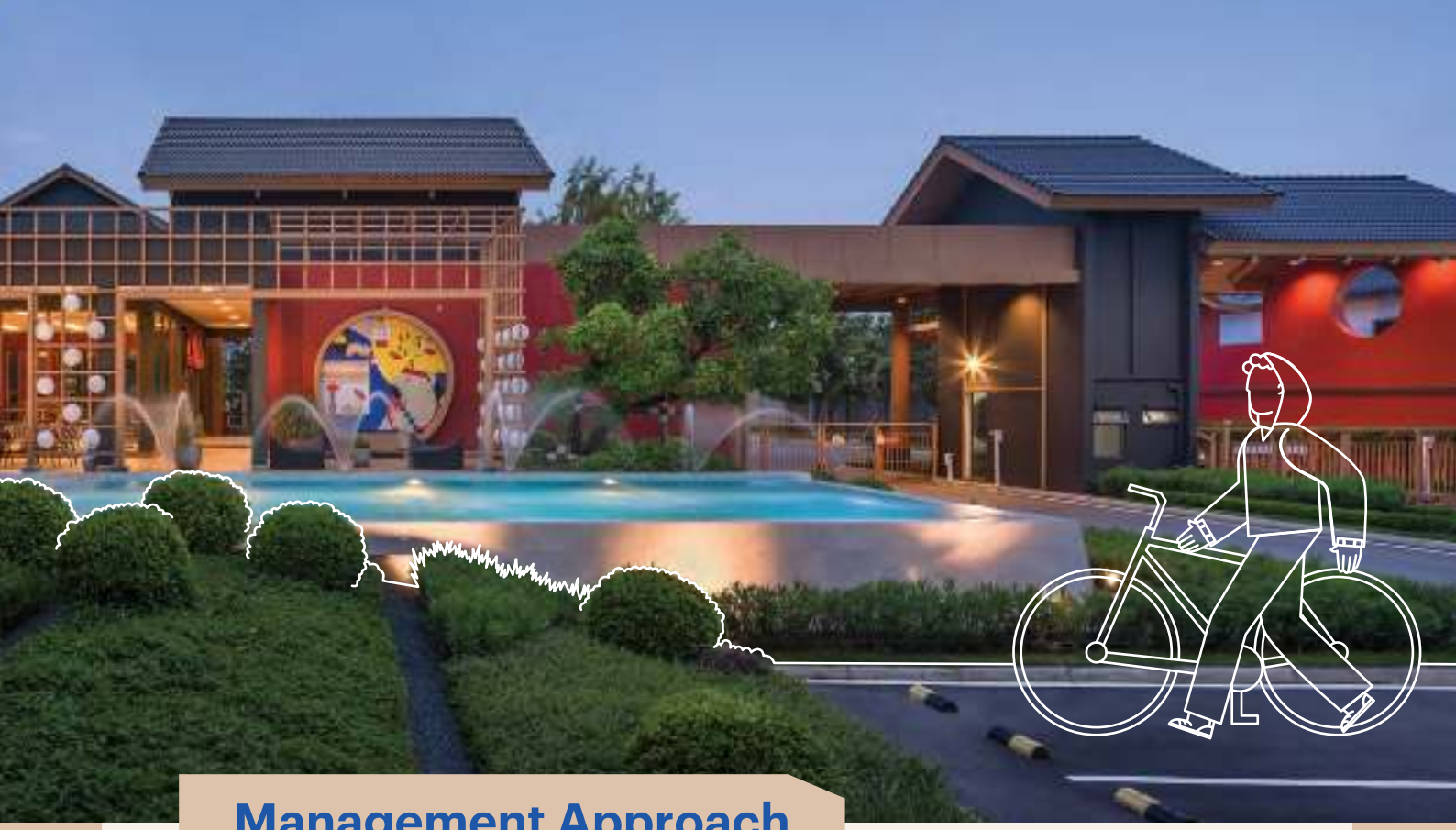


16 PEACE, JUSTICE AND STRONG INSTITUTIONS

CORPORATE GOVERNANCE, CODES OF BUSINESS CONDUCT AND BUSINESS ETHICS

Sansiri is committed to conducting its business operations with transparency, ethics, and good governance, firmly rejecting any form of corruption, even if such actions could benefit the company. The Company emphasises that its operations must not infringe upon individuals, legal entities, or other relevant parties in ways that could harm society, communities, or the environment as a whole. This commitment underscores the importance that Sansiri places on establishing a robust structure and system for corporate governance. Furthermore, Sansiri believes that operating its business with transparency, integrity, compliance with the law, and social responsibility is a critical factor in fostering competitive advantages and instilling confidence among stakeholders, both internal and external. The Company also aspires to serve as a model organisation that contributes to the betterment of society.

Sansiri maintains a firm commitment to combating corruption which is recognised as a significant threat to fair and free competition. This commitment aligns with the expectations of its suppliers and business partners, and business competitors, while also addressing the risks posed to the organisation. Consequently, Sansiri is dedicated to establishing exemplary standards in business conduct, ensuring fairness, transparency, and accountability towards economic, social, and environmental dimensions for all stakeholders. These principles are integral in fostering long-term business value and nurturing strong relationships with all stakeholder groups. The Company is resolute in its integrity and unequivocally opposes corruption in all aspects of its operations.



Management Approach

Sansiri is dedicated to upholding the principles of good corporate governance to enhance transparency and operational efficiency. The Company has established a Corporate Governance and Sustainability Committee tasked with overseeing and promoting sustainable operations by integrating sustainability management across various business units. This committee is responsible for setting and reviewing policies and criteria to ensure adherence to good corporate governance principles, including compliance with the Code of Conduct for business operations and anti-corruption measures. To this end, the Company has implemented a Corporate Governance Policy and Code of Conduct, along with various practices aligned with the principles of good corporate governance. This framework features a transparent governance structure, a mechanism to balance power, and the disclosure of verifiable information. Such policies are applicable at all operational levels, encompassing the Directors, executives, and all employees of Sansiri, ensuring compliance with laws, regulations, and standards established by relevant government and regulatory agencies.

Sansiri has developed the Corporate Governance and Business Ethics Handbook, which provides guidelines for business operations and decision-making for directors, executives, and employees. This Handbook establishes a foundation for best practices within the organisation, in alignment with the Corporate Governance and Business Ethics Policy, as well as a monitoring system (Internal Control) focused on regulating internal work processes and ensuring compliance with the Code of Conduct across various units (Internal Audit). Compliance assessments are conducted according to criteria established by the Company and reported to the Audit Committee and the Corporate Governance and Sustainability Committee. The Handbook and Policy will undergo annual review and improvement to ensure that practices remain effective in preventing recurrence and are in tune with current circumstances.

This covers Anti-corruption, Conflict of Interest, Whistleblowing, Confidentiality of Information, Insider Trading, Unfair Trade Competition and Anticompetitive Practices, Promoting free competition and not distorting market prices which could negatively impact consumers, Consideration of Environment, Occupational Health and Safety, and Data in Information System and IT Security, and the establishment of channels for complaints and feedback from all stakeholders.

The corporate governance structure can be further explored in the Annual Report 56-1.

For further details regarding the Corporate Governance and Business Ethics handbook,
please refer to the Sansiri website or scan the QR code provided.
https://o77site.s3.ap-southeast-1.amazonaws.com/pdf/sustainabilityreport/corporate-governance-code-of-ethics-handbook-EN.pdf

Anti-Corruption

Sansiri has implemented and enforced an "Anti-Corruption Policy" to prevent all forms of corruption in alignment with the principles of good corporate governance. The policy outlines comprehensive guidelines for all personnel, including directors, executives, and employees, and applies to every activity related to Sansiri's operations. It defines specific roles, responsibilities, and procedures to ensure alignment with the policy.

To promote transparency in operations, Sansiri conducts regular risk assessments of corruption within business processes. Oversight of anti-corruption activities is entrusted to the Corporate Governance and Sustainability Committee and the Audit Committee, ensuring thorough monitoring and evaluation. Additionally, the company ensures comprehensive communication and dissemination of anti-corruption principles throughout all levels of the organisation. Employees are required to acknowledge their understanding and formally commit to compliance. In addition, the Company maintains a structured process for tracking, evaluating, and reviewing its anti-corruption measures. These findings are periodically presented to the Board of Directors for input and recommendations to further enhance and adapt the policies and practices to maintain effectiveness.

To reaffirm its stance against all forms of corruption, Sansiri has joined the Anti-Corruption Network by signing a declaration of intent as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC). This initiative aims to promote widespread anti-corruption efforts. Sansiri has been officially certified as a CAC member since 2018 and has successfully renewed its certification to date. Additionally, Sansiri communicates its Anti-Corruption Policy to all new suppliers and encourages its partners to join the Anti-Corruption Network. As part of these efforts, Sansiri has sent invitations this year to a total of 4,320 suppliers, although no suppliers have yet expressed their intention to join the Thai Private Sector Collective Action Coalition Against Corruption (CAC).

CAC
COLLECTIVE ACTION AGAINST CORRUPTION





The Prevention of Unfair Trade Practices

Sansiri adheres to its policies and best practices with the firm belief that fair competition in the real estate industry is a key driver of its development. Fair competition encourages the continuous improvement of product and service quality to effectively meet consumer needs while fostering the creation of new innovations. Accordingly, Sansiri places great importance on promoting fair trade practices by strictly complying with legal requirements, refraining from acquiring trade secrets through unethical means and respecting local regulations and customs in all areas of operation. Sansiri also upholds the principle of free competition and refrains from engaging in any practices that could distort market prices or negatively impact consumers, fostering a transparent and sustainable industry in the long term.

To combat unfair trade practices, Sansiri has established comprehensive measures within its Corporate Governance and Business Ethics Handbook. These measures are reinforced by regular internal audits. Notably, **in 2024, the Company reported no disputes or legal cases related to unfair trade practices.**

The Prevention of Insider Trading

Sansiri recognises the importance of preventing the misuse of its internal information for the personal or external benefit, as such actions violate the Securities and Exchange Act and can undermine the Company's credibility while negatively impacting shareholders and other stakeholders. Therfore, Sansiri has established a clear policy prohibiting any person with access to or possession of internal information, either directly or indirectly, from disclosing or using that information for personal gain or the benefit of others. Furthermore, the policy explicitly bans trading in the Company's securities based on insider information to ensure compliance with good corporate governance practices and to maintain trust among shareholders and stakeholders. Additionally, Sansiri has implemented a Policy on Investor Relations Activities and has integrated these practices into its Corporate Governance and Business Ethics Handbook. These guidelines serve to communicate best practices to all relevant stakeholders. **In 2024, Sansiri reported no disputes or legal cases involving insider trading.**



For further details regarding the policy on Investor Relation Activities, please refer to the Sansiri website or scan the QR code provided.
https://o77site.s3.ap-southeast-1.amazonaws.com/pdf/sustainabilityreport/policy-on-investor-relations-activities-EN.pdf

Building a Good Internal Control Culture



Instilling strong ethics and principles for transparent and fair business operations should begin with the executives and employees of the organisation. This approach serves as an example of a responsible corporate entity and contributes to the improvement of society. A robust internal control culture reflects operational efficiency and enhances the ability to strengthen its competitive edge in the business environment. Sansiri prioritizes the cultivation of a strong internal control culture by emphasising ethical operations and adherence to corporate governance principles across all departments and personnel. New employees are required to participate in an orientation program, which includes training on the Corporate Governance and Business Ethics Handbook, and anti-corruption policies. Additionally, guidelines and policies are consistently communicated to employees throughout the year via internal email. Employees can also review their understanding through the Company's Intranet system. Training sessions on business ethics are conducted for all employees, with content derived from the Corporate Governance and Business Ethics Handbook. These sessions ensure that employees have a clear understanding and are equipped to apply ethical practices appropriately. **In 2024, a total of 5,208 employees participated in and completed the training program.**

Evaluation of Management Approach

Sansiri conducts annual anti-corruption training programs for directors, executives, and all employees. These sessions are delivered online and include a mandatory knowledge assessment that participants must pass according to the company's criteria. In 2024, 100% of the company's directors and 100% of executives and employees participated in the program. The results show that 100% of participants successfully passed the post-training assessment.

The Company has set an annual goal of zero complaints regarding employee violations of the business ethics and code of conduct and/or anti-corruption policies. To achieve this, efforts are focused on promoting accessibility to policies, guidelines, and corporate governance regulations through consistent communication across multiple channels such as email, Sansiri website, the intranet, and bulletin boards.

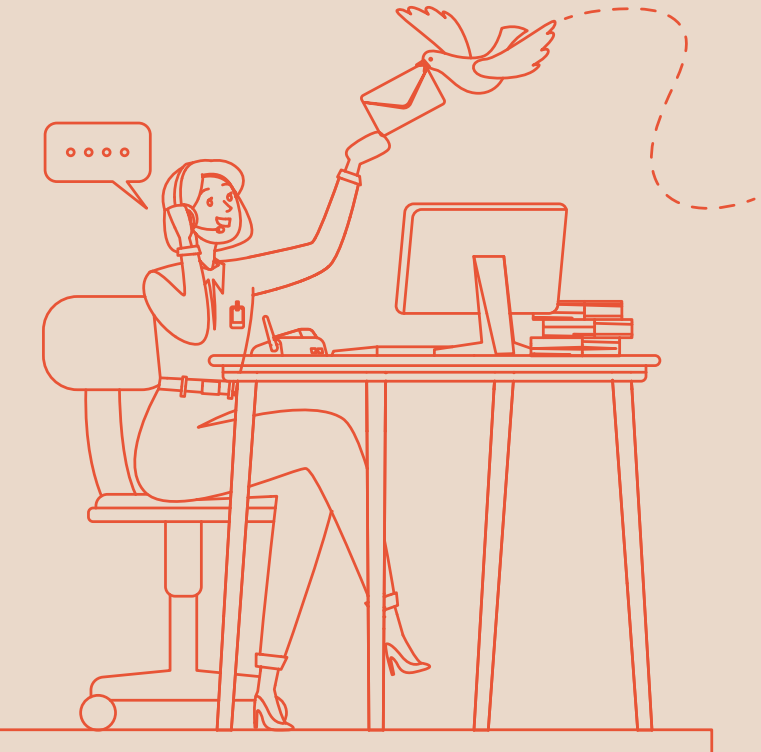


In 2024, no violations or complaints concerning breaches of the business code of conduct or anti-corruption policies were reported.

The communication of Corporate Governance and Business Ethics Policy, and anti-corruption measures extends beyond internal operations to include suppliers and other stakeholders. Sansiri has implemented initiatives to discourage the giving of gifts to directors, executives, and employees. These efforts are communicated through various channels, including the company website, social media platforms like Facebook and LINE, and email notifications. In accordance with the Anti-Corruption Policy and Receiving-Giving of Things or other benefit Policy, stakeholders are also informed about the Company's Whistle Blower Channel and reporting mechanisms, with 4,320 suppliers being reached via registered email in 2024.



Sansiri values feedback from all internal and external stakeholders. To this end, whistleblower channels have been established to report violations of laws, regulations, or the business code of conduct, as well as to share general feedback to ensure that employees and all stakeholders have access to reporting channels. These channels are designed to ensure fair investigations and compliance with company policies in case of any incidents. They also serve as a foundation for employee development and process improvement to prevent future occurrences. The confidentiality of whistleblowers is rigorously maintained, with access to information limited to those responsible for investigating complaints. The Company provides the following contact channels for reporting and inquiries:



Channel 1

Email

CG@sansiri.com

Channel 2

Postal Service

With the envelope containing the contentious issue addressed to one of the following persons

- Chairman of the Corporate Governance and Sustainability Committee (Independent Director)
- Chairman of the Audit Committee (Independent Director)
- Company Secretary (Legal Department and Company Secretary Office)

Address: Sansiri Public Company Limited
59 Soi Rim Khlong Phra Khanong Phra Khanong Nuea Watthana, Bangkok 10110

Channel 3

Website

https://www.sansiri.com/thai/corporate-governance



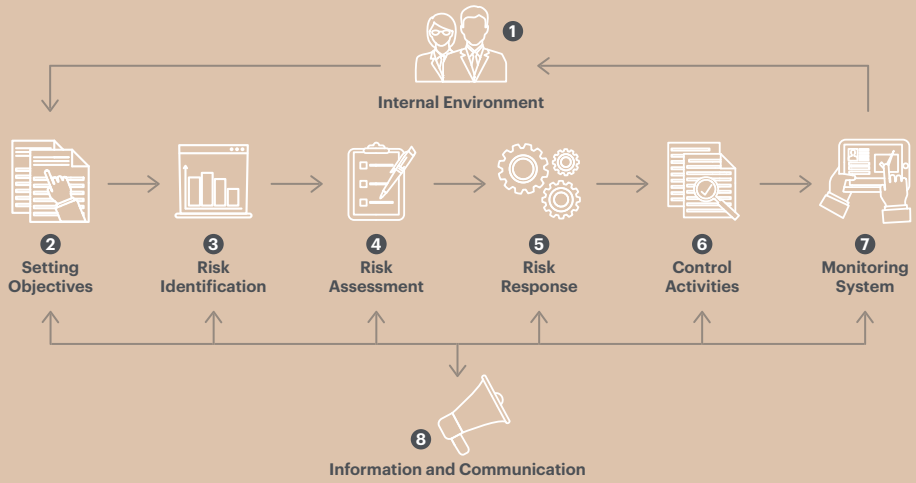
RISK AND CRISIS MANAGEMENT



To instill confidence among stakeholders such as investors, employees, customers, and surrounding communities, the company recognises the importance of preventing and addressing potential risks, particularly those arising from external factors such as economic and political fluctuations, or natural disasters driven by climate change. These risks may impact on business operations, people's quality of life, and the balance of nature and the environment. As a result, the Company has implemented a risk management strategy based on a comprehensive assessment of potential risks, both internal and external. This approach covers economic, social, political, legal, and environmental impacts, preparing the organisation to respond effectively to risks across all dimensions, and ensuring sustainable and continuous growth.

Management Approach

Regarding the management of risks, Sansiri has set a risk management policy and formed the Risk Management Committee to ensure the integration of risk management as a factor in business decisions involving business activities or the main process of the Company. At the same time, the risk management policy is reviewed annually. The Company has adopted The Committee of Sponsoring Organisation of the Treadway Commission (COSO)'s Enterprise Risk Management Integrating with Strategy and Performance framework as the guideline for systematic risk management, comprising the following 8 main components:



Risk Management Process at Sansiri



Sansiri continuously evaluates its risk management performance and regularly tracks and reports on the progress of risk issues and action plans. The risk management process is a collaborative effort between the risk management department, senior executives, and risk owners from each department. The risk mitigation plan includes both organisational-level and department-level risks.

The Company assigns each department to have a risk responsible person to ensure that every employee is aware of and involved in risk management. This includes assessing risks and developing risk management plans. The progress of these plans is regularly reported to department heads, and coordination with the organisation's risk management department is carried out to evaluate and monitor results on a quarterly basis.

In terms of managing risks that may impact the continuity of business operations, Sansiri has prepared plans to respond promptly in case of a crisis. These plans ensure that business activities can continue without disruption. Additionally, a risk response task force has been established to monitor and make decisions regarding the implementation of action plans in emergency situations, aiming to return operations to normal as quickly as possible.

Additional details on Business Continuity Management Policy can be accessed through the following link or by scanning the QR code.
https://www.sansiri.com/pdf/sustainability/08-enterprise-wide-risk-management-policy-en-2.pdf

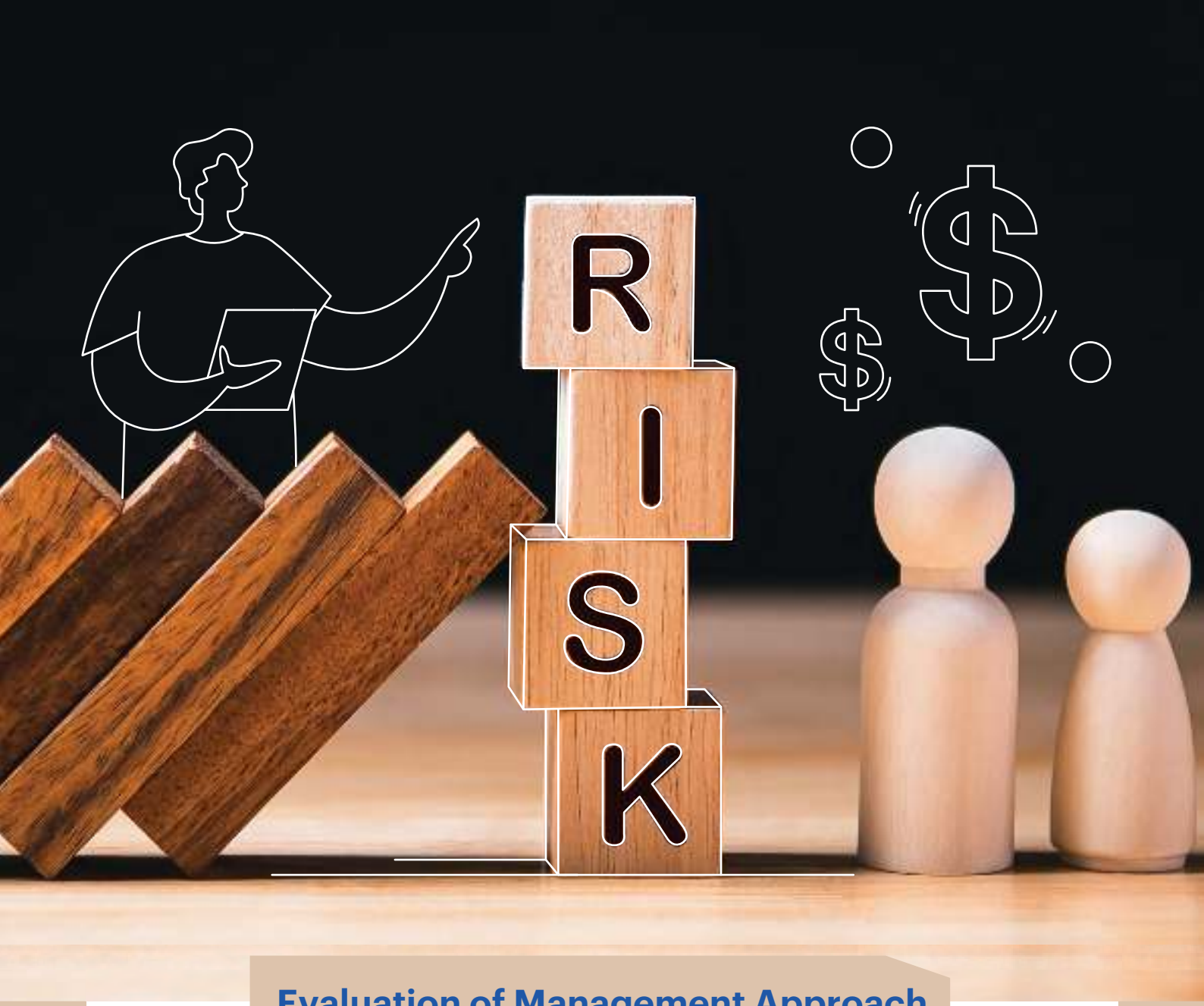
Risk Management Culture at Sansiri

The risk management culture is a critical element in fostering knowledge, understanding, and effective risk management behaviours among employees, enabling them to handle risks at all levels encountered in their daily work. To ensure this, the Company has developed a risk register at both the organisational and departmental levels, allowing employees and executives from all departments to review risks and raise awareness about the importance of risk management. The Company continuously evaluates, monitors, and reports risk-related information to the Risk Management Committee, which is appointed by the Board of Directors and comprises board members and independent directors.

Sansiri requires all new employees to undergo risk management training through the Sansiri Learning Hub to further enhance organisational knowledge and understanding of risk management at all levels. Additionally, training sessions and assessments on risk management are regularly organised for employees. In 2024, 5,201 employees participated in these training sessions. The Company also encourages directors, executives, and staff to participate in external training programs to enhance their skills and knowledge in risk management, ensuring more effective management practices. In 2024, Sansiri implemented several initiatives aimed at promoting knowledge of risk management for stakeholders at different levels.



Course	Course Details	Date	Attendees
Risk Management Program for Corporate Leaders	• Framework and approach to risk management • Oversight of risk management from business opportunity management • Oversight of risk management processes • Oversight of crisis management	15–16 August 2024	2 representatives from the Board of Directors.
Risk and Opportunities in a Changing Global Economy	Attended seminars on the following topics: • Navigating Global Economic Transformations • Thai Credit Landscape: Outlook and Funding Trends • Credit conditions for the second half of 2024 • Major risks affecting credit conditions • Sustainable finance and funding trends • Sovereign Risks Face Greater Budget Pressures • Geopolitical, Technological, And Climate Challenges – Corporate Perspectives	13 June 2024	1 representative from the executives
Enterprise Risk Management Professional	• COSO-ERM 2017 • ESG Risk • Cybersecurity & IT Risk Management • AI Risk	21-22 November 2024	1 representative from the executives
Corporate Value Enhancement via Risk Management	Value creation and adaptation through risk management: Understanding the different types of risks and their potential impacts on business operations, as well as recognising the opportunities that come with these risks, by managing and selecting risk management methods that align with the organisation's resources and budget.	14 November 2024	1 employee from the Corporate Planning and Investor Relations Department.
ESG-related risks and management: A practical guide for listed companies	• Risk and ESG Related Risk • COSO-ERM 2017 • 2025 ESG and Sustainability Trends	27 November 2024	1 employee from the Sustainability Development and Asset Management Department.



Evaluation of Management Approach

Sansiri continuously monitors various developments in the economic, social, political, and environmental dimensions that may present risks or likelihood that could impact the organisation. This includes both current risks affecting business operations and emerging risks that could arise in the next 3-5 years. The Company has defined a 'risk appetite' as well as risk indicators, which have been approved by the Risk Management Committee. The results of the risk factor assessments are then used to create an appropriate risk management plan.

To ensure effective risk management, the Company has created a risk register at both the organisational and departmental levels, focusing on covering all key business units and subsidiaries. The review of the risk register and risk indicators is conducted quarterly, with important findings reported to the Risk Management Committee, which includes representatives from the Board of Directors, for further consideration and recommendations.

This year, following the monitoring and assessment of risks, the Company has fully implemented the set action plan. Sansiri continues to monitor risk issues arising from both internal and external factors, aiming to reduce or maintain most of the company's risks within acceptable levels.

The details of the risk management policy can be found on Sansiri's website or by scanning the QR Code.
https://www.sansiri.com/pdf/SustainabilityReport/policy-enterprise-wide-risk-management-policy-EN.pdf

Risk and Risk Management Approach



Strategic Risk

Risk	Risk Description	Management Approach
Risks in the procurement of land for project developments	Most likely the risk arises from not being able to acquire enough land to develop projects to meet the Company's goals. This is a result of rapidly rising land prices, lack of land in central business districts (CBD) and increasing competition among real estate developers.	The Company enters into joint ventures with business partners to increase the potential in land acquisition for project developments. Also, the Company has created a network of land procurement brokers, consisting of both individual brokers and corporate brokers. In addition, many diverse channels have been opened to receive information, such as on the website and call centre as well as publicising through social media channels to provide an opportunity for brokers and potential sellers to contact the Company directly.



Financial Risk

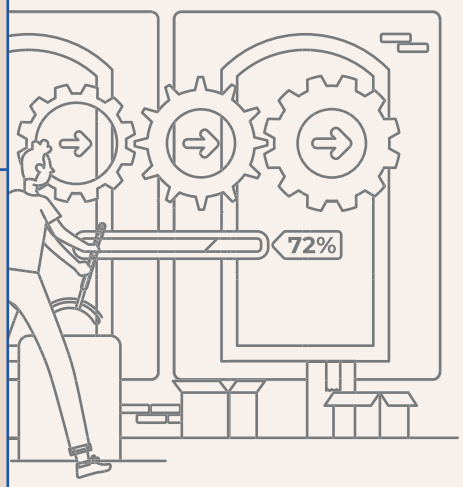
Risk	Risk Description	Management Approach
Risk from the increase in construction material prices	The increase in construction material prices due to the demand for materials in various construction projects by both the government and the private sector	The Project Purchasing Department is assigned as the responsible unit for closely monitoring the changes in construction material prices. This ensures that timely measures are in place to address fluctuating material costs. In case of a significant decrease in material prices in the market, negotiations with suppliers will be conducted for price adjustments. Additionally, some items will be directly procured from manufacturers.
The risk from economic volatility and competitive conditions	The volatile economic conditions and the potential for a downturn have a broad impact on consumer purchasing power. Additionally, real estate is a high-value asset that requires significant capital for purchase. Therefore, in an environment where consumers lack confidence in future income, they are less likely to make purchasing decisions or may take longer to decide.	Closely monitoring risks and adjusting strategies to align with market conditions and circumstances, as well as continuously tracking the changing behavior of consumers.
Risk from interest rates and exchange rates	The primary source of funding for project development is debt, which incurs interest payments. Therefore, changes in interest rates have a direct impact on the project's financial performance. Additionally, the Company has investments in foreign businesses, making exchange rate fluctuations a key variable that can affect the uncertainty of revenues and costs through transactions arising from these investments.	Having a diverse range of funding channels allows the company to choose the most appropriate option based on the economic situation and the direction of interest rate changes. For foreign investments, the Company sources funding in the respective countries to ensure that the currency used for debt repayment aligns with the currency of revenue. Additionally, derivatives are utilised to hedge against the risks arising from exchange rate fluctuations.

Regulatory Risk



Risk	Risk from Personal Data Protection Laws	The risk that a condominium project may not receive approval from the Environmental Impact Assessment (EIA) Bureau.
Risk Description	The Personal Data Protection Act (PDPA) has been introduced with the purpose of regulating the use of customers' personal data in business operations. This law is relevant to the Company, as its real estate services, which include sales, leasing, resale, and property management across various forms of residential and commercial buildings, require the collection of customers' personal information.	The real estate development projects of the Company and its subsidiaries include several projects that are required to conduct an Environmental Impact Assessment (EIA) report in order to obtain approval from the Environmental Impact Assessment Bureau, Ministry of Natural Resources and Environment.
Management Approach	The Company has developed a Data Governance Policy and provided training to employees to ensure their operations align with the established guidelines. Additionally, a Data Protection Officer (DPO) has been appointed, who participates in training and stays updated on relevant information through external agencies.	The Company hires a registered consulting firm with the Ministry of Natural Resources and Environment to prepare the Environmental Impact Assessment (EIA) report in compliance with the Enhancement and Conservation of National Environmental Quality Act, B.E. 2535. Additionally, appropriate measures are implemented to prevent and mitigate social and environmental impacts related to the project.

Operational Risk



Risk	Risk of Shortage of Quality Contractors Meeting Standards	Risk from Customer Complaints
Risk Description	The development of projects today requires knowledge and expertise at every stage of the process. This presents a risk for the Company if it is unable to source contractors with skilled labour capable of carrying out construction in accordance with Sansiri's established standards, details, and plans. Such a situation could impact the quality of the construction work, potentially not meeting the required standards.	In the current era, customer demands have become more diverse, and customers have higher expectations for the products they purchase. Since real estate is a high-value asset, coupled with the increasing role of social media, which provides easy access and rapid dissemination of information, the company remains exposed to the risk of customer complaints on various issues.
Management Approach	Building strong relationships with contractors is essential for sourcing contractors for future project developments. However, the Company's use of the "Precast Construction" system, which involves using walls and pre-fabricated components produced in a factory for assembly, helps significantly reduce reliance on skilled labour.	The Company has dedicated teams responsible for after-sales customer service, including the Call Centre, Home Care, and Property Management departments, which assist and resolve various issues for customers. The Company also provides multiple channels for customers to file complaints, such as the Sansiri website (www.sansiri.com), the Call Centre at 1685, and the email address CS@SANSIRI.COM. Additionally, a standard timeframe has been set for handling complaints to ensure that all issues are addressed and resolved accurately and efficiently.

ESG Risk



Risk	Climate Change Risk
Risk Description	The current global warming issue is progressing rapidly and has led to increased climate volatility, significantly affecting the balance of nature. Climate change impacts business operations, such as flooding, droughts, tropical storms, and temperature fluctuations, which can disrupt construction processes, lead to shortages of essential materials, and result in higher operational costs in the event of natural disasters. These challenges underscore the importance of proactive planning and the implementation of climate-resilient practices to mitigate risks associated with climate-related disruptions.
Management Approach	The Company adopts a management approach aligned with the principles of the Task Force on Climate-Related Financial Disclosure (TCFD). covering comprehensive impact assessments such as policies and regulations, reputation, as well as the impact of physical risks, including flooding, storms, hail, droughts, and temperature changes. Measures have been put in place to address these risks, including the development of a Business Continuity Plan, which is reviewed annually. Additionally, a Risk Response Team, composed of experts from various fields, has been established to respond promptly to emergencies or abnormal situations.



Emerging Risk

Emerging Risk 1
Risk from Changes in Consumer Behaviour Due to Climate Change

Impact

The challenge arises from changes in consumer behaviour driven by the impacts of climate change, particularly the rising heat and temperatures, which have a significant impact on electricity costs. Additionally, consumers are increasingly concerned about environmental and climate issues. As a result, the Company must manage risks related to consumer behavior and meet expectations to be a role model in sustainability innovation.

Risk Management Approach

To support low greenhouse gas emissions, the Company has adapted its products and incorporated new technologies that help reduce environmental impacts. This approach also meets the growing demands of consumers.

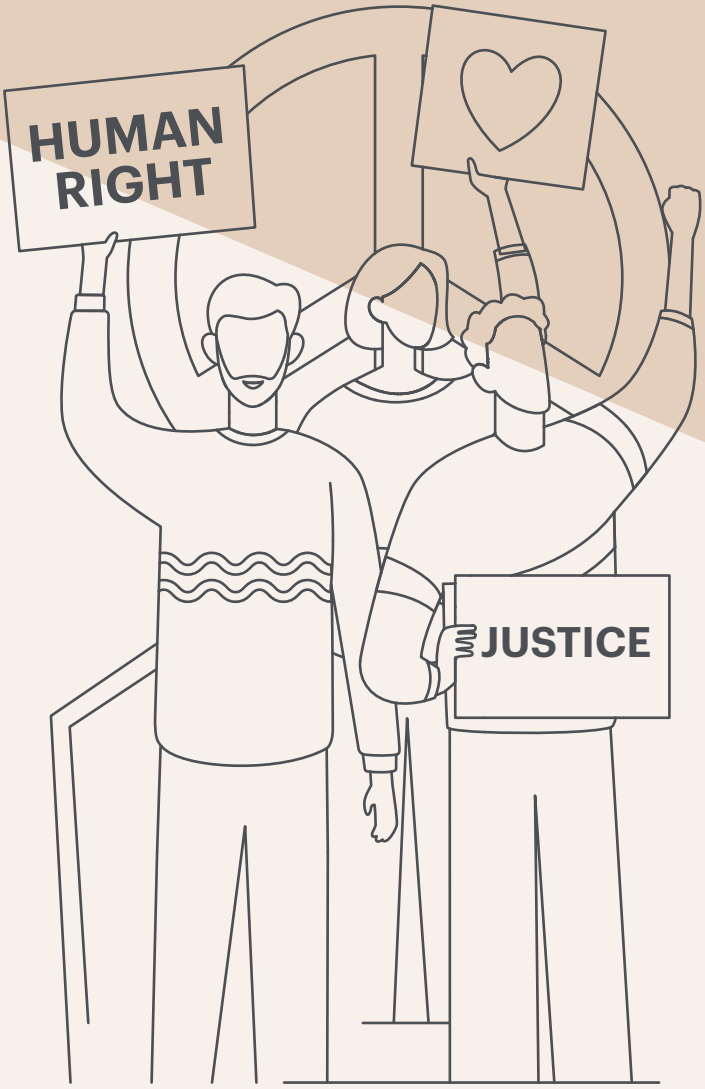
Emerging Risk 2
Human Rights Risk

Impact

In the recent business world, the issue of human rights violations has become increasingly significant due to regulatory pressures, stringent standards, scrutiny from various agencies, and expectations from stakeholders who demand that companies comply with human rights standards. As a result, the Company must be aware of the risks associated with human rights violations, which can damage its reputation and erode stakeholder trust. Violations in dealings with customers, suppliers, employees, contractors, shareholders, or communities could lead to legal lawsuits, financial damage, and the loss of relationships with key stakeholders.

Risk Management Approach

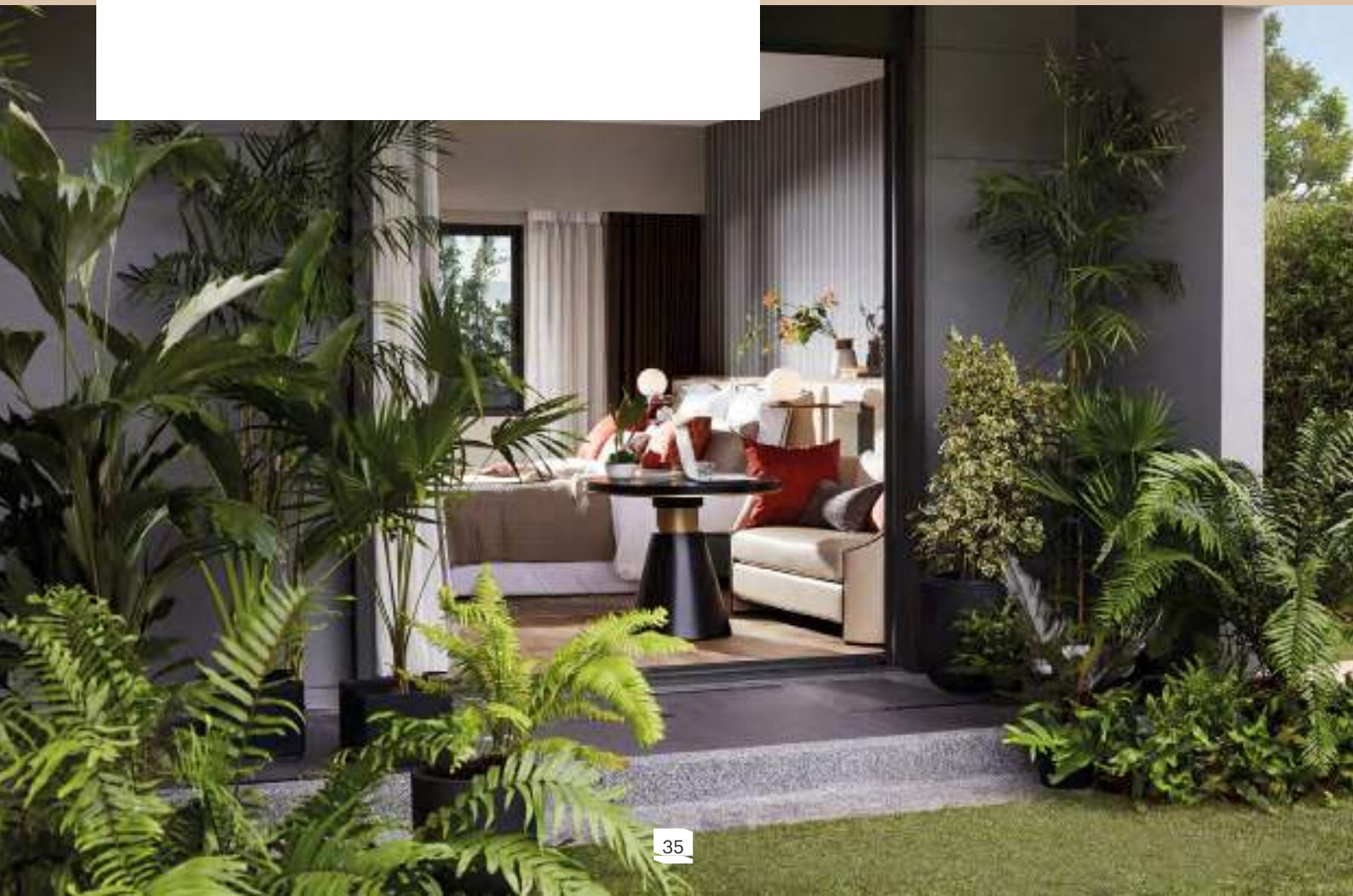
The Company has established a systematic risk management approach for human rights violations. This includes the development of policies and practices aimed at preventing violations across all business activities by the Board of Directors. The Company also conducts comprehensive human rights risk assessments throughout the value chain, ensuring preparedness for both preventive measures and remediation in the event of any impact. This approach covers all stakeholders, from upstream activities such as land procurement to downstream activities like post-transfer services. Managing the value chain based on fundamental responsibility and social consideration helps build a strong foundation for sustainable business operations.



COMMITMENT TO CONSUMER NEEDS AND SATISFACTION

Sansiri prioritises the creation of safe and sustainable living environments that not only enhance the quality of life for residents but also foster meaningful connections between people. This approach contributes to the development of a more livable society for all. With this vision, the Company is dedicated to designing residential spaces that go beyond just being houses, striving to build communities that genuinely care for and address the diverse needs of their members. The development of Sansiri's real estate projects begins with a deep understanding of the diverse lifestyles and preferences of its customers and residents. The Company emphasises building long-term relationships to elevate its projects beyond mere living spaces, transforming them into true "HOMES" that bring happiness and comfort, to the Sansiri family.

Recognising the diverse and various needs of its customers, Sansiri is committed to innovating products and services that provide exceptional value and align with customers' long-term financial planning. The Company continuously introduces innovations to cater to varied lifestyles and perspectives. At its core, Sansiri believes that "LIVING" should be supported by inclusive infrastructure and an environment that fosters well-being for everyone because #YOUAreMadeForLife



Management Approach

Sansiri is dedicated to improving the well-being of its customers and residents—not only within its projects but also by actively contributing to society and the environment. The Company strives to create a sustainable world for current and future generations by implementing practices that enhance customer satisfaction and meet their expectations. This commitment is reflected in the delivery of high-quality products and services that are designed based on customer needs. To reinforce this commitment, Sansiri has integrated the "Customer Centric" approach as a core part of its corporate culture.



In 2024, Sansiri continues to build upon its YOU-Centric strategy across 5 key dimensions, ensuring that everyone who becomes part of the Sansiri family can enjoy the lifestyle they aspire to. This approach is driven by a deep understanding of the diverse identities and evolving perspectives of modern living, allowing for the creation of thoughtfully designed spaces that enhance everyday life. At Sansiri, building homes means more than just providing a place to live—it is about delivering a comprehensive living experience that supports all lifestyles, from the very first step of homeownership through every stage of residency. To achieve this, Sansiri's product development, land acquisition, and marketing teams actively conduct in-depth research to understand customers' true needs. This valuable insight is then shared with the product development team to analyse and integrate innovative concepts, ensuring that each project is tailored to meet customer expectations.

IT'S NOT HOW YOU LOOK, **IT'S HOW YOU LIVE**



1. DESIGN FOR You

Thoughtfully designed living spaces that reflect your identity and fulfill every aspect of modern living.

Sansiri meticulously designs residential spaces that reflect individuality and meet all aspects of modern living. Emphasising diversity and inclusivity, Sansiri creates homes that cater to a wide range of lifestyles, ensuring that each project embodies uniqueness, personal expression, and functional excellence. As a pioneer in design, Sansiri continuously reinforces its leadership with exceptional and timeless aesthetics, showcased through its distinctive architectural identity. Every project seamlessly integrates thoughtful living solutions with the broader elements of everyday life.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2. QUALITY FOR You

Every square inch of our projects is meticulously crafted to ensure that your home is built with lasting strength and durability.

Sansiri places the utmost importance on the quality of its residential projects. Every Sansiri home is built to be strong and long-lasting, using only the finest materials carefully selected for construction. To uphold these high standards, Sansiri has established a dedicated quality control and project support team to meticulously inspect every detail before delivering homes to residents. This ensures that every new member of the Sansiri family can move in with confidence and enjoy a worry-free living experience.

3. SERVICE FOR You

Caring for you without limits with comprehensive services that cater to every lifestyle, from the very first visit to the project throughout your entire residency.





Sansiri is committed to providing comprehensive care for its residents at every step, from the very first day of occupancy through all stages of their living experience. The Company aims to build trust among homeowners by ensuring they live in a truly safe and healthy environment. In addition, Sansiri is dedicated to offering a unique and thorough after-sales service experience, designed to enhance the convenience and well-being of our residents, addressing all their needs and ensuring they are well taken care of as part of the Sansiri family.

The Company organises resident care activities by offering exclusive privileges through the **"Sansiri Family Living Juicy Yearly Privilege"**programme, which partners with leading brands to cover all aspects of residents' lifestyles, including dining, travel, education, and health. These special privileges are extended to Chiang Mai, Phuket, and Hua Hin as part of the "Sanspoil" campaign, ensuring that all homeowners can enjoy a year-round experience tailored to their needs.

4. SAFETY FOR You

Ensuring peace of mind, Sansiri's standardised system provides comprehensive coverage at every touchpoint, offering you confidence and security 24 hours.

Sansiri is dedicated to ensuring the safety and well-being of its residents in every square inch of their living space. By developing and implementing security systems that exceed standard industry practices, the Company provides peace of mind for the daily lives of the Sansiri family.



5. SUSTAINABILITY FOR You

Fully committed to caring for society and the environment, not just for today, but to create a sustainable world for you and future generations.

For over 40 years, Sansiri has been dedicated to environmental stewardship, creating a livable world for both current and future generations of the Sansiri family. The Company believes that a better society begins with small steps based on living happily and responsibly. As such, social responsibility has always been at the heart of our values. We have consistently fostered this mindset within the organization, extending it to society through various initiatives aimed at making a lasting positive impact on the community.



- **Better Care of Environment**
  Aiming to create a better environment for improved quality of life, with a vision for sustainable environmental and energy management. This includes raising awareness about responsible living and encouraging the efficient use of natural resources.



- **Better Care of Social**
  Fostering a better society where people can coexist harmoniously, focusing on developing the potential of children and youth as the foundation for a better future. Additionally, Sansiri works to enhance community welfare and public services, improving the living conditions and environment of local communities.



- **Better Care of Governance**
  Committing to building a strong organisation that serves as a model for driving societal progress. Sansiri instills high ethical standards and transparency in business practices for our leadership and staff, ensuring fairness and integrity while combating corruption, and aiming to be a role model in society.



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To further our commitment to sustainable living, the Company is advancing the development of Net-Zero Homes, aiming for carbon-neutral energy use and greenhouse gas emissions by 2050. Additionally, Sansiri has collaborated with green partners to create the Sansiri Green Living Design, an initiative focused on reducing energy consumption and reducing greenhouse gas emissions.

In 2024, through the management of residential projects and environmental practices aligned with international standards by Plus Property, Sansiri projects were awarded the prestigious "Excellent (Gold)" and "Very Good (Silver)" ratings for environmentally friendly housing. Six projects received these honors, with the list officially recognised by the Department of Climate Change and Environment.

Evaluation of Management Approach

Customer Feedback and Complaint Management





Sansiri actively listens to feedback, suggestions, and complaints from customers, ensuring convenience and responsive service that meets the needs of residents. Complaints are managed through the Call Centre, which processes and categorises issues related to products, services, and external complaints. These are then distributed to the responsible departments for appropriate management, resolution, and compensation, ensuring that each case is handled thoroughly. All communication records are stored in Salesforce for efficient tracking. In 2024, Sansiri received a total of 28 customer complaints, all of which were confirmed and addressed. Examples of related issues include:

Situation: In August 2024, Sansiri received a complaint from a homeowner regarding the quality of the house, specifically about water leaking on the first floor due to a gap in the precast wall. This issue caused water to flow into the ceiling during rain, raising concerns about the construction quality of the precast wall.

Relief Measure

1. The Home Care team coordinated with the homeowner to schedule a site inspection.
2. Relevant departments, including the Home Care Maintenance, Project Development Department (Low Rise), Quality Control, and Precast Wall Installation teams, conducted a joint site inspection. They listened to the homeowner's concerns, explained the structural work and installation process, and outlined the standard inspection procedures. The teams then proceeded to repair the issue within the warranty period. The scope of the repairs was discussed and agreed upon with the homeowner, ensuring the maintenance work was completed thoroughly.

Sansiri Family Well-being Support Activities

With a commitment to attentively listening to feedback and suggestions from Sansiri Family members, Sansiri organised activities that promote the well-being of its community. These initiatives strengthen the relationship between the company and its customers and homeowners, while also addressing their expectations and enhancing their overall quality of life.

"Sansiri Made for Future: Every Journey Matters"

In 2024, one of the key focuses of the company is family and education. As part of this, Sansiri continues the **"Sansiri Made For Future: Every Journey Matters"** campaign for the 7th consecutive year, believing that education is a fundamental foundation for every family member, from young children and early childhood to university students and working adults. The Company has organised a variety of activities and special privileges for homeowners to actively participate, including:

1. A seminar on parenting and proper teaching methods in collaboration with expert child and adolescent clinical psychologists.
2. A seminar on pursuing undergraduate and graduate studies at world-renowned institutions.
3. A podcast series on YouTube titled **"Every Journey Matters: Education, the Future, and Dreams"** featuring renowned celebrities, idols from the entertainment industry, successful business owners, and Ivy League faculty members. They share insights, offer advice, and inspire listeners to pursue their dreams.







PROUD OF PAWRENTS

As the lifestyle of the new generation evolves, more people are choosing to raise pets and care for them as family members, providing warmth and companionship. In response to this shift, Sansiri has conducted thorough research and gathered insights into the lives of pet owners (Pet Parents), deeply understanding the living dynamics between people and their pets. Through the campaign "Sansiri Proud of Pawrents: Proudly Presenting #PetsofSansiri", the Company emphasises the importance of designing spaces that cater to pets' needs. This includes selecting safe materials, such as support for pet joints and organic wall paints, as well as furniture fabrics that withstand scratching. Sansiri also incorporates pet-friendly plants that are safe for animals. Additionally, the design of communal spaces supports pets' activities, such as running and playing, while encouraging their development. The Company also focuses on creating living spaces that maintain aesthetic appeal while ensuring practicality and convenience for both pets and their owners. By prioritising the well-being of both residents and their furry companions, Sansiri is committed to providing the best living experience through thoughtful design that takes into account the needs of all living beings—both humans and pets.



SANSIRI COMMUNITY

Sansiri and Plus Property have partnered to organise activities for homeowners, recognising the importance of creating spaces of happiness while promoting a balanced lifestyle for urban dwellers under the concept of Sansiri Community. Various events have been held across several Sansiri projects, such as the **Sansiri Neighbour Swap N' Shop Garage Sale Market and the Halloween event at the Krungthep-Kreetha Communit**y Project. These activities aim to bring joy and fun to homeowners' families while reinforcing the Company's commitment to delivering exceptional lifestyle experiences and activities that continuously enrich homeowners' lives. Within the international-quality community of Sansiri Krungthep-Kreetha, covering over 500 rai of land, residents enjoy both enjoyment and a sense of connection. These events represent the beginning of creating a sustainable, high-quality community for everyone.

The Company is committed to developing residential spaces under the Sansiri brand to become places of happiness for all. These spaces are envisioned as homes that meet the needs of both daily living and relaxation—whether it's exercising in the communal spaces, strolling during free time, or engaging in activities such as cycling or other leisure activities with family and neighbours.

Customer Satisfaction Evaluation and Service Improvement

Sansiri has implemented a system for evaluating customer and homeowner satisfaction at each service touchpoint, in alignment with the "YOU-Centric" strategy, which is dedicated to addressing the diverse lifestyles and needs of residents. Feedback from customers at every service point is collected, analysed, and categorised to assess satisfaction levels. The results of these evaluations are then used to continuously enhance and improve the quality of service provided with the goal of achieving an overall satisfaction score of 90.35%.

Customer Satisfaction Evaluation of Various Service Points

1.	**One Month After Ownership Transfer** Customers who have transferred ownership and received their homes/units are surveyed for satisfaction one month post-transfer. Satisfaction is evaluated every month, with the goal of achieving a response rate from 40% of the customers who have transferred ownership in that month.	**The overall satisfaction rate for 2024 was 86.62%** surpassing the target range of 80.01% - 86.00%.
2.	**Six Months After Ownership Transfer – Residents** Customers who have been residing in their homes for six months post-ownership transfer are surveyed for satisfaction. Evaluations are conducted monthly, with the goal of achieving a response rate from 40% of customers who have transferred ownership in that month.	**The overall satisfaction rate for 2024 was 82.25%** which meets the target range of 80.01% - 86.00%
3.	**Plus Property** The satisfaction of homeowners in projects managed by Plus Property is assessed before each management contract renewal, six months prior to the contract's expiration. The goal is to evaluate 40% of homeowners before the contract renewal each year.	**The overall satisfaction rate for 2024 was 89.99%** exceeding the target range of 85.00% - 89.99%.
4.	**Repair Service Point** The satisfaction of homeowners who have used the repair service is evaluated based on the service request forms submitted by customers. The goal is to assess 30% of customers who have reported repair requests each month.	**The overall satisfaction rate for 2024 was 93.81%** exceeding the target range of 86.01% - 93.00%.
5.	**Call Centre** Satisfaction for both customers and homeowners using the Call Centre service is evaluated through an automated IVR system. The goal is to assess 70% of the calls that require evaluation.	**The overall satisfaction rate for 2024 was 99.09%** surpassing the target range of 78.01% - 87.00%.



The results of the satisfaction assessments at the various service points indicate that the score from the service point at six months after the transfer of ownership with customers in residence did not meet the target. Recommendations were made that the operations should be improved in two areas, namely:

1. Punctuality of Home Care technicians in relation to the appointed times, and the duration required to make the repairs;

2. Quality of the repair work in accordance with the service standards.

From these recommendations, Sansiri has set guidelines to improve the services by:



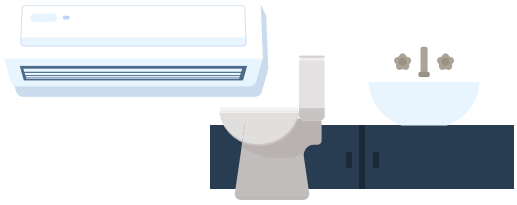
Conduct training for maintenance technicians, focusing on service quality, standards and quality of repair works, and punctuality as well as communication with customers in the process of making repair appointments.



Implement random post-repair quality inspections by the representatives of respective projects.



Seek solutions and preventive measures together with suppliers for ways to constantly recheck the quality of the required materials and also require product testing by installing them at actual work sites before approving their use in every project.



Proceed with the "Care for Home's Health" project, which is a program to provide inspection services, recommendations on product usage, and maintenance of equipment installed by the Company in cooperation with the suppliers of products such as air conditioners, sanitaryware and bathroom fixture, furniture, electric stoves, etc. The product suppliers should directly inspect these installations. About 52% of customers who have already moved into their housing units have joined this programme and **the satisfaction score have reached 95%**

SUPPLY CHAIN MANAGEMENT AND GREEN PROCUREMENT

The supply chain plays a pivotal role in ensuring the continued and sustainable operation of businesses, including Sansiri, by meeting the needs of stakeholders across all dimensions and maintaining high standards for products and services. Additionally, it is integral in fostering the growth and potential of our suppliers alongside the Company. Sansiri recognises that supply chain activities can positively and negatively impact the environment, economy, and society, including natural resources consumption, employment practices, and labour rights protection. As such, the Company prioritises comprehensive supply chain management, from the selection process and evaluation to the procurement of goods and services. This approach goes beyond merely considering quality and price; it also emphasises the sustainable business practices of Sansiri's suppliers. Sansiri is committed to ensuring that all stakeholders are informed and actively involved in promoting the sustainable development of Sansiri supply chain. This not only enhances the delivery of products and services but also contributes to long-term organisational growth, revenue generation, and the strengthening of the corporate reputation.



Management Approach

The Company has integrated its business strategy, which encompasses maintaining consistent financial growth, managing the portfolio of ready-to-sell products, and emphasising products, services, and sustainability, as a core foundation in shaping its supply chain strategy.

In 2024, Sansiri announced a business direction focusing on launching new projects and managing its ready-to-sell portfolio. This has heightened the importance of its supply chain management strategy, particularly in ensuring a continuous supply of materials and sourcing from a diverse and transparent network of supplier. These measures aim to mitigate risks of material or labour shortages that could potentially impact project construction. Ultimately, these efforts are designed to enable the Company to achieve its strategic objectives.

5

Sansiri Supply Chain Management Strategy include

1 RESILIENCE AND AGILE

The Company is committed to continuously sourcing new suppliers and contractors to mitigate the risk of shortages in construction-related suppliers and contractors. This approach also enhances opportunities to procure products that align with evolving global housing trends in a timely and appropriate manner. Additionally, the Company prioritises critical suppliers by categorising them strategically to establish effective management approaches.

2 TRANSPARENCY

The Company has established clear Green Procurement Policy and Standard to ensure that business partners are informed of the credit terms specified in the payment conditions, as well as procurement practices and requirements that Sansiri is committed to enforcing.

3 ESG AT HEART

Sustainability is a key priority for the Company, embedded throughout the entire process—from the selection of suppliers and contractors to their evaluation and post-sales services. This approach aims to mitigate potential risks related to Environmental, Social, and Governance (ESG) factors.

4 WORTH THE COST

Sansiri ensures that all procured products and services meet high-quality standards, adhering to quality benchmarks, cost-effectiveness, fair pricing, and timely delivery.

5 INNOVATION AND COLLABORATION

Sansiri seeks opportunities for collaboration, knowledge sharing, and enhancing the capabilities of its suppliers and contractors to drive sustainable growth.

Details about the Supply Chain Management Strategy can be found on Sansiri's website or by scanning the provided QR code.
https://assets.sansiri.com/o77site/pdf/sustainabilityreport/supply-chain-management-strategy.pdf

Supplier Management Structure



Procurement Department



Cost Estimation Department

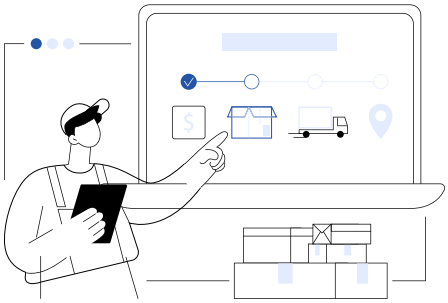


Quality Control Department

The departments are responsible for managing the procurement of construction materials and goods for projects to ensure that the organisation receives high-quality products and services that meet standards and align with the procurement objectives. Additionally, these departments continuously seeks new suppliers to reduce the risk of supplier shortages for construction projects, while also enhancing opportunities to source products that align with global trends and the development concepts of Sansiri's real estate projects. Sansiri integrates Environmental, Social, and Governance (ESG) considerations into the procurement process, using these criteria to select both new and existing suppliers in the procurement system.

Green Procurement Policy and Supplier Code of Conduct

The Company has established a Green Procurement Policy to ensure that the procurement of both products and services is environmentally-friendly and complies with regulations, laws, as well as the specifications and processes for selecting suppliers. Additionally, the Company has developed a Supplier Code of Conduct (SCOC) that covers operational standards related to the environment, human rights, fair employment practices, working conditions, in accordance with safety requirements, and ethical conduct. Sansiri's suppliers are required to be aware of and adhere to this code. Furthermore, to ensure that supplier operations align with the ethical standards expected by Sansiri, the Company conducts ongoing monitoring, particularly for critical suppliers who are considered to have significant sustainability risks.



The details of Sansiri Supplier Code of Conduct can be found on Sansiri's website or by scanning the QR Code
https://www.sansiri.com/pdf/SustainabilityReport/sansiri-supplier-code-of-conduct-EN.pdf

The details of the Green Procurement Policy can be found on Sansiri's website or by scanning the QR Code.
https://o77site.s3.ap-southeast-1.amazonaws.com/pdf/sustainabilityreport/green-procurement-policy-EN.pdf?



Critical Supplier Identification

Sansiri has established the criteria to identify critical suppliers, both direct business involvement (Critical Tier 1) and indirect business involvement (Critical Non-Tier1) with Sansiri, based on the following criteria:

Critical Tier 1

1. Suppliers who do business directly with Sansiri with contracts value of 50 million Baht or higher.
2. Suppliers who sell crucial products or services that cannot be exchanged or replaced.

Critical Non-Tier 1

Suppliers of Sansiri's critical tier 1 suppliers who has high trading volume and those selling products or providing crucial services that cannot be exchanged or replaced. These suppliers deliver products and services to Sansiri through Sansiri's critical tier 1 suppliers.

Total number of Suppliers in 2024	4,320 suppliers
Critical Tier 1 Suppliers	66 Suppliers
Critical Non-Tier 1 Suppliers	62 Suppliers



Supplier Screening and Selection

Sansiri screens and selects suppliers, both new and current ones, through the quality management process, which include environmental, social, and corporate governance (ESG) assessment based on the types of suppliers. An inspection of production sources is also required to verify the quality of the production process according to the specified standards before entering the bidding process. This is to ensure that Sansiri will be able to deliver quality projects to customers according to sustainability goals.



ESG criteria for selecting and evaluating suppliers for new suppliers and current suppliers:

Environmental

Perform environmental implementations that in accordance with the law and regulations, and effective measures to prevent, correct and reduce environmental impacts must be in place, along with the advocacy for employees to use resources efficiently as well as promoting and supporting climate change policies.

Social

Operate under the human rights and labour principles, ensure no forced or child labour, as well as treating employees equitably.

Governance

Uphold ethical principles, integrity and fairness for all stakeholders, as well as cooperation following the no gift policy, and the anti-corruption policy. Quality control system covering the delivery of products and services must also be in place.

Risk Assessment from Suppliers

Total Suppliers	Amount	%
Total Suppliers	4,320	100
New Suppliers	1,123	26
New suppliers that have been assessed with ESG aspects	115	10
Total suppliers that have been assessed with ESG aspects	133	3
Total suppliers that have been assessed with economic aspects	133	3

The ESG risk assessments have found that there were **0 suppliers who are ESG High Risk Suppliers.** For these high-risk suppliers, preventive and corrective measures have been developed to manage potential risks. Sansiri also assessed the economic risks posed by the Company's suppliers, including risks from the reliance on too few suppliers, risk from product deliveries not being able to keep up with demand, and the risk of fluctuating material prices, etc. Therefore, Sansiri has put in place a plan to constantly manage risks from suppliers. In 2024, no suppliers were found to have economic risks. However, Sansiri has taken steps to prevent such risks from occurring. These steps include:

- Purchase construction materials directly from manufacturers and organise bidding and product quality comparisons in a transparent and verifiable manner.
- Set the delivery price for construction materials in advance to reduce the risk of fluctuations in construction material prices.
- Identify suppliers/business partners to support the expansion of various projects to reduce reliance on too few suppliers.
- Establish a department to closely observe and monitor changes in the prices of crucial construction materials.

Supplier Assessment

Sansiri is dedicated to establishing high standards within the framework of the Supplier Code of Conduct and a sustainable value chain. To ensure compliance, the Company conducts bi-annual assessments of its suppliers' operational and good quality based on predefined criteria. These evaluations are carried out by the Procurement Department, Quality Control Department, Home Care Department, and Project Development Department during and after the execution of various projects. In addition, sustainability risks are integrated into the overall risk assessment of the supply chain and suppliers. The assessment includes a comprehensive evaluation covering economic, social, and environmental aspects, which is aligned with the supplier selection process. If a supplier is identified as having high sustainability risks, Sansiri will require the creation of corrective and preventive action plans.

Starting in 2024, all suppliers of Sansiri will be required to provide sustainability certification from recognised authorities, such as the Ministry of Industry or from Thailand Greenhouse Gas Management Organisation (Public Organisation), including Carbon Footprint labels for products.





Project Quality Inspection

Project quality assessments are conducted both during construction, focusing on construction safety, and after project completion. These evaluations are carried out by the Project Development and Quality Control departments through the Quality Control (QC) Application, which is used to identify defects and track repair items. This system enhances operational efficiency by facilitating quick and effective resolution of issues. The goal is to minimise customer complaints regarding project quality. In 2024, Sansiri received 1 quality-related complaint.

ESG Performance Audit of Suppliers (ESG Audit)

Sansiri requires critical suppliers and suppliers identified as high ESG risk to undergo an onsite ESG audit. This audit is conducted by the Procurement, Quality Control, and Project Development departments. The evaluation criteria cover quality management, human rights, occupational health and safety, and environmental practices, all following the Supplier Code of Conduct established by Sansiri. In 2024, Sansiri conducted ESG performance assessments of suppliers, which included onsite evaluations at supplier facilities and interviews via phone, among other methods.

If any issues are identified during the ESG audit and the Supplier Code of Conduct assessment that require corrective action, Sansiri will engage with the supplier to collaboratively define a plan to address the issues. Guidance and recommendations will also be provided to support the ongoing development of the supplier's ESG practices.

Critical Suppliers	Amount	%
All critical suppliers and ESG high-risk suppliers	66	100
Critical suppliers and/or ESG high-risk suppliers who have been audited under ESG criteria - **Onsite Audit** - **Questionnaire**	18	27
Critical suppliers and/or ESG high-risk suppliers who have been audited under ESG criteria and were found to be at risk of impacting the environment.	0	0
Critical suppliers and/or ESG high-risk suppliers who were found to be at risk of impacting the environment and have plans to address those impacts.	0	0
Critical suppliers and/or ESG high-risk suppliers who have been audited under ESG criteria and were found to be at risk of impacting the society.	0	0
Critical suppliers and/or ESG high-risk suppliers who were found to be at risk of impacting the society and have plans to address those impacts.	0	0
Critical suppliers and/or ESG high-risk suppliers who have been audited under ESG criteria, and were found to be at risk of impacting the environment and society, and were terminated from their procurement contracts	0	0

Sustainable Business Operations with Suppliers

Sansiri intends to conduct business sustainably and fairly together with its suppliers, therefore, the Company has set the policy and established the credit term from suppliers based on the payment guideline to suppliers within 30 days as a standard payment term. The credit term for each of the suppliers is considered based on various factors, such as the length of time the supplier has been doing business with the Company, the quality standards of the products and services, and past performance, as well as any other considerations of the supplier. In 2024, the actual average credit granting period is equal to 25 days, which is quicker than the criteria that the Company has set, and there have been no instances of late payments.

Sansiri also puts in great effort in the sourcing of products and services in the area of Sansiri's project development, by purchasing from suppliers within the specific or local area and taking into consideration both the quality and ESG compliance aspects. In 2024, procurements from suppliers in the areas where Sansiri was developing projects in Bangkok and surrounding suburbs amounted to more than 85% of the total procurement value.





The Company acknowledges the critical importance of conducting business in a sustainable manner in collaboration with its suppliers. This year, Sansiri organised **" Sansiri EcoLeadership Forum: Change Today, Chance Tomorrow ",** aimed at communicating, promoting, and inspiring suppliers in Sansiri's Green Ecosystem, which includes design, construction, and procurement. These three key areas play an integral role in Sansiri's Green Supply Chain, ensuring sustainable business practices. The forum also facilitated knowledge exchange between the public and private sectors, preparing all parties for the evolving business landscape shaped by the implementation of the Climate Change Act.

Sustainability is at the core of Sansiri's strategic approach and operations. The Company's goal is to collaborate with and support stakeholders, including suppliers, to grow together. Therefore, Sansiri's Green Supply Chain model promotes and supports suppliers who share the same ESG DNA and sustainability priorities, fostering cooperation. Although this approach may initially result in higher costs, economies of scale ensure business stability and the creation of opportunities for growth, enabling businesses to adapt to changing consumer trends and increasing sustainability expectations from all stakeholders. **The forum saw participation from over 60 companies, including representatives from the government, private sector, and SMEs, covering more than 200 of Sansiri's suppliers.** This event strengthened the Green Ecosystem network. The Company shared experiences and knowledge with partners, clarifying expectations to drive tangible outcomes. For example, the Company encouraged material suppliers to obtain carbon footprint certifications for their products, which would contribute to reducing Scope 3 greenhouse gas emissions when used in Sansiri projects. Additionally, Sansiri is open to collaborating with suppliers on innovative solutions for sustainable housing, focusing on design and construction practices that minimise resource and energy consumption. This not only reduces environmental impact but also creates new business opportunities, enhancing market competitiveness.



The implementation of the Green Supply Chain model to strengthen the Sansiri Green Ecosystem is based on 3 key approaches, as follows:

Construction with reduced environmental impact	The application of Artificial Intelligence (AI) and Building Information Modeling (BIM) in structural design and construction material calculation helps optimise resource usage, ensuring maximum efficiency and minimal waste. Raising awareness among construction workers and contractors and fostering collaboration in managing environmentally friendly construction practices, such as waste management on construction sites. Further details can be found in the section on Environmental Management Systems and Resource Efficiency.
Clean Energy and Renewable Energy	Sansiri designs its homes and condominiums to incorporate clean energy or renewable energy through the Sansiri Green Living Design concept. This approach helps reduce the use of fossil fuels and transitions to clean energy, encompassing both common areas and individual homes delivered to customers. Additionally, Sansiri collaborates with suppliers to develop innovations and improve products for sustainable living.
Selecting low-carbon materials	Sansiri selects low-carbon materials and encourages its suppliers to certify products for greenhouse gas emissions through Life Cycle Assessment (LCA) evaluations, certified by recognised institutions. This includes the use of green cement and fibre-reinforced alternatives to steel in precast panels, as well as choosing materials that are free from volatile organic compounds (VOCs), asbestos, and other hazardous substances that could pose risks to contractors during construction and residents over the long term.



Building Strong Relationships with Partners

To foster strong relationships with its suppliers, Sansiri invites suppliers and business partners to participate in the annual Sansiri Quality Day (SQ Day). During this event, awards are presented to suppliers, contractors, and business partners, including the Sustainability Award and the Contractor Support Award for promoting labour rights, women's rights, and children's rights. These awards recognise and encourage the continued quality efforts of partners, as well as vendors contributing to product development, innovation, and supporting Sansiri's environmental policies and sustainable organisational development.
In 2024, more than 150 suppliers, contractors, and business partners participated in the event. During the event, Sansiri provided training and shared sustainability experiences with partners, enabling them to apply this knowledge in their future operations.



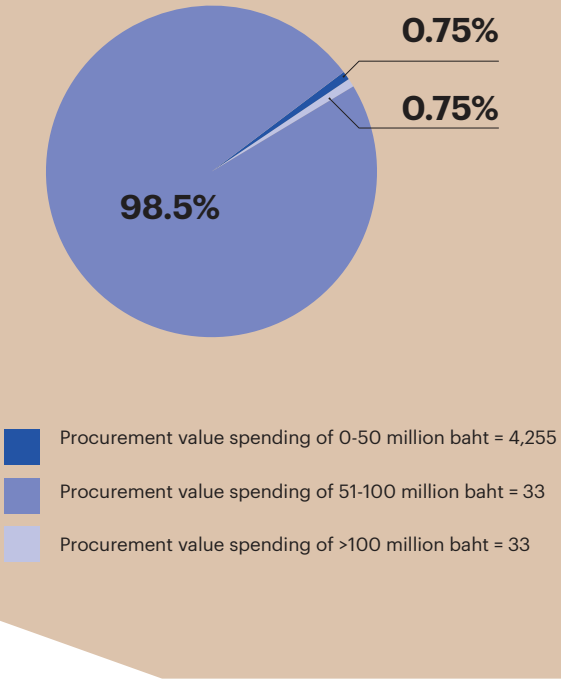
Performance on Supply Chain Management

Sansiri requires comprehensive monitoring of full scope of supply chain management performance, to use the acquired data to analyse and plan quality development, as well as to promote increased work efficiency and the ability to use resources and find ways to prevent risks that may arise from the supply chain that may affect Sansiri, including the compilation of problems and management process that have occurred, to be used as a guideline to prevent recurrence of problems in future project developments and support future project development effectively. In 2024, there are the following operating results.

Total suppliers and contractors in 2024: 4,320 suppliers / contractors.

New suppliers and contractors registered in 2024: 1,123 suppliers / contractors.

Spending Analysis



Goals	Performance	Departments
Maintain product quality standards and project construction contracts, covering the environment and society issues. For the year, there should be no more than 5 project quality complaints.	1 project quality complaint was received.	Quality Control Department collects data and evaluates annually.
Assess new suppliers and additional suppliers for purchases with value from 50 million Baht or above. They must also pass the sustainability assessment criteria.	66 suppliers with a valuation exceeding 50 million Baht. Among these, 18 suppliers have undergone the assessment process, representing 27%.	Accounting department collects data every month through Vendor Portal.
Communicate Supplier Code of Conduct to all suppliers and ensure properly acknowledgement.	Sansiri's Procurement Department has communicated the Supplier Code of Conduct to all relevant suppliers, and each supplier has duly signed to acknowledge.	The Procurement Department communicate to suppliers through email.
By 2025, 30% of the purchase of low-carbon materials certified by relevant institutions through Sansiri's procurement.	Purchasing certified low-carbon materials 56%.	Procurement Department and Project Development Department assessed and selected materials following criteria before purchasing.

Award of Achievement



In 2024, the Company was honored with the **SET Awards 2024 in the Sustainability Excellence category, receiving the Highly Commended Supply Chain Management award** from the Stock Exchange of Thailand. This recognition highlights the importance of the supply chain as a critical mechanism in driving sustainable and continuous business operations. It reflects our commitment to maintaining product and service standards that meet the diverse needs of stakeholders across various sectors of the industry, while enhancing the capabilities of our suppliers for mutual growth with Sansiri, ultimately benefiting long-term product and service delivery, as well as the Company's reputation and revenue.

This award is a testament to our commitment to sustainable operations aligned with the Green Supply Chain model. Sansiri is the first real estate company to receive this award and remains the only recipient since its introduction in 2023. The Company is dedicated to managing a sustainable supply chain that supports corporate-level strategies and engages suppliers in the process. **The award-winning initiative involved the design and development of Green and Well-being Furniture for the interior decoration of Sansiri's condominium projects, in collaboration with Golden (Thai) Teak Co., Ltd.,** also known as SB Furniture. This initiative was launched under the dCondo project, integrating the expertise of Sansiri's partner to produce and source environmentally friendly raw materials, select certified materials, and ensure product quality, source traceability, and safety standards. By working with knowledgeable teams at Sansiri, this collaboration promotes the use of eco-friendly materials, contributing to improved products that enhance the living experience for Sansiri's residents.



INNOVATION AND TECHNOLOGY

Sansiri recognises the critical role of innovation and technology as key drivers in the modern real estate industry, which constantly evolves in response to rapid shifts in consumer behaviour. Considering these challenges, the Company is dedicated to developing advanced technologies and innovations to meet the ever-changing needs of customers. Our focus is on creating products and services that align with contemporary lifestyles, enhance quality of life, and provide convenience in all aspects. At the same time, Sansiri actively integrates environmentally friendly technologies into its operations. This includes optimising resource efficiency, utilising clean energy, and adopting sustainable practices to minimise environmental impact.

To strengthen our competitive edge in the ever-evolving real estate market, the Company prioritise innovation that differentiates our offerings and adds value to our products and servics. With a vision to lead the industry in real estate innovation, Sansiri remain committed to developing forward-thinking solutions that cater to both current and future customer needs. This commitment goes hand in hand with our dedication to generating a positive impact on the environment and society—an essential mission that reflects our responsibility and unwavering commitment to sustainable development.

"Sansiri is committed to enhancing your quality of life, ensuring you live comfortably and with peace of mind every day. That is why we continuously explore new innovations and technologies to make every aspect of life easier for you and your family."

Management Approach

Sansiri has established a policy that underscores the Company's commitment to fostering creativity and leveraging innovation to support the sustainable development of social and environmental initiatives. To ensure the effective implementation of this policy, Sansiri has developed a clear innovation management framework and assigned dedicated teams at the corporate level to oversee research and technological development. Additionally, specific roles and responsibilities have been defined for various working groups based on the strategic priorities of the business. These include procurement, engineering and design, construction, and customer care departments. This structured approach ensures the seamless integration of innovation into operations, enhancing project management efficiency.



Sansiri's Innovation Development and Management

- Fostering collaboration in creativity and innovation management with stakeholders to promote collabolation
- Adopting new technologies and innovations to develop advanced operational systems in real estate projects and drive business growth
- Evaluating the effectiveness of operational processes, including continuous monitoring and reporting of performance to executives and relevant committees

For further details regarding the policy on the promotion of creativity ideas and innovation management, please refer to Sansiri's website or scan the QR Code.
https://o77site.s3.ap-southeast-1.amazonaws.com/pdf/sustainabilityreport/policy-on-the-promotion-of-creative-ideas-and-innovation-management-EN.pdf

Outstanding Projects



The Company recognises the importance of Artificial Intelligence (AI) and the Internet of Things (IoT) in enhancing work efficiency and improving safety. It has begun using Generative AI in architecture design, marketing, graphic design, and creative fields to quickly and diversely generate new ideas. The Company has also established a task force and invited external experts to develop the organisation's AI platform. Additionally, the Company continues to prioritise safety, which is a critical factor in customers' decisions to purchase projects. It founded and developed LIV-24 Co., Ltd., which uses IoT to connect a real-time control centre 24/7, and applies AI to reduce human error, improve efficiency, and accurately identify abnormal events, enhancing the safety of residents' lives and property.

In 2024, Sansiri developed and enhanced two features of LIV-24, namely the VMS system and IoT Facility Hardware, and they are now in use.



Visitor Management System (VMS)

The Company has built upon last year's developments by creating software designed to enhance convenience and safety for residents through a Visitor Management System (VMS). This year, the system has been further developed with the integration of License Plate Recognition (LPR) to extend the capabilities of the original VMS. This upgrade meets current needs and addresses use cases that conventional systems cannot. The system helps prevent unauthorised individuals from entering the project while being able to read and recognise the license plates of vehicles entering or exiting the premises in real time, 24/7. It reduces errors caused by human operations and stores visitor information in digital form before granting access. Additionally, the system features a parking fee calculation function that integrates with an online payment system, providing a seamless, safe, and comprehensive experience for both residents and visitors.



IoT Facility Hardware

Due to the diverse range of models and usage requirements for the equipment used in the IoTs Incident System, the Company sometimes faces issues when ordering these devices, such as factory shutdowns, the development of new models of existing devices, and limitations in the technology's capabilities. To address these problems and enhance the capabilities of the IoTs Incident System, the Company came up with the idea of designing and manufacturing equipment that can control quality and improve the performance of devices used to monitor abnormal usage of key electrical equipment.



In addition, LIV-24 Co., Ltd., under the joint operation of Sansiri Public Co., Ltd. and Plus Property Co., Ltd., presented these two newly developed features at the **LIV-24 Industrial Tech Revolution seminar: "Surpassing Limits to a Sustainable Industrial Era with AI and Industrial Tech".** The event was held in collaboration with the Ministry of Industry, the Industrial Estate Authority of Thailand, and the Federation of Thai Industries. It saw the participation of over 200 business leaders who exchanged knowledge and innovations, as well as worked together to promote and enhance the capabilities of technology in the industrial sector to elevate it to international standards.

Innovation Projects within the Company

For this year's Sansiri Alpha Pitching Day, the Company set the theme **"Moving Forward: Innovation and Opportunities in Real Estate Industries"** to provide an opportunity for undergraduates to use their creative energy to present innovative and useful ideas. The winning project this year was Sansiri Green Coin, aimed at promoting 80,000 households to help drive Thailand toward achieving net-zero greenhouse gas emissions.

This project serves as a platform that unleashes the potential of undergraduates, while also offering them direct guidance from Sansiri's management team in various professional fields, helping them develop and expand their abilities for the future. Additionally, the Company will take these ideas and further develop projects and products to meet the needs of customers and residents.



Outstanding Innovation in Residential Living

The Company continues to develop and implement digital innovations to enhance the quality of life for its residents through the Sansiri Home Service Application, which facilitates various aspects of living for Sansiri homeowners.

In 2024, the Company made further advancements and updates to key features that improve the operational efficiency of project management and ease the living experience for residents. Notably, a new online voting system was introduced, allowing residents to vote on activities and management decisions within the project. Previously, the project's management team had to handle paper-based voting processes, including registration, proxy submission, vote counting at meetings, score display, and document summarisation for submission to the Land Department. Transitioning these processes to an entirely online system not only accelerates and enhances transparency in decision-making but also reduces environmental impact and improves the operational efficiency of approximately 400 projects managed by Plus Property Co., Ltd.





Benefits in each dimension

Environmental Impact
Reducing paper usage by approximately 1 million sheets per year, which is equivalent to reducing greenhouse gas emissions by 2,125 kilogrammes of carbon dioxide per year.

Social Impact
Reducing work time by 40 hours per meeting, which totals 16,000 hours per year.

Economic Impact
Reducing costs by approximately 35,000 Baht per meeting, which results in overall savings of about 14 million Baht per year for the Company.

In 2024, due to the Company's commitment to developing the Sansiri Home Service Application and continuously updating its features based on customer feedback, the application received a customer satisfaction rating of 89.78% for its convenience. This led to the number of app users reaching 100,000.

Furthermore, the Company continues to enhance the display of clean energy usage through ION Energy, enabling residents and project managers to plan energy management more effectively. This system has been integrated into various Sansiri products to meet the needs of environmentally-conscious customers and help drive progress toward sustainable environmental impact reduction goals

CYBERSECURITY AND DATA PRIVACY



Information technology plays a vital role in the continuous operations of the business, with rapid advancements and increasing integration of personal data. The Company has leveraged technology across all work processes, including internal and external communications, to enhance operational efficiency, convenience, speed, and responsiveness to consumer needs. Additionally, this integration aims to improve productivity and reduce resource consumption within the organisation. Notable initiatives include the development of the Sansiri Home Service Application to enhance convenience and safety for residents, as well as the adoption of Internet of Things (IoT) in the Facility Management System.

However, the use of Information Technology to enable business development opportunities also exposes the organisation to various cyber threats, including malware attacks, web and application-based intrusions, spam, ransomware, and the risk of data breaches. These threats continuously evolve in both sophistication and methods, posing potential risks to business operations, data security, and the organisation's reputation. In response, the Company is fully aware of these risks and has implemented comprehensive measures to prevent, mitigate, and manage cyber threats, data breaches, and violations of personal data security.

Management Approach

The Company has established comprehensive guidelines for information security and risk management related to information technology. These include measures for conducting system penetration testing by independent experts at least once a year, both before and after service delivery. In addition, the Company ensures regular updates of hardware and software to the latest versions to address security vulnerabilities. Antivirus software is also installed across the organisation, and employees are trained to adhere strictly to information security protocols. Plans for responding to cybersecurity threats, including emergency system recovery, are in place. Furthermore, the Company regularly assesses risks, establishes risk mitigation measures, and continuously monitors cyber threats to prevent and minimise potential impacts. A dedicated information security task force has been established to oversee the security of the organisation's information systems and enforce the operational approach to ensure the protection and reliability of all organisational data following international standards.

Regarding personal data protection, the Company places significant emphasis on safeguarding privacy. A Privacy Centre has been set up on the Sansiri website to inform stakeholders, including data owners, website users, customers, potential customers, suppliers and business partners, shareholders, bondholders, job applicants, and employees, about their privacy options when using Sansiri's website and services. This includes providing information through a Privacy Notice outlining data handling practices. The Company has taken steps to ensure compliance with data protection laws and to protect against data breaches or violations of personal privacy, including fostering an understanding of the principles and practices among all relevant stakeholders. This includes defining the roles and responsibilities of relevant employees, appointing a Data Protection Officer (DPO), and establishing a personal data protection task force to develop and implement policies aligned with applicable data protection legislation.

Additionally, due to the Company's interactions with various types of data subjects, processes for collecting, using, and disclosing personal data for different groups have been established. These include individuals interested in projects, buyers or tenants, sellers or lessors, customers, job candidates, suppliers, investors, shareholders, company directors, and employees. Each category follows a specific process to ensure compliance with relevant data protection acts. The Company has also developed comprehensive practices covering key details such as personal data collection, data correction requests, data retention periods, data subjects' rights, consent withdrawal, data breach management, data security, and ongoing monitoring and assessment. These measures ensure that personal data is managed comprehensively and in full compliance with applicable laws.



Personal Data Protection Task Force

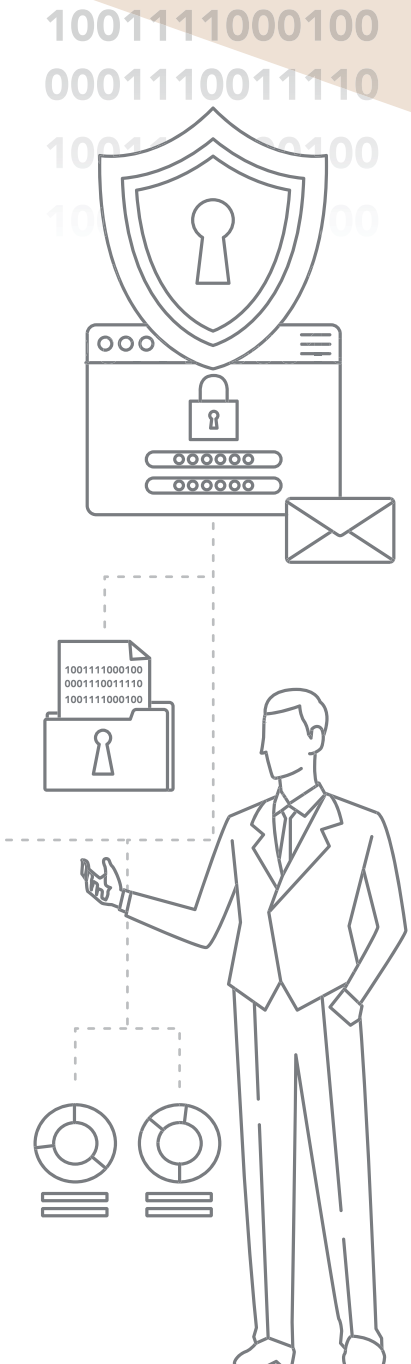
- Department of Information Technology
- Organization Development Department
- Risk Management Division
- Legal Office Division
- Human Resource Management Department

For further details regarding the Privacy Centre, please refer to the Sansiri website or scan the QR code provided.
https://www.sansiri.com/privacy/en/index.html

Evaluation of Management Approach

The Company continuously monitors and evaluates the effectiveness of its personal data management and information security operations. Clear goals and performance indicators are set, such as ensuring zero occurrences of cyberattacks and personal data breaches, as well as minimising—ideally eliminating—customer complaints regarding personal data. Additionally, the Company conducts regular assessments of the progress and effectiveness of its security measures, which include the use of advanced threat protection technologies, employee training, and the development of alert systems for irregular events. This ensures that all processes align with and effectively support the established goals while adapting to emerging challenges and risks. For instance, the company has improved emergency response systems and enhanced communication protocols to provide customers with additional security information when needed.

In this process, the company places significant importance on stakeholder engagement. Employees receive training in data management and compliance with security measures, playing a key role in identifying and preventing potential risks. At the same time, customers and suppliers are encouraged to provide feedback or raise concerns about personal data, which are used to improve operations. Furthermore, the company ensures transparent communication regarding data subject rights and security measures, fostering trust and confidence. This inclusive approach to participation enhances the effectiveness of the evaluation and improvement process, ensuring that operations align with the needs and expectations of all relevant parties.



Performance in Information Security

Operational Goal in Information Security	Performance of 2024
Test the Disaster Recovery Plan (DRP) to ensure that critical systems can continue operating in the event the primary data centre becomes unavailable	Completed the DRP
100% of relevant systems, including newly developed or significantly modified systems that impact critical organizational data, undergo security testing by qualified experts.	100%
Achieve zero cybersecurity incidents	0 cases
100% of employees receive training and communication on information security protocols environment.	100%
100% of executives and employees participate in simulated phishing attacks, including emails with malware attachments.	100%
Achieve 100% adoption of Multi-Factor Authentication (MFA) or phishing-resistant authentication across all executives and employees	100%

Performance in Data Privacy

Operational Goal in Data Privacy	Performance of 2024
Achieve zero personal data breaches for which the company is the Data Controller	0 Case
Achieve zero complaints filed with regulatory authorities that resulted in findings of non-compliance by the company.	0 Case
100% of data subjects have been notified regarding personal data protection.	100%
100% of relevant employees have received refresher training on personal data protection practices and procedures.	100%



ENVIRONMENTAL



ENVIRONMENTAL MANAGEMENT SYSTEM AND ECO-EFFICIENCY

Sansiri places great importance on environmental management, as it is a key element of sustainable business operations. This includes managing water and wastewater, waste and hazardous waste, controlling air pollution, using resources efficiently, and preserving biodiversity. The impact of environmental management extends beyond nature and is also linked to society, stakeholders, and human rights, such as health rights, the right to a good quality of life, and the right to equitable access to resources.

As such, the Company focuses on minimising the environmental impact of its business operations at every stage of the value chain. It has established environmental management guidelines that comply with legal requirements and relevant environmental standards, alongside efforts to reduce waste, promote resource recycling, and support ecosystem and biodiversity conservation in all operational areas. This approach aligns with Sansiri's sustainable development policy and aims to deliver positive outcomes for both the environment and society in the long term.

Management Approach

Sansiri remains committed to implementing strategies that focus on products, services, and sustainability to grow strong and sustainable across all dimensions—economic, social, and environmental. The Company prioritises environmental management to minimise impacts on both the environment and stakeholders. As such, Sansiri has established an environmental and energy conservation policy that emphasises the circular economy approach, moving toward green and environmentally friendly business practices.

This initiative has been piloted and elevated to a company-wide policy, starting from management levels, employees, partners, and suppliers, and extending to consumers and society as a whole. The goal is to align with sustainable business development objectives and contribute to the Sustainable Development Goals (SDGs) set by the United Nations.

For more details on the Environmental and Energy Conservation Policy,
further information can be found on Sansiri's website or by scanning the QR Code.
https://www.sansiri.com/pdf/SustainabilityReport/policy-environment-and-energy-conservation-policy-EN.pdf



To ensure the effectiveness of its environmental operations, Sansiri has designated the Sustainability Development Department as the responsible entity. This department oversees the establishment of the Corporate Governance and Sustainability Committee, comprised of representatives from the Company's Board of Directors, tasked with policy-setting, promotion, and supervision of the organisation's environmental initiatives in alignment with corporate policies.

The Company adopts an environmental management approach that emphasises strict compliance with legal requirements, guidelines, and relevant standards. This includes conducting environmental impact studies and adhering to mitigation measures outlined in the Environmental Impact Assessment (EIA) Report for applicable projects.

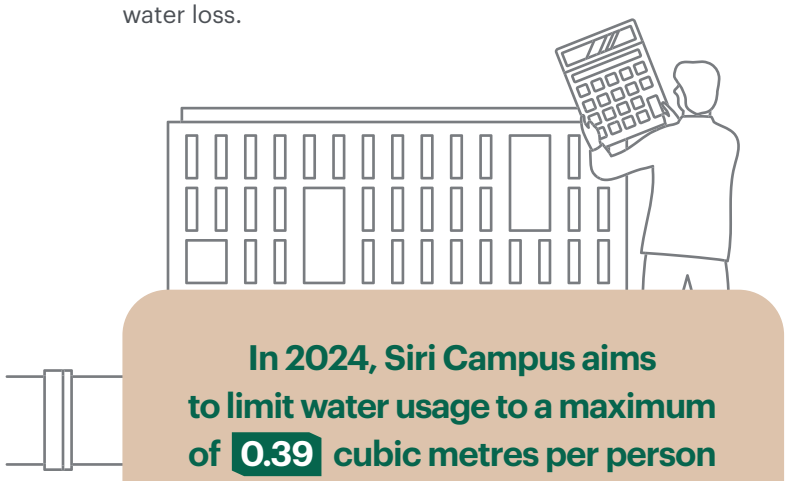
Water and Wastewater Management



Recognising the critical importance of water resources in diverse business operations, Sansiri prioritises the reduction of its environmental impact related to water usage in operation, both interms of water consumption from natural resource and managing wastewater discharge. This commitment encompasses the assessment of risks prior to project development, the avoidance of operations in water stress area regions, the careful selection of water sources that do not adversely affect neighboring users, and the establishment of contingency plans to ensure operational continuity in the event of water shortages. Furthermore, Sansiri has set measurable targets for reducing water consumption and actively promotes stakeholder engagement in water conservation initiatives.

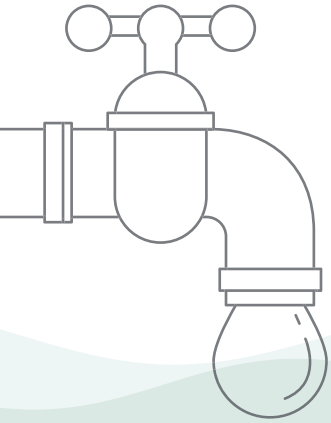
Siri Campus

In the Siri Campus head office, the Company has actively promoted efficient water usage through collaboration and initiatives aimed at encouraging employees to utilise water responsibly. A hotline has been established for reporting water leaks from various devices. In 2024, ongoing inspections for device leaks will be conducted by building technicians, along with the replacement of sanitary ware with water-saving devices, such as automatic faucets, to minimise unnecessary water loss.



In 2024, Siri Campus aims to limit water usage to a maximum of 0.39 cubic metres per person

and is committed to achieving a continuous annual reduction in water usage of 2 %.



Water consumption

(cubic metres per person)

2021	1.42
2022	0.91
2023	0.40
2024	0.36

Water Efficiency Projects of Siri Campus

1



Conduct bi-daily inspections for leaks in water-using equipment, including toilet pipes and valves, by building maintenance personnel. Immediate repairs should be executed upon discovery of any leaks to mitigate unnecessary water loss.

2



Implement a water-saving campaign to enhance employee awareness of economical water usage and discourage practices that may contribute to excessive water consumption, such as preventing food scraps from being disposed of in sinks to avoid pipe blockages.

3



Reduce water flow in sink faucets, sinks, toilet flush valves, and urinal flush valves without compromising functionality.

4



Establish a leakage hotline for employees to promptly report any detected water leaks through the internal communication system.

Habito Mall

In alignment with the growing trend towards sustainable and environmentally friendly community malls, the Company prioritises sustainable water management. This is achieved through a comprehensive approach that ensures the efficient and sustainable use of water resources over the long term within the Habito Mall area, without impacting the surrounding environment.

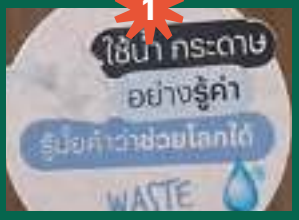
Habito Mall aims to achieve a continuous reduction in water usage of 2 % per year,
with data collection commencing in 2023.

In 2024, the target is to limit water consumption to no more than 0.00686 cubic metres per person.

This year, water usage is recorded at 0.00065 cubic metres per person.

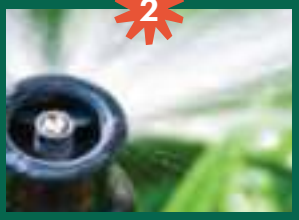
Habito Mall Efficient Water Consumption Projects

1



Implementing public relations initiatives to educate on daily water conservation and encourage behavioral change through strategically placed signage at various water use points within the mall.

2



Transitioning from hose irrigation to a sprinkler system to enhance water efficiency.

3



Conducting regular inspections of the building's water system to identify and promptly repair leaks, as well as upgrading to water-saving fixtures.

Wastewater Management Project in 2024

Sansiri is committed to ensuring that wastewater management from its business operations complies with applicable laws and relevant standards, including ISO 14001:2012 standards for precast concrete factory. This includes adherence to the measures outlined in the Environmental Impact Assessment (EIA) report through the installation of appropriate wastewater treatment systems and regular monitoring of wastewater quality to mitigate environmental and community impact.



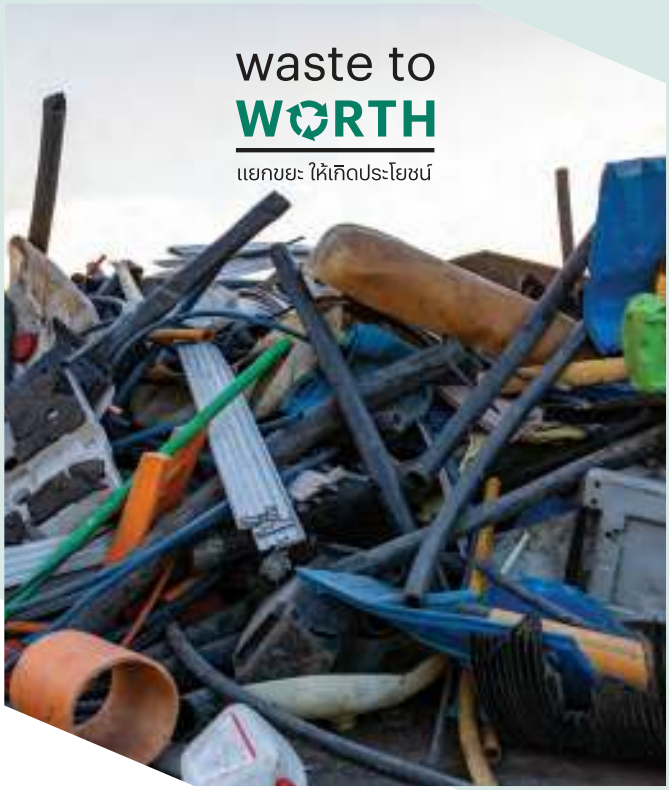
Recycling Water Project for Precast Concrete Factory





Sansiri has established guidelines aimed at reducing water consumption in the precast concrete factory, which is intensive in water usage during production. The initiative involves the separation of cement water into a designated pond, allowing for the distinct handling of cement residues and water. This separated water can be repurposed for machine washdowns. **In 2024, it is projected to substitute approximately 350 cubic metres of tap water daily. Furthermore, rainwater is collected for irrigating plants within the project area, resulting in a complete replacement of tap water usage.**

Waste Management



Sansiri acknowledges the significant impact of waste generated from its business operations on the environment, society, and stakeholders throughout the value chain. As a result, the Company emphasises the importance of efficient and standardised waste management in compliance with relevant legal requirements, encompassing both construction and operational phases. This includes activities involving project residents or customers, as well as the Company's operations at the factory and head office, Siri Campus. Sansiri is committed to the principles of the circular economy and the 3R framework—Reuse, Reduce, Recycle—to minimise waste generation and enhance waste management efficiency, thereby mitigating the environmental impacts, societal impacts, and impacts to stakeholders.

Under the Waste to Worth campaign, Sansiri has established policies and guidelines for waste management. The Company aims to reduce waste generation and foster collaboration with stakeholders across all sectors for systematic waste management. Comprehensive manuals and training programmes have been developed to educate on waste separation, reduction, and recycling for reuse. These initiatives not only fulfill the goal to decrease the amount of waste sent for disposal but also contribute to reducing greenhouse gas emissions from waste disposal, aligning with the goal of achieving net zero greenhouse gas emissions.

In 2024, establish a target to minimise waste across all units.

The organisation's primary objective

is to attain a 25% reduction in waste by 2030, compared to the base year of 2023.

For 2024, aim for a 5% reduction in waste compared to 2023, with an objective of recycling and reusing 65% of waste.

Resident	Siri Campus Head Office	Construction Site	Precast Concrete Factory	Hotels	Habito Mall
Reduce total waste **by** 5 % ↓	Reduce total waste **by** 5 % ↓	Reduce total waste **by** 5 % ↓	Reduce total waste **by** 5 % ↓	Reduce total waste **by** 5 % ↓	Reduce total waste **by** 5 % ↓
Recycle and reuse waste by 55 %	Recycle and reuse waste by 55 %	Recycle and reuse waste by 86 %	Recycle and reuse waste by 50 %	Recycle and reuse waste by 73 %	Recycle and reuse waste by 35 %

Waste Management Performance

In 2024, Sansiri's business experienced continued growth, accompanied by a full return of employees to on-site work, which inevitably resulted in an increase in the organisation's waste generation. Additionally, the evolving lifestyles of residents, such as working from home and the rise of online food and product orders, have significantly influenced both the nature and volume of waste produced. Consequently, waste levels increased by approximately 35% in 2024. However, Sansiri has prioritised waste management efforts, **achieving a recycling rate of 33%.**



1





The initiative to reduce plastic cup usage will include a campaign encouraging employees to "separate, pour, and dispose" of waste properly and to utilise personal drinking cups. This effort has successfully facilitated the recycling of 617 kilogrammes of plastic cup waste.





2

The initiative to minimise food waste will focus on influencing employees' dining and ordering habits. A handbook has been developed to educate employees about biodegradable waste (food waste), resulting in the separation of 162 kilogrammes of biodegradable waste.

Waste Management for Sansiri Residential Projects

Sansiri and Plus Property mandate that all residential projects manage waste effectively, promote the reduction of landfill waste, and enhance the volume of recycled materials.

1. Install Waste Sorting Bins Waste sorting bins shall be placed in common areas of each project. Different symbols and colors will be utilised to clearly distinguish between waste types, facilitating easier sorting for residents.

2. Separate Reusable and Recyclable Waste Efforts will be made to separate reusable and recyclable materials, particularly paper, plastic, cans, and glass. These materials can be sold to generate income, which will contribute to project maintenance funds. Collaboration with experienced companies in waste management will ensure proper sorting and transportation to recycling facilities.

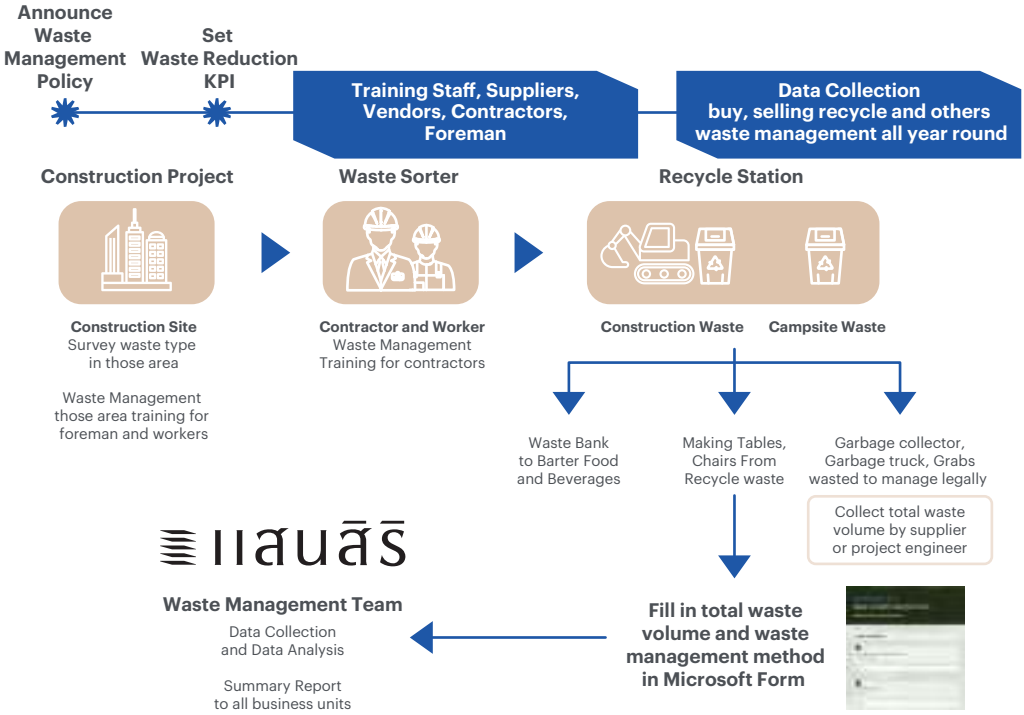
3. Record Waste Data A form will be created to document the monthly weight of waste. In **2024**, Sansiri residential projects aim to recycle and reuse up to **1,249,000** kilogrammes of waste.



Construction Waste Management

Sansiri recognises that construction activities can produce significant waste in case of no effective waste management planning. Consequently, Sansiri has established a waste management strategy for construction projects, emphasising collaboration among contractors, employees, supervisors, and suppliers in waste separation at the source, as well as planning and designing projects to minimise waste generation.

Roadmap for Construction Waste Management 2065



To communicate the Company's waste management goals and policies at construction sites to stakeholders, Sansiri conducted training sessions on waste management in construction projects and worker accommodation for employees and contractors. These sessions provided information on waste separation and proper disposal practices. Additionally, the Company launched the "Separate Waste for Prizes" campaign, which included creating campaign signs in 3 languages: Thai, Khmer, and Burmese. This initiative aims to emphasise the importance of waste separation among workers by offering incentives and announcing quarterly prizes constituted of meaningful rewards.





Sansiri actively promotes waste recycling in alignment with the circular economy concept, aiming to minimise landfill disposal by reusing or transforming waste that cannot be resold to maximise project benefits.

In 2024, Sansiri achieved a 49% reuse rate of construction waste across more than 90 low-rise projects under construction.

Waste Management Activities on Construction Sites

Sansiri prioritises the well-being of its employees by utilising proceeds from recycled waste sales to purchase water filters, ensuring access to clean drinking water for those on construction sites. Additionally, leftover tile scraps and paint buckets are repurposed into fertiliser tanks, which are then transformed into vegetable plots for construction workers. This initiative extends the concept of edible green spaces, or Sansiri Backyard, from residential projects to worker accommodation. The focus on waste separation and the beneficial reuse of leftover materials contributes to sustainable living conditions and improved access to food sources for workers on construction sites.









Sorting waste within the projects.



Transport the segregated and marketable waste for sale.



Income generated from the sorting of leftover materials at work sites and camps.



Purchase vegetable seeds for cultivation utilising leftover materials from the construction site.



Vegetables returned to employees for consumption site.

Activities aimed at transforming waste materials or discarded resources into valuable new products should prioritise the advancement of ongoing projects to create items that minimise waste and sustainably reduce environmental impact.







Waste Management in the Precast Concrete Factory Involves Utilising Leftover Foam Scraps.

In the precast concrete slab production process, significant foam waste is generated. Sansiri recognises the opportunity to repurpose this material as an ingredient in sidewalk slab formation. Currently, **210** slabs have been installed on-site. The outcomes of this initiative include a reduction of **16.8** kilogrammes of foam waste and a decrease in disposal costs, alongside savings in concrete mixing costs amounting to **7,675.50** Baht.





Air Pollution Management

Sansiri acknowledges the significance of managing air pollution resulting from particulate matter generated during construction. The Company has established guidelines for controlling air pollution in compliance with relevant legislation, including the stipulations outlined in the approved environmental impact assessment report for each project. The outcomes of Sansiri's operations and key measures for impact reduction are as follows:



Air pollution management goals and performances of Precast Concrete Factory 2024

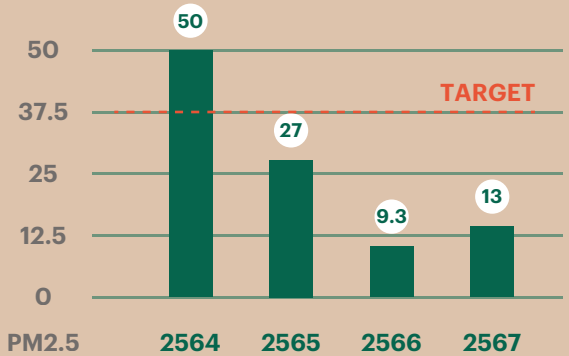
Goal	Performance
Particulate matter measuring 2.5 microns or less (PM2.5) has decreased by 30% compared to the baseline year, which recorded 50 micrograms per cubic metre in 2021.	**13** micrograms per cubic metre
Frequency of air pollution exceeding established standards.	**0** time

Air Pollution Management Project 2024

Air Pollution Management of Precast Concrete Factory

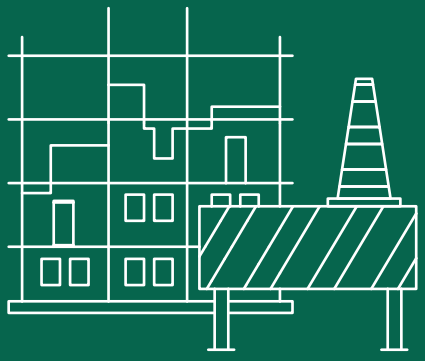
The precast concrete factory effectively manages particulate matter emissions by installing dust filters in the raw material storage silo and enhancing the process to operate within a closed system. Furthermore, particulate matter levels, a primary air pollutant in the production process, are routinely measured both inside and outside the factory to ensure compliance with legal requirements and to mitigate any negative impacts on the environment and surrounding communities. The operational performance for 2024 demonstrate full compliance, with 100% **adherence to standard criteria and achieve the goal of reducing and controlling particulate matter no larger than 2.5 microns, targeting a level of 37.5 micrograms per cubic metre.**

Retrospective dust measurement results and criteria for dust measurement. (micrograms of dust per cubic metre)



Air Pollution Management in Construction Projects





Utilisation of water mist to mitigate PM 2.5 dust and comply with regulatory dust levels.

Sansiri has implemented water mist spray nozzles around the project's perimeter to control and reduce dust dispersion to established standards.

Indoor Air Pollution Management for Sansiri Residentials

Sansiri recognises the right of residents to maintain good health and prioritises air pollution management within its residential projects. This commitment begins with the design phase, which incorporates environmentally friendly construction materials and equipment that minimise pollution risks to residents. Continuous monitoring of air quality, both inside and outside the buildings, is conducted. Residents can assess air quality metrics, including PM2.5 levels, through a dedicated application. Additionally, Sansiri implements effective measures to reduce dust accumulation in project areas, such as utilising water mist dispersion from the tops of condominiums and buildings, alongside regular cleaning efforts to mitigate particulate matter from vehicles and traffic surrounding residential areas. These initiatives are aimed at ensuring the safety of residents against air pollution.

Dust Free House

In consideration of the well-being of Sansiri residents, the Company has implemented a system designed to enhance air quality and filter particulate matter. This system effectively removes no less than 90 percent of PM 2.5 dust and at least 75% of particles smaller than PM 1. It operates by passing air through filtration and sterilisation processes, delivering purified air directly into the residence. This system introduces fresh air while expelling old air and fine particulate matter from within the home, thereby increasing oxygen levels and promoting a more spacious atmosphere for residents. Currently, this system has been deployed at the following projects: Setthasiri Thaweewatthana, Setthasiri Krungthep Kreetha 2, Setthasiri Charan-Pinklao, Saransiri Sriwaree, and Burasiri San Pheesuea.







BIODIVERSITY



The operations of the real estate sector, particularly project development and land use transformation, present potential risks of negative impacts on ecosystems and biodiversity. These effects may extend to humans, wildlife, and other living organisms. Beyond environmental considerations, addressing biodiversity also has implications for organisational reputation, risk management, and resource stewardship. Recognising these critical dimensions, the Company prioritises its role and responsibility in minimising adverse impacts on biodiversity. To this end, the Company has established a comprehensive biodiversity policy, underscoring a commitment to achieving a balance between development and environmental preservation. Measures include conserving existing trees within project sites, promoting the use of environmentally friendly materials. Environmental Impact Assessments (EIA) are systematically conducted during project planning to establish an operational plan, management plan, environmental monitoring and inspection procedures, as well as preventive measures and result tracking. These measures ensure proactive prevention and continuous oversight. The Company's approach aims to foster a harmonious coexistence between project development, stakeholders, natural ecosystems, and economic growth, ensuring long-term sustainability.

Management Approach

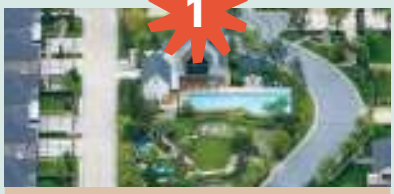


Recognising that its business operations may impact biodiversity, Sansiri has established a comprehensive biodiversity policy. This policy emphasises the integration of biodiversity considerations into the project planning process. It mandates a thorough evaluation of biodiversity impacts within Environmental Impact Assessment (EIA) reports, ensuring careful analysis and documentation. Preventive and mitigation measures, along with detailed management and monitoring plans, are developed to address potential impacts effectively. The Company is committed to implementing these measures rigorously.

For further details regarding the Biodiversity Policy, please refer to the Sansiri website or scan the QR code provided.
https://o77site.s3.ap-southeast-1.amazonaws.com/pdf/sustainabilityreport/policy-biodiversity-policy-EN.pdf

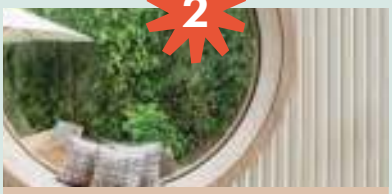
The Company prioritises the management of biodiversity across all activities within the value chain, with a focus on minimising environmental impacts throughout project execution. This includes land acquisition, sourcing of construction materials, and the use of products in Sansiri projects. Specifically:

1



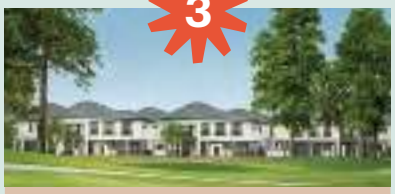
Project locations must comply with urban planning regulations and be outside designated conservation areas.

2



All materials used in projects must be sourced from environmentally certified suppliers with traceable origins, ensuring that their production and transportation processes do not result in significant ecological harm.

3



Existing trees on construction sites should be preserved, and native plant species should be incorporated into landscape design.

Evaluation of Management Approach

Sansiri operates in line with biodiversity policies and legal requirements comprehensively. **In 2024, no development or projects were conducted in areas identified as sensitive in terms of biodiversity, in accordance with the International Union for Conservation of Nature (IUCN) Categories I-VI.**



Furthermore, the Company conducts Environmental Impact Assessments (EIA) for high-rise residential projects and Initial Environmental Examinations (IEE) for low-rise residential projects in Phuket. This assessment process covers all aspects that may impact communities and the environment, from the planning and design stages to the commencement and ongoing construction phases.

The Company has established detailed pollution and waste management protocols for its projects to control and minimise waste generation, as well as to ensure wastewater is treated to meet legal standards before being released into the environment. Additionally, measures to prevent and reduce air pollution, such as installing dust control equipment at construction sites, and noise mitigation strategies, are implemented to ensure that projects do not have adverse effects on the surrounding environment and ecosystems. Continuous monitoring and assessment of environmental impacts are carried out, with opportunities provided for the community and stakeholders to participate and offer feedback. The feedback received is regularly reviewed and integrated into the environmental management process, ensuring that project operations will have a positive long-term impact on the community and surrounding ecosystems.

The development of green spaces within projects according to low-rise residential development guidelines

The Company has set a target for its low-rise residential projects to ensure that the green space ratio to the saleable area is equal to or greater than 5%. This target serves as a guideline for project planning and landscape architecture.



Operational Goal	Performance in 2024
To allocate green space equal to or greater than 5% of the saleable area.	All projects met this target, with the green space allocation reaching up to 7.66% of the saleable area*

*This is based on a comparison of the green space ratio to the saleable area in Setthasiri Wongwaen - Chatuchot







Moreover, the design of green spaces in Sansiri's low-rise projects goes beyond the established requirements. The Company also incorporates additional green areas that meet the residents' needs and enhance the overall aesthetics of the project. Examples include spaces such as the Dog Park and the Sansiri Backyard, which provide residents with green areas for edible plants within the project.

In addition, Sansiri is committed to raising awareness and encouraging stakeholder participation in the preservation and restoration of the environment and biodiversity. This is achieved by creating spaces for residents to interact with nature and organising activities or projects that engage both employees and homeowners. In 2024, a key initiative included:

Beach Clean-Up Project in Phuket



As the Company develops real estate projects in Phuket and is dedicated to environmental stewardship, particularly along beaches that may be impacted by tourism and business activities, Sansiri launched a campaign to engage employees and homeowners in a beach clean-up activity. In collaboration with the Mai Khao Sustainable Foundation and the Sirinat National Park, the Company organised two beach clean-up events at Layan Beach and Nai Yang Beach in Phuket. The goal was to support the marine ecosystem and enhance the image of the province. In addition to collecting waste, the activities included educational sessions on waste segregation and the potential for recycling and repurposing waste. As a result of this initiative, over 207 kilogrammes of waste were collected from the beaches, and the waste was properly sorted for appropriate disposal and recycling.

Layan Beach Clean-Up, Phuket
Participants: 50 people

Waste collected **144** kg.

Nai Yang Beach Clean-Up, Phuket
Participants: 75 people

Waste collected **63** kg.



CLIMATE CHANGE

The risks and impacts of climate change are increasingly evident, prompting both government and private organisations, both nationally and internationally, to take this issue seriously. Businesses are expected to develop operational strategies, products, and services that address the challenges posed by climate change, which affect numerous dimensions, including the economy, society, the environment, and human rights, such as the right to a good quality of life and equal access to resources. These impacts are driven by human activities, including those of businesses.

While the real estate development sector does not directly emit significant greenhouse gases, activities within its value chain—such as electricity consumption by residents, the production of construction materials by suppliers or contractors, and the transportation of materials and equipment—contribute to greenhouse gas emissions that impact the climate. Consequently, Sansiri is committed to facilitating the transition to a low-carbon society by prioritising the reduction of climate change impacts across all sectors, thereby fostering environmental sustainability and effectively meeting the expectations of stakeholders at all levels.

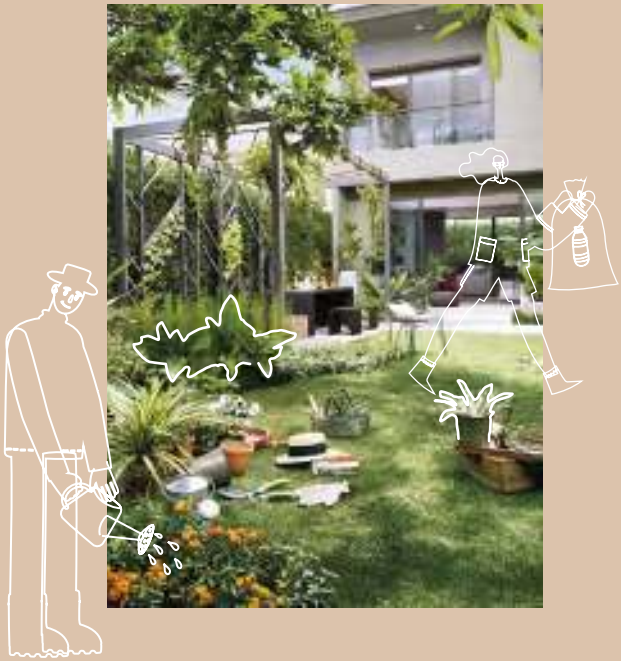
Management Approach

Sansiri acknowledges the significance of climate change and its implications across the business value chain. In response, the Company has established a management approach under the guidance of the board of directors to set targets for climate change initiatives in alignment with sustainable development and environmental stewardship. The objective is to achieve net zero greenhouse gas emissions by 2050. The board has appointed the Corporate Governance and Sustainability Committee to oversee the formulation of strategies and operational frameworks necessary to attain this goal.

The strategies for achieving zero greenhouse gas emissions include:

1. **Transitioning to a low-carbon organisation and utilising clean energy.**
2. **Implementing a governance policy aimed at reducing carbon emissions throughout the value chain.**
3. **Collaborating with partners to innovate and invest in sustainable technologies.**

In driving goals and strategies into practice, the President lead by assigning the sustainability department responsibility for implementing actions aligned with established goals and strategies and reporting performance results to the President for operational enhancements.



Organisational Structure for Climate Change Governance.

Board of Directors
Establish the organisation's climate change goals

Corporate Governance and Sustainability Committee
Develop strategies and operational frameworks to achieve goals

President
Oversee the implementation of established goals and strategies

Sansiri Departments
Operate in accordance with established goals and strategies, and report performance results to facilitate continuous improvement and development of operations.

Assessment of Climate Change Risks and Opportunities

Sansiri has established a process for assessing climate change risks and opportunities to formulate an effective climate change risk management plan. In 2024, Sansiri identified and evaluated significant climate change-related risks, encompassing transition risks and physical risks, which cover strategic risks, operational risks, risks, and regulatory risks. The following risk management measures have been briefly identified:



	No.	Risk and Opportunity	Potential impact to Sansiri	Strategy & Risk Management	Risk Rating	Risk Type
Transition Risk	1	**Policies, Laws & Regulations** - Compliance with new laws related to carbon dioxide and climate. (Short-term and long-term: 3-20 years)	- Costs arising from complying with new complexity's laws and regulations. - Increased cost of carbon pricing, diminishing capability to sell projects and services due to low environmental scores rating.	- Participation in projects that reduced energy consumption and lessened carbon dioxide emission. - Investment in environmentally- friendly innovations or tools. - Inclusion of carbon pricing in company's business operation and strategic decision making.	Medium	- Regulational Risk - Financial Risk
	2	**Technological Change** - The sustainability of eco-friendly real estate businesses and the transition to clean energy. (Long-term: More than 10-20 years). - The utilisation of energy-saving equipment and machinery that lessen carbon dioxide emission. (Medium term: 3-10 years).	- Reduction of greenhouse gas emission. - Reduction of energy consumption. - Modification in the construction process. - Higher costs of operation.	- Exploration and investment in new technologies to improve efficiency in the reduction of pollution emission. - Support research, design and development of innovations and technologies with environmentally friendly products and services provision. - Heading towards continuous development to ensure that the highest efficiency of operations	Low	- Strategic Risk - Operational Risk - Financial Risk
	3	**Market Changes** - Increase of steps in operational process. (Long-term: 10-20 years) - Carbon Neutral Pathway. (Long term: 10-20 years)	- Increasing in demand of environmentally-friendly product. - Impact on revenue and value assessment.	- Monitor of The Company's greenhouse gas emission. - Target setting to reduce impact on the environment. - Research and technologies development that help reduce pollution emission. - Exploration of solutions in commercial fuels with low or zero emission.	Low	- Strategic Risk - Operational Risk - Financial Risk
	4	**Corporate Reputation** - The concerns of stakeholders. - The diminished demand for products and services as a result of negative perception of the Company. (Medium-term: 3-10 years)	- Impact on the Company's operation and market share - The transition to low-carbon business operations.	- Strategic decision to the green roadmap for the reduction of energy usage and pollution emission. - Policy and target setting for environmentally-friendly business operations.	Low	- Strategic Risk
Physical Risks	1	**Acute changes in natural disasters due to climate change** Higher temperature Floods (Long term: 10-20 years)	- Damages to the population, property and the environment. - Increased cost of construction materials. - Interruption of construction process. - Interruption of services provided to project's customers.	- Incorporate weather and climate change into the Company's operating strategy. - Closely monitor the situation and put in place prevention and mitigation systems for floods/storms/droughts, as well as management plan for occurring incidents. - Modify the business continuity plan annually, to ensure business continuity for the Company when unexpected events occur. - Plan procurement in advance, including the sales management plan to conform with any situation.	Low	- Strategic Risk - Operational Risk - Financial Risk
	2	**Chronic changes in the climate:** - Long-term changes in climate patterns resulting in severe storms/droughts (Long terms: 10-20 years)	- Potential increase in costs due to the mitigation, and potential operating expenses - Cause damage to population, property and the environment.		Low	- Strategic Risk - Operational Risk - Financial Risk

Goals and Roadmap to Achieving Net Zero Goal

In reaffirming its commitment to addressing climate change, Sansiri has announced that it is the first real estate company in Thailand to establish a goal of becoming a Net-Zero greenhouse gas emissions company by 2050. Additionally, the Company has set short-term and medium-term targets to facilitate actionable outcomes.





2022 Scope 1,2,3 | **2025** Scope 1,2,3 | **2030** Scope 1,2,3 | **2050** Scope 1,2,3

To achieve the goal of reducing greenhouse gas emissions, **Sansiri has established guidelines to address and mitigate the impacts and risks associated with climate change, including:**

1. Prioritising efficient energy use and advancing the adoption of clean energy innovations.

Topic	Goal	2024 Performance
	100% of Sansiri's high-rise projects are installed solar panels.	**100%** of Sansiri's high-rise projects have installed solar panels, resulting in a reduction of **339** tonnes of carbon dioxide equivalent.
	100% of all new clubhouses have installed solar panels.	**100%** of all new clubhouses have installed solar panels, resulting in a reduction of **391** tonnes of carbon dioxide equivalent.
	100% of Sansiri's houses have EV Chargers installed.	**75%** of Sansiri houses are equipped with EV Chargers, resulting in a greenhouse gas reduction of **215** tonnes of carbon dioxide equivalent.
	100% of the Company's central fleet is composed entirely of electric vehicles.	**90%** of the Company's fleet is electric, leading to a reduction of **53** tonnes of carbon dioxide equivalent.
	100% of Sansiri projects utilise green cement.	**70%** of Sansiri projects utilise green cement.
	100% Sansiri projects are equipped with inverter air conditioners.	**100%** of Sansiri projects have transitioned to inverter air conditioners.

2. Emphasise actions aimed at reducing greenhouse gas emissions across the value chain through 3 key dimensions:



Green Procurement

Sansiri aims to procure 30% of low-carbon materials certified by relevant institutions through its procurement processes by 2025. Currently, **28%** of products in Sansiri's procurement system consist of low-carbon materials certified by recognised organisations, including the Thailand Greenhouse Gas Management Organisation (Public Organisation) (TGO).

For further details, please refer to the chapter on sustainable supply chain management.



Green Architecture and Design

Sansiri prioritises the design of environmentally friendly housing, focusing on energy efficiency, promoting clean energy use, enhancing green spaces, and minimising waste generation and management. The quality of life for residents of all ages is of utmost importance in the design process. Additionally, Sansiri has established internal research and develop team (R&D) and engaged in partnerships to develop homes that achieve net-zero energy and minimise greenhouse gas emissions, addressing both embodied carbon from materials and construction, as well as operational carbon from energy use in buildings. The Company's short-term and medium-term objectives include the creation of sustainable homes that reduce energy consumption by 2023, with a target to reduce carbon emissions by 30% by 2030.

In 2024, by incorporating materials and energy-efficient equipment, Sansiri aims to align energy consumption with its sustainable home development goals under the Sansiri Green Living Design initiative. **This initiative targets energy consumption reductions of up to 42% for low-rise projects and up to 10% for high-rise projects.**



Green Construction

Sansiri is dedicated to the construction and development of real estate projects that minimise environmental impacts. Sansiri's objective is to achieve zero waste materials and utilise innovation to enhance efficiency in project development.

We target a **10%** reduction in waste within construction areas, aiming for a decrease of **0.60 kilogrammes per construction area per month.**

For further details, please refer to the section on environmental management systems and efficient resource use.

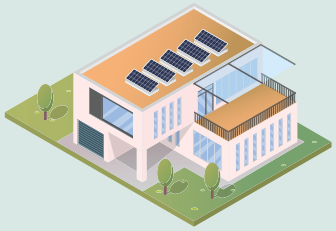
3. Prioritise partnerships and trade with companies that promote environmentally friendly products and are aligned with clean energy technology.

Sansiri is currently exploring future trends and innovations in sustainable living in collaboration with suppliers. This includes utilising artificial intelligence to assess energy savings in housing, employing fiber as a substitute for steel bars in construction, developing precast construction innovations that produce zero carbon emissions and waste, creating solar roofs that generate increased electricity with battery storage for nighttime use, implementing corrugated roof tiles that harness solar power, facilitating electricity exchange from sunlight between households, establishing gardens that operate on 100% electricity, and advancing electric vehicle charger innovations.



Evaluation of Management Approach

In 2024, Sansiri will align its operations with its objective of becoming a low-carbon organisation as follows:



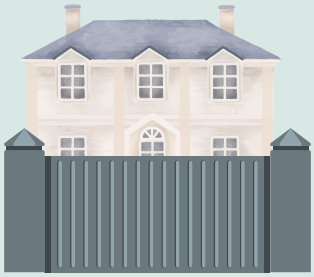
Solar panels have been installed in 1,292 residences
- resulting in an annual electricity cost reduction of **3,153,432 kWh,**
- equivalent to **13,193,640 Baht,**
- a reduction of **1,887.6 tonnes of carbon dioxide equivalent.**



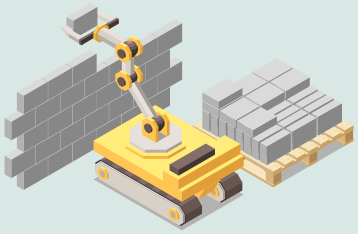


Solar panels have been installed in 60 clubhouses,
- resulting an annual electricity cost reduction of **653,088 kWh,**
- equivalent to **2,732,436 Baht**,
- a reduction of **391 tonnes of carbon dioxide equivalent.**

Inverter air conditioners have been installed in 28 projects, affecting approximately 2,118 residences,
- resulting in an annual electricity cost reduction of **2,872,890 kWh**,
- equivalent to **11,491,560 Baht,**
- a reduction of **1,436.15 tonnes of carbon dioxide equivalent.**



Fiber fences have replaced steel bars in over 30 projects, resulting in an annual greenhouse gas emission reduction of **47 tonnes of carbon dioxide equivalent.**



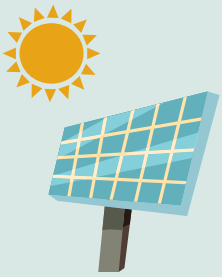
The use of precast concrete made from green cement in all Sansiri house has led to a reduction of greenhouse gas emission **300 tonnes of carbon dioxide equivalent.**

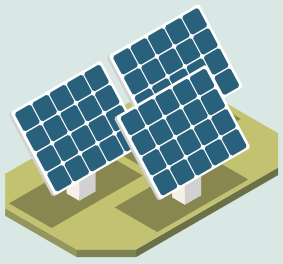


The separation of 2,544 tonnes of recyclable waste has resulted in a reduction of greenhouse gas emission **651.4 tonnes of carbon dioxide equivalent.**



The planting of more than 100,000 trees has contributed to a reduction of greenhouse gas emission **665 tonnes of carbon dioxide equivalent.**





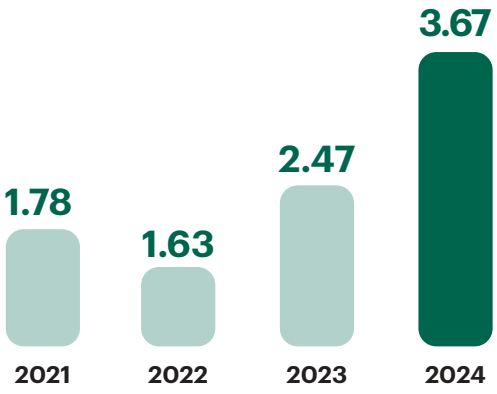
Modifications to solar panels have enhanced the efficiency of clean energy usage, increasing electricity generation capacity at:

- Siri Campus produced an additional **20,542 kWh** of electricity from clean energy per month (+56%), leading to a reduction of **10.26 tonnes of carbon dioxide equivalent.**
- Habito produced an additional **21,077 kWh** of electricity from clean energy per month (+328.5%), leading to a reduction of **10.53 tonnes of carbon dioxide equivalent.**
- Sales offices for **21** projects, calculated as a reduction of **20.5 tonnes of carbon dioxide equivalent.**
- Show houses for **70** residences, calculated as a reduction of **246.5 tonnes of carbon dioxide equivalent**

Sansiri has implemented energy conservation measures by investing in new equipment and technologies, as well as promoting behaviour change among employees to enhance engagement in energy conservation e orts, complemented by a follow-up process. In 2024, the organisation's energy consumption intensity increased by 2.04 gigajoules per revenue (Million Baht) compared to the operating results in 2022, representing an increase of 125%, which does not align with the organisation's target of reducing energy consumption by 14% compared to 2022.

The rise in energy consumption can be attributed to the transition to electric vehicles for Sansiri's central operations and employee shuttles, alongside initiatives encouraging employees to adopt electric vehicles. Nonetheless, Sansiri has conducted a review of its operations and has instituted stricter energy management measures in other areas to ensure alignment with operational goals for the upcoming year.

Energy Consumption Rate (GJ)



Project Examples to Promote Employee Commitment to Energy Conservation



Electric Vehicle Charging Stations

The Company has installed **17 electric vehicle charging points** in the Siri Campus area to facilitate employees and visitors while promoting the use of clean energy.





Green Energy Expo

The Company organised the Green Energy Expo to provide employees and interested parties with enhanced access to clean energy solutions. Participants can install solar panels at their residences and select bicycles and electric vehicles from various brands at competitive prices, lower than market rates. They also receive special privileges from the bank for environmentally friendly product selections. This initiative fosters awareness and encourages employees to engage in energy conservation efforts, serving as a unique benefit that contributes to environmental impact mitigation.



Outstanding Projects

SANSIRI GREEN LIVING DESIGN under the "Life with Glam, Home Must be Green" campaign

Sansiri is dedicated to **enhancing living standards through 2 key pillars: "Reduce Energy" and "Green Space".** The initiative aims to minimise energy consumption and expand green spaces to elevate residents' quality of life and support sustainable living practices.

In 2023, the Company initiated development on 10 projects under the Setthasiri brand and plans to expand in 2024 to include additional low-rise projects such as Narasiri, Narinsiri, Bukaan, Setthasiri, and Else, as well as high-rise projects starting with The Base brand as a pilot initiative.

This initiative emphasises energy consumption reduction through strategic design and material selection. Key implementations include optimising solar panel efficiency on rooftops of all residences and transitioning air conditioning units from standard models to inverter models. These measures are projected to reduce energy consumption by up to 42% in low-rise projects (Narinsiri) and 10% in high-rise projects (The Base).





Green Cement



Sansiri has invested in research and development of eco-friendly cement innovations (green cement) for use with precast panels, in collaboration with TPI Polene Public Company Limited. This green cement will be a core component in the production of precast concrete panels at Sansiri's precast factory, aiming to lower greenhouse gas emissions by 5-10%, equating to approximately 50 kilogrammes of carbon dioxide equivalent compared to Portland cement.

Furthermore, from 2024 to 2025, the Company projects a reduction of over 3,800,000 kilogrammes of carbon dioxide equivalent, the equivalent of planting 400,000 trees.

This collaborative effort in green cement research and development leverages the strengths and expertise in innovation and technology of both organisations, focusing on environmentally friendly material selection, utilising high-quality raw materials alongside modern production techniques. The resulting products will maintain quality and efficiency on par with or exceeding Type 1 Portland cement, specifically in terms of compressive strength at all maturity levels. Production utilises high-efficiency machinery with quality managed via an automated computer system, ensuring consistently high-quality outputs certified by international industrial product standards and environmental management systems.



SOCIAL



HUMAN RESOURCE MANAGEMENT

In response to rapidly evolving consumer expectations and needs, Sansiri prioritises the development and retention of high-quality personnel to ensure effective adaptation to societal changes and shifts in consumer behavior. Furthermore, Sansiri actively encourages employee engagement in business operations, emphasising the creation of products and services that align with consumer demands while prioritising social and environmental responsibility and adhering to good governance principles.

To achieve organisational objectives and foster trust with customers, Sansiri has seamlessly integrated its corporate culture into all aspects of human resource management. This includes the recruitment process, the development of employee skills and competencies, performance evaluations, and the preparation of future executives committed to customer-centric principle, while promoting and ensuring equal opportunities for a diverse workforce.

Sansiri DNA



Develop new products, services, or projects **"to market thoroughly."**



Intend to observe and address matters thoroughly, **"including minor details."**



Take responsibility for tasks or outcomes, where employees or teams demonstrate a mindset and actions that reflect full **"ownership"** of their work.



Act in a manner that reflects responsibility for the community, adhering to the principle of being a **"good citizen"**, with actions and behaviours positively impacting the team, organisation, and society.

From Sansiri's DNA, the behaviours that drive success are articulated through "5 Working Styles That Drive Success."

1.



Maintain a professional work ethic

Deliver exceptional results, engage in continuous development, and foster collaboration toward shared objectives.

2.



Remain receptive to adjustments in pursuit of goals

Embrace new learning opportunities, consider diverse perspectives on success, and leverage differences to create value.

3.



Adopt an ownership mindset within the organisation strive for outstanding outcomes collectively

Maintain focus on overarching objectives, exercise thoughtful decision-making, and share accountability for results with the team.

Additional Guidelines for Supervisors

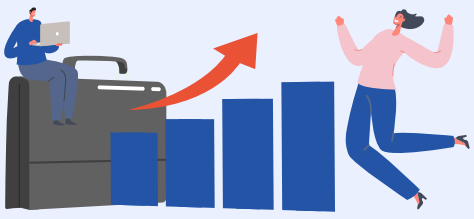
4.



Transform strategies into results

Comprehend strategies and develop plans accordingly. Establish objectives, execute actions, make informed decisions, and generate results.

5.



Unlock team's potential

Listen, advise and guide, promote independence, and empower your team to succeed.

Furthermore, the Company is committed to sustainable growth alongside social responsibility and environmental stewardship. This commitment aligns with the organisation's policies and is integrated into Sansiri's DNA, enabling all employees to contribute to positive societal and environmental change. Additionally, the Company fosters awareness among employees to systematically modify their thinking and behaviours.

Management Approach

Sansiri's human resource management emphasises the development and retention of high-potential personnel to grow alongside with the organisation. The process begins with the recruitment of candidates whose knowledge, skills, and values align with those of the organisation, ensuring harmonious relationships between the business and its employees. The Company is dedicated to providing employees with opportunities for personal and professional development. Job design is aligned with business objectives and focuses on enhancing the capabilities of each individual through collaboration with **"People Partners,"** who support the mutual success of both the organisation and its employees. Additionally, the Company prioritises employee care across all dimensions, including the enhancement of benefits and the creation of equitable opportunities, ensuring that everyone can grow and contribute to the organisation's development.



1. Internal Communication



The Company has adapted its internal communication strategy to align with the contemporary global landscape, placing an emphasis on two-way communication that incorporates both organisational and employee perspectives. This approach underscores the importance of listening to employee feedback to deliver comprehensive and targeted support. Effectively conveying the organisation's strategies and directions from executives to employees is crucial for ensuring alignment with organisational objectives.

To maximise outreach, the Company has implemented diverse communication formats. These include organisation-wide meetings that facilitate dialogue and idea exchange between executives and employees, as well as the "coaching & mentoring culture" initiative, which promotes knowledge transfer from senior employees to new employees and enhances comprehension of organisational direction while fostering inter-team collaboration.

In parallel, attentiveness to employee feedback is a key component of understanding their needs and enhancing workplace satisfaction and efficiency. To this end, the Company has established multiple channels for capturing employee insights, such as HR CARE, which enables employees to report concerns or suggestions regarding employee welfare or internal matters, allowing HR to address issues promptly. Additionally, the implementation of employee satisfaction assessments serves to gauge motivational factors, equipping executives and HR development teams with insights necessary to empower employees and create motivation for joyful work.



Communicating success on the occasion of Sansiri's 40th anniversary.

GALLERY OF THE PROUD: CELEBRATING 40 YEARS OF EXCELLENCE AND DEDICATION
Foster a sense of collective pride among employees through 3 activities conducted at the Siri Campus Head Office.

1. **Proud Party** – A celebratory event commemorating the Company's anniversary, fostering an environment of appreciation for the dedication and commitment of all employees.
2. **Town Hall** – Proud to be Sansiri, featuring insights on the Company's achievements and steady growth as it approaches its 40th anniversary, presented by the founders of Sansiri.
3. **Proud to be Sansiri Exhibition** – showcasing Sansiri's 40 years of success and awards, underscoring its leadership across multiple facets, articulated through 3 main drivers of sustainable growth:
   - Performance: The leading brand in the Thai real estate sector, achieving the highest revenue and profit in the first half of 2024.
   - Planet: A frontrunner in environmental, social, and corporate governance initiatives, dedicated to fostering A better and sustain quality of life.
   - People: The foremost real estate organisation that attracts the interest of the new generation of professionals.

2. Recruitment

The Company employs a recruitment and selection strategy designed to identify and attract talented individuals whose qualifications align with the organisation's culture, knowledge, abilities, and the specific skills required for available positions. This process is based on equal assessment, free from discrimination based on race, religion, gender, age, or disability. Applications are accepted through primary channels and job announcement websites of Sansiri and its subsidiaries, alongside recruitment-related communications via Facebook Sansiri Careers.

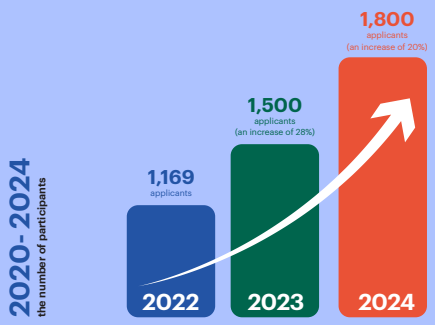


Additionally, internship programmes are available for students interested in gaining experience with Sansiri, allowing them to explore the Company's career paths and work culture while fully utilising their creativity and abilities. The Company also hosts a presentation competition, known as Sansiri Alpha Pitching Day, prior to the conclusion of the programme.

Sansiri Alpha Internship Program

The Company has successfully organised its internship programme for the third consecutive year, concentrating on delivering valuable experiences to students from esteemed universities both domestically and internationally. This programme offers an opportunity for students aiming for personal development without limits, encouraging them to think critically, take initiative, make decisions, and pursue clear goals and aspirations while applying theoretical knowledge to practical work. Participants gain insight into the Sansiri culture, which emphasises creativity and professionalism in alignment with the values of the organisation.

Between 2022 and 2024, the number of applicants for the programme has shown a consistent increase, indicating growing interest and confidence in opportunities at Sansiri.



The programme is structured to cultivate potential and offer participants diverse learning experiences. Key activities include:

- Engaging with executives to gain insights and inspiration
- Learning business analysis and decision-making skills
- Providing a platform to demonstrate abilities and enhance presentation skills

A satisfaction survey conducted in 2024 revealed that 98% of participating students expressed satisfaction with the programme. A majority of students indicated a preference to apply for positions at Sansiri following their programme completion and recommended the programme to their peers. This success underscores Sansiri's dedication to fostering the potential of the new generation and sustainably attracting talented individuals to the organisation.



We value every potential
with equal recruitment standards.

3. Employee Competency Development

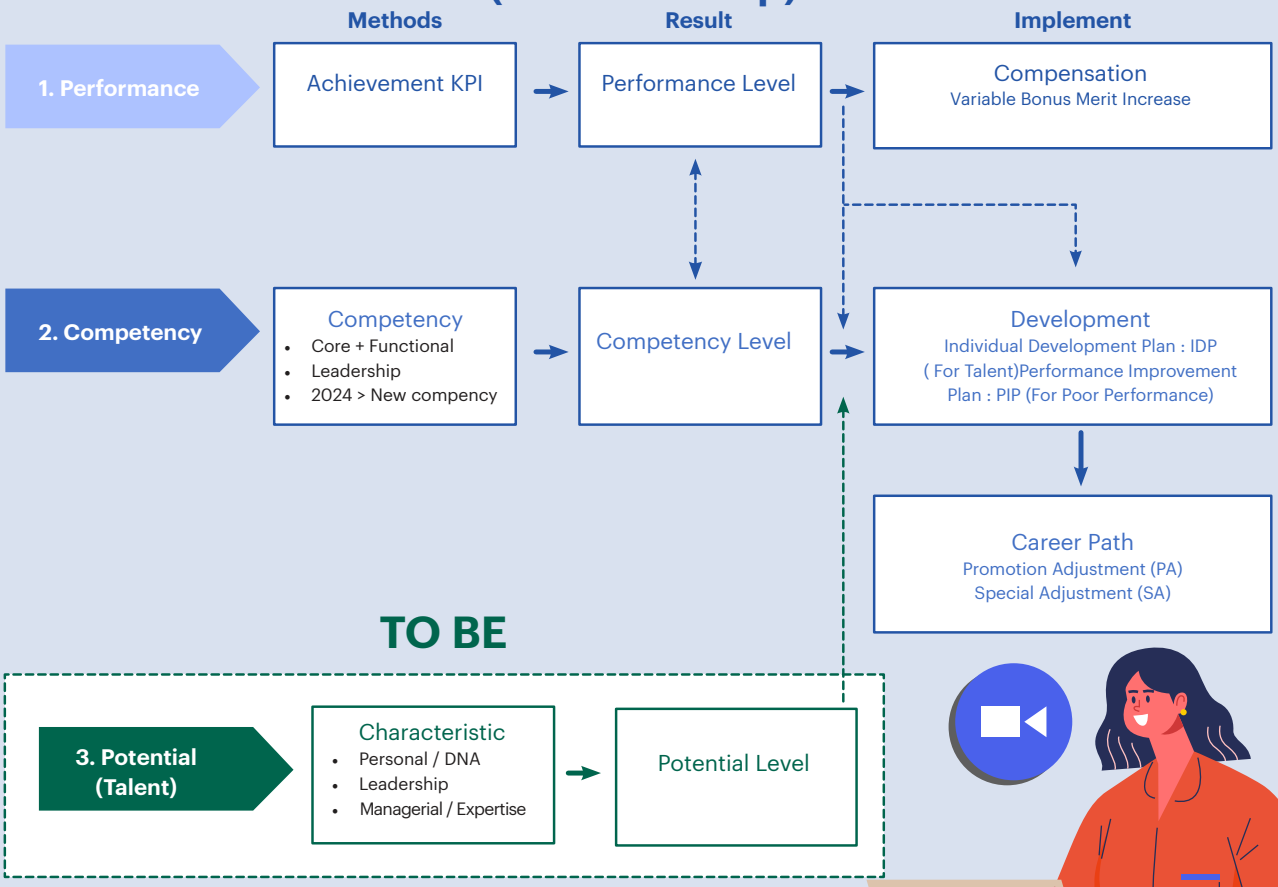
Sansiri has established strategy for personnel development aimed at enhancing the competency of both new and existing employees. For new hires, emphasis will be placed on acclimating to the work culture, facilitating a seamless transition into the workplace and society, as well as fostering a deeper understanding of the business and their respective roles. For current employees, the focus will shift towards curated learning paths aligned with their career trajectories. For current employees, the focus will be on development and learning through career-specific training programmes conducted by internal instructors and on-the-job training. Exceptions include legally mandated courses and entirely new knowledge that has never existed within the company, which must be learned from external sources to support future work.

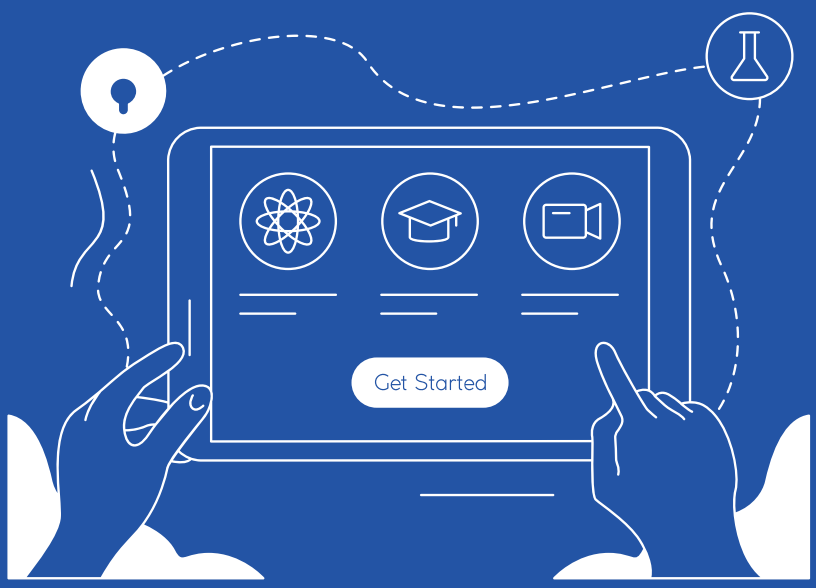
Additionally, the Company is dedicated to equipping employees to tackle the new challenges of today's business environment. It encourages the development of one's potential while also providing an opportunity for all employees to select courses they are interested in through self-study. Additionally, it promotes the development of skills and leadership aptitude for individuals with high potential and specific qualifications. A variety of learning formats will be available, including traditional classroom, virtual classrooms, and learning through hands-on practice and actual jobs. Furthermore, individual learning and development plans will be created, incorporating performance evaluations to effectively nurture skills and align with each employee's career expectations.

Because we belive that 'employees'
are the most important people



Performance Management Framework (Sansiri Group)





Career-based Courses

Sansiri has conducted a survey and analysis of the skills required for operations across each business unit, led by the HR team specialised in people and business management (HR Business Partner - HRBP). This approach allows the Company to strategise personnel planning through detailed analysis, identifying relevant learning topics for the creation of online media or training programmes aimed at developing essential skills for employees. Furthermore, employees can apply the knowledge gained from training to enhance their performance in their roles, thereby advancing both the organisation and individual career growth aligned with common goals.

Highlight Projects

AI Magic Content for Sales Project

This project was initiated due to the current significance of social media, content, and product reviews as essential marketing and sales strategies for enhancing consumer awareness and influencing decision-making. A fundamental aspect of Sansiri's sales personnel is their commitment to identifying and acting upon every potential sales opportunity. Consequently, this communication channel serves as a vital tool for Sansiri's project sales team.

In 2024, all sales personnel underwent training in various social media tools applicable to both professional and personal contexts, including ChatGPT, Gemini, and foundational content creation skills. This initiative resulted in the production of 347 content clips on TikTok, which represents an expansion of sales opportunities for personnel and the cultivation of valuable skills for future endeavors.





Sansiri Luxury Collection (SLC) Sales Personnel Development Project

The Company has initiated a project for the selection of sales personnel for the Sansiri Luxury Collection (SLC) project. This initiative aims to identify master-level sales professionals to support sales efforts in Sansiri's luxury offerings, including Narasiri housing project. Selected applicants who successfully complete the initial interview round will undergo an intensive training program comprising over 14 lessons spanning 3 months. This program will include hands-on learning experiences to enhance both depth and breadth of knowledge.

As a result, the Company's sales personnel will acquire increased knowledge and skills, enabling them to provide superior service to customers. In 2024, 5 employees successfully passed the knowledge and skills assessment, generating sales of 2.43 billion Baht. The project is committed to the ongoing development and promotion of employees who have not yet been selected, ensuring they gain the necessary experience to advance as SLC sales personnel in future iterations.

Alternative Courses

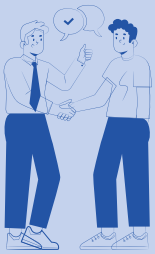
To facilitate employee development at any time and from any location, Sansiri has established an online learning centre. This platform allows learners to select courses based on their interests and topics, available 24 hours a day. Employees can access foundational knowledge, skills relevant to their responsibilities, and work techniques from experts within the Sansiri Group, enhancing their professional competencies and supporting career progression. Each course includes an assessment to evaluate knowledge and understanding, ensuring that employees who complete training through the online learning center achieve a standardised level of proficiency. In 2024, usage statistics indicated that 72% of all employees engaged with the courses, as measured by course completion rates.





Number of courses available in the online learning centre:

497 courses



These courses cover a range of training topics, including

orientation for new employees, ethics and responsibilities of the Sansiri Group, specialised courses within various career paths such as precast factory, project management, and sales. Additionally, there are courses focused on leadership skills development, new technologies for workplace application, and financial literacy, aimed at promoting stable and fulfilling employee lives.

Leadership Development Program

Sansiri is committed to establishing a structured career path for employees, enhancing opportunities for career advancement and supporting company growth through a comprehensive leadership development training program. This initiative aims to prepare employees for future supervisory roles. The program spans 3 months and includes monitoring and evaluation of participant behavior by the Human Resource Development Department in collaboration with supervisors.

- **The Rising Stars Project** to develop knowledge in building management for future residential building managers.
- **Smart Leader Project** to develop knowledge commercial building management to cultivate commercial building managers.
- **The Master-Living Solution Technician Project** to develop knowledge in residential building engineering systems to develop expert building foremen.
- **Leadership Management Trainee Project** to embody the core competencies of Sansiri Group leaders, emphasising development, growth promotion, potential assignment, analytical thinking, and communication for aspiring future leaders.
- **Elevate Leadership Program for Supervisor Project** to equip junior and middle-level supervisors with 6 essential practices for team development and effective results: leadership perspectives, results-oriented team leadership, feedback methodologies, consistent team communication, change management, and energy source management for leaders.



Training Performance Results

In 2024, the organisation recorded a total of **56,354 training hours,** averaging 11.13 hours per employee per year, successfully surpassing the target of **10 hours per employee per year.**

Male: **34,101** hours

Female: **22,253** hours

A budget of **4,491,355.70** Baht was allocated for employee training.

4. Evaluation of Employee Performance and Career Progress

To ensure that the employee performance evaluation process is transparent, clear, and equitable, Sansiri has established key performance indicators (KPIs) utilised for evaluating employee performance. This includes performance evaluation criteria and potential assessments linked to compensation standards. Furthermore, to enhance employee development and align it with career progression and business objectives, Sansiri leverages the outcomes of performance evaluations to analyse and identify potential development initiatives for employees.





5. Succession Planning

Sansiri has strategically prepared new executives across all business areas by having supervisors assess potential candidates for promotion to supervisory roles. This process includes discussions to develop individual development plans that encompass training, skills enhancement, and leadership development aligned with the Company's future business direction. Emphasis is placed on instilling Sansiri DNA to fulfill the vision of maintaining a continuous and stable leadership position in the real estate sector.

6. Employee Engagement and Retention

Sansiri prioritises effective human resource management to retain exceptional and capable employees. The Company recognise that every individual is crucial to the organisation's sustainable growth. To foster a positive work environment and facilitate mutual growth, the Company focuses on 4 key areas:

- Empowering Young Talent: Your Journey Starts Here: Initiating opportunities for success for the new generation.
- Inclusive Culture: Your Ideas, Our Innovation: Fostering a culture that values diverse ideas and contributions, ensuring that the new generation feels engaged and encouraged to share innovative thoughts.
- Work-Life Harmony: Where Balance Meets Success: Committing to a balanced approach that supports both professional success and personal well-being, with welfare initiatives tailored to meet all employees' needs.
- Comfy Workplace: Designing modern living and working spaces that promote productivity and well-being.



"We are dedicated to being the **"best home"** and an **"important partner"** in enhancing our employees' quality of life."

Employee Motivation Survey

To assess "Employee Happiness, Challenges, and Inspiration," Sansiri conducted a survey focused on 4 primary driving forces covering organisation, leadership, job description, communication, and work-life balance. The survey utilised open-ended questions, enabling the organisation to discern the key factors that contribute to employee empowerment and commitment to job satisfaction. The acquired data will serve as a foundation for analysis and action plans aimed at aligning business objectives with employee retention.

4 Driving Forces:

Organisational Dimension:
Leadership, Communication, Involvement, and Organisational Diversity

Work Responsibility Dimension:
Pride in Work

Leadership Management Dimension:
Work Management, Career Growth Path, and Inspiration

Well-being Dimension:
Welfare, Benefits, and Work-Life Balance



There exists a systematic process for evaluating and surveying employee motivations, utilising the evaluation results to enhance development to address employee needs across multiple dimensions.



Sansiri conducts employee engagement surveys every 2 years, with the latest survey taking place in 2024. The results indicate that the primary motivator for employees is the work responsibility dimension, which reflects their pride in their work and recognition of its contribution to the Company's overall success. The organisational dimension highlights a commitment to sustainability and quality in business operations, driven by employee participation and confidence in leadership management. Key factors influencing employee satisfaction and work efficiency include **supervisors, communication, workload, and career growth.**

Consequently, the human resources department's critical mission focuses on addressing these 4 areas to align with the organisation's operational objectives while enhancing employee potential and diversity. The department is committed to continuously supporting employees and building upon these initiatives to achieve greater success.

"Employee engagement level is 87%,

surpassing the target of over 70%."



4 missions of Human Resources Department

Leadership Development	Fostering open communication and collaboration, while valuing the opinions and ideas of all individuals.	Promoting employee well-being while maximising work efficiency	Career Advancement
Effective leadership is paramount at Sansiri. Consequently, the Company prioritise the development of Sansiri executives and supervisors into exemplary leaders through internal development courses. These courses emphasise work-related content, team motivation and growth, the establishment of a conducive working environment, and the provision of appropriate compensation for employees in alignment with the Company's framework.	Sansiri implements internal training for all employees to familiarise them with the organisation's complete work from their first day. This training ensures employees gain an understanding of their own roles, as well as those of their teammates and other units within the business unit. The Company encourages supervisors to support employees in expressing their potential and opinions. There are established channels for disseminating policies from organisational leaders to employees, as well as mechanisms for employees to provide feedback. In 2024, the Company is launching the "Team Synergy" project to enhance communication, collaboration, and understanding of work processes. This initiative facilitates the exchange of learning from experiences, allowing teams to collectively address past mistakes and develop solutions. Additionally, it provides a platform for sharing successful experiences to foster motivation and pride within teams. The insights gained from these activities will be instrumental in further enhancing work processes, thereby increasing efficiency and promoting continuous development.	To enhance happiness in life and quality of work, leading to improved work efficiency, The Company prioritises comprehensive well-being initiatives that address employees' needs through tailored welfare programs. Department executives and supervisors collaboratively develop plans that focus on efficiency, establish work standards, manage workload distribution, and schedule appropriate rest periods. Regular communication and feedback with the team further contribute to a supportive work environment.	Employee engagement is a critical factor that motivates individuals to contribute to the organisation and consistently deliver high-quality work. Sansiri is committed to fostering growth rooted in abilities and performance. The Company provides opportunities for individuals with exceptional performance to advance their careers significantly, supported by the organisation and guidance from supervisors. This includes developing employees to excel in various fields, fostering leadership, and gaining recognition from all relevant parties. It also involves creating work processes and training programmes that empower employees to enhance their knowledge and skills, preparing them for career growth within their current role or even across different roles.



Employee Care and Welfare Performance

In 2024, Sansiri maintains its commitment to employee care with a focus on equality and inclusiveness across all dimensions. This includes the recruitment and development of employee welfare programmes addressing various aspects of life, such as family and mental well-being, financial stability, and physical health. Employee care initiatives is tailored to support growth opportunities, enabling individuals to maximise their potential without concerns about fundamental needs. Furthermore, these programmes promote balanced work periods coupled with a fulfilling life, empowering employees to design their own work experiences. This aligns with our "YOU CENTRIC because You Are Important" strategy, which embraces diversity and individual differences.

In support of these efforts, a welfare committee was established in 2021 comprising of employee representatives from various departments, including project development, human resources, and customer service. This committee engages with employers to discuss and provide feedback on the welfare programmes that are beneficial to employees and suitable for the current situation.

"We prioritise the overall well-being of our employees".

Great Benefits MADE FOR US

- Annual health check-up
- Provident fund with a maximum contribution of 12%
- Discount on exercise classes
- Group life and accident insurance
- Emergency loan
- Sansiri real estate discount
- Complimentary shuttle bus from BTS station
- Medical and dental expenses
- Mental health care expenses
- Child education support
- Immunity vaccines
- Special loans to support clean energy initiatives for the purchase of electric vehicles, electric motorcycles, electric chargers, and solar panels.



Sansiri has announced enhanced benefits for its diverse workforce, which include marriage and partner leave, gender reassignment surgery leave, funeral leave for partners, leave for the care of partners and adopted children, leave for religious activities, leave for the care of newborns, and leave for the mourning of pets, among others. Additionally, benefits for employee partners include optional vaccinations, health insurance, and other offerings. The Company fosters collaboration among employees of varying ages and generations, prepares for sustainability, supports employees through all changes, and enhances the potential and skills of its workforce across all age groups through shared learning and growth initiatives. This includes the policy of voluntarily extending the retirement age from 60 to 65, which opens avenues for stable career growth and supports employees who can continue to contribute effectively. This initiative aims to provide job security and improve the overall quality of life.

Furthermore, the organisation conducts team-building activities designed to enhance communication and collaboration efficiency between teams involved in both high-rise and low-rise project development. Consequently, learning activities are structured to promote effective work behaviours collectively.

Facilities and Services in the Workplace

Nursery space for mothers and babies

Pet area and permitted in the office

Food Trucks

Smart Meeting room

Designated area for daytime religious activities (Prayer room)

Highlight Employee Care and Welfare Projects

The 2023 employee satisfaction assessment regarding employee care highlighted key areas of improvement as identified by employees for 2024, including enhanced support for singles, mental health initiatives, and investment-focused welfare. In response to this feedback, the Company has leveraged the survey results to tailor various welfare programs and activities designed to directly address these needs. The focus is on fostering a balanced lifestyle, enhancing overall happiness, and improving quality of work life, with an emphasis on comprehensive health—physical, mental, and financial. This initiative aims to cultivate a workforce that is healthy, efficient, and fulfilled in their lives over the long term, through the Sansiri Employee Well-being 2024 project. Activities have been continuously organised to promote both physical and mental well-being for employees. In 2024, key health promotion activities include:

Employee Physical Health Promotion Activities

- Annual health check-up
- Football club, Badminton club
- Siri Campus Fitness
- Sports area at Siri Campus
- The Healthy Well-being campaign encourages employees to engage in regular exercise. The Healthy Club organises exercise classes aimed at promoting health and preventing office syndrome. A total of 291 participants achieved a satisfaction score of 4.1 out of 5.





Employee Mental Health Promotion Activities

- Music listening and playing activities at Siri Campus
- The Mental Well-Being Campaign encourages employees to cultivate balance in their lives. Organised activities are designed to equip employees with strategies for coping with and managing daily stress. These activities aim to reduce stress, restore physical balance, increase concentration, foster creativity and mental flexibility, and enhance adaptability to changes and work pressures. To cope with stress in life and work, art therapy methods such as Mandala, is employed to facilitate a deeper understanding and adaptation in the workplace, alongside individual mental health counseling.

Employee Financial Health Promotion Activities

- **Financial Well-being Project** The Company prioritises the well-being of its employees, particularly in the realm of personal financial management. This initiative aims to address challenges, enhance understanding of effective expense planning, and promote sustainable financial health. To support this, Fin Talks has been organised, featuring experts who share insights on money management tailored for working-age employees. Additionally, the programme includes guidance on investing in provident funds to ensure a stable retirement, as well as offering individual financial consultations.





- **Sansiri Debt Clinic Project** The Company has launched a specialised assistance initiative for employees facing debt challenges. Direct supervisors serve as consultants to provide advice on expense management and debt resolution, as well as assist in income allocation and the development of suitable debt repayment plans. This initiative encourages financial discipline to foster responsible spending habits and aids employees in sustainably alleviating debt burdens. Notable components include:
  - An Informal Debt Relief Project aimed at addressing employee debt issues through interest-free loans, facilitating the transition away from informal debt.
  - A welfare loan project in collaboration with financial institutions

"The organisation that the new generation aspires to join most."

By fostering employee potential and promoting professional advancement, alongside catering to diverse and equitable employee welfare needs, as well as Sansiri's dedication to cultivating a conducive office environment and lifestyle integration, the Company aim to support the aspirations of the new generation. In 2024, Sansiri was recognised as one of the most desirable real estate companies that new generation aspires to join most.



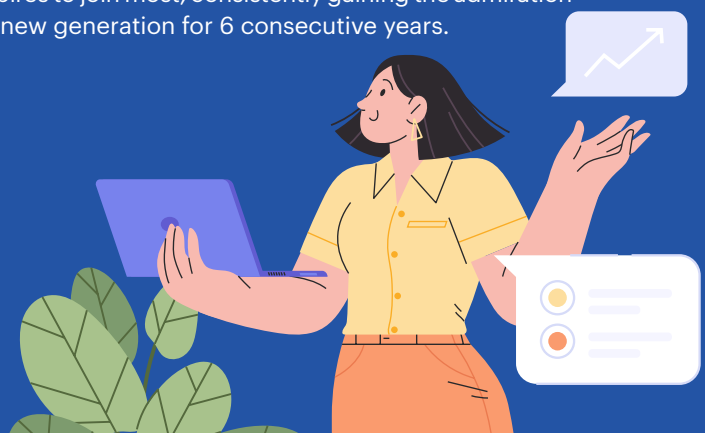
QGEN Top 55 Companies 2024
Ranked 32nd as the company that new generation aspires to join most



Thailand Best Employer Brand Awards 2024



Workventure Top 50 Companies in Thailand 2024
Ranked 27th as the Company that new generation aspires to join most, consistently gaining the admiration of new generation for 6 consecutive years.



OCCUPATIONAL HEALTH AND SAFETY

Sansiri prioritises the establishment of comprehensive occupational safety across the supply chain, encompassing employees, contractors, suppliers, and communities. The Company adheres to the principle of safeguarding the rights and quality of life of all stakeholders, ensuring a safe working and living environment. Acknowledging the potential ramifications of unsafe incidents, the Company is dedicated to identifying and implementing measures that mitigate risks to the health, life, and property of stakeholders. Safety and occupational health management are critical issues that the Company consistently prioritises, focusing on maintaining a safe working environment and minimising the risk of accidents affecting employees, suppliers, or communities. This commitment enhances the organisation's capabilities, increases business competitiveness, and bolsters stakeholder confidence in the safety of life and property.



Management Approach

Sansiri has implemented a policy for safety, occupational health, and the working environment that adheres to the Occupational Safety, Health and Working Environment Act B.E. 2554. The policy emphasises the management principles of occupational health, safety, and employee well-being as foundational elements of business operations. Environmental, occupational health, and safety practices are detailed in the Corporate Governance and Business Ethics Handbook to ensure clear communication within the organisation and to mitigate impacts on safety and occupational health.

Given that Sansiri's business activities encompass construction operations and project development, including the production and transportation of precast concrete panels, installation of these panels, and construction of projects in partnership with contractors areas identified as high risk Sansiri has established a Safety Committee. This Committee, along with safety officers at various levels and engineers or supervisors, oversees and monitors safety operations to ensure compliance with Sansiri's standards throughout all processes.



Sansiri's Safety Guideline



Occupational Safety Supervision and Governance



Risk Assessment and Risk Mitigation Measures



Campaign to Promote Occupational Safety and Provide Training to Employees and Contractors.



Emergency Plans, Accident Investigation, Analysis, and Reporting.



Head Office and Construction Site Safety Measures.

Occupational Safety Supervision and Governance



Sansiri is dedicated to the continuous enhancement of its occupational health and safety management system in alignment with both national and international standards. The Company has allocated budgetary resources, personnel, and management support to assess and establish guidelines for managing occupational health and safety risks associated with work activities, with a target of achieving zero work-related accidents. **Regular reviews and monitoring of operational outcomes are conducted to ensure compliance with safety policies, practices, and regulations.**



Sansiri has designated committees and occupational safety officers across various organisational levels, including executive, supervisory, and professional safety officers, responsible for safety initiatives within the Siri Campus, Construction Sites and development areas, as well as Precast Concrete Factory. All officers are mandated to undergo training to enhance their competencies in accordance with organisational standards, requirements, and legal obligations. Their responsibilities include overseeing, monitoring, and developing safety, health, and environmental plans, fire escape strategies, various emergency plans, and ensuring compliance with established policies monthly.

Risk Assessment and Risk Mitigation Measures

Sansiri mandates the assessment of risks associated with business operations throughout the work process. The results of these assessments are to be analysed and prioritised, allowing for the determination of appropriate risk control measures applicable to all levels of employees, including contractors and external parties engaged in Sansiri's operational areas. Furthermore, Sansiri ensures that all employees possess the authority to assess risks and may cease work if they identify conditions that pose a risk to themselves or others.

Risk Assessment Process

1 Hazard Identification

Identify the hazards present at each step of the work process.

2 Risk Assessment

Evaluate the probability and impact of those hazards.

3 Management Plan Preparation

Develop operational plans and procedures to mitigate the risk of such hazards.

In 2024, Sansiri conducted a risk assessment and identified construction safety as a critical area necessitating stringent management to achieve the objective of zero accidents across all operational sites. Consequently, the following safety measures are implemented and strictly observed for every Sansiri project:

- Installation of safety warning signs at project entrances.
- Installation of fire protection equipment, including manuals and fire extinguishers, and inspection.
- Safety practices are conducted through site walks by supervisors, which include inspections of personal protective equipment usage, crane safety inspections, installation of handrails, and scaffolding inspections.

Campaign to Promote Occupational Safety and Provide Training to Employees and Contractors

The Company has designated personnel, including employees in relevant fields and contractors, to receive basic safety training and safety courses as mandated by law. This training includes practical exercises to effectively manage, prepare for, and respond to emergency situations.

Safety Training for Construction Projects

Safety training for construction projects is essential for preventing accidents and fostering a safe working environment. It underscores the necessity for workers to comprehend safety laws and standards, understand the common causes of accidents, often stemming from negligence, improper tools and machinery use, or inadequate risk management. The training focuses on workplace management practices, such as area organisation, installation of safety barriers, and proper signage for hazardous areas, along with correct tools and machinery usage to always maintain safety. These training initiatives not only mitigate risks and losses but also cultivate sustainable safety within the organisation, enhance operational efficiency, and instill confidence among all stakeholders.





Safety Training Topics for Construction Projects

1. Overview of laws and safety principles in construction work
2. Common causes of accidents in construction settings
3. Key safety elements within construction projects
4. Site safety protocols
5. Safe usage of tools and machinery, including personal protective equipment
6. Overall work safety practices
7. Fall prevention systems, hazard zone management, and personal safety measures

Siri Campus Safety Training

To enhance safety and emergency preparedness, Siri Campus has consistently organised safety training aimed at developing the skills and knowledge of employees. This initiative is designed to ensure the safety of all individuals utilising the building and to mitigate risks that may arise in an emergency.

Training Topics on Safety of Siri Campus Building



1



Safety and fire escape route training for cleaning personnel

2



Fire evacuation flag leader training for designated personnel

3



Biannual training on basic firefighting and fire drill



4

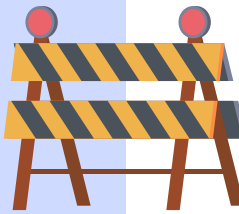


Emergency response safety training for the Siri Campus building, addressing theft, pipe leaks, and suspicious items

5



Training on the operation of fire extinguishing equipment and emergency response protocols for staff







Siri Campus Building also provides training to contractors working in the facility to enhance safety awareness for themselves and their colleagues. Contractors are required to comply with legal and corporate safety regulations, including successfully completing safety training prior to starting work. The training encompasses the following topics:

- Safety in the use of tools and machinery, personal protective equipment
- Corporate occupational work safety regulations
- Work safety practices
- Closure and control of the work area, cleanliness

Precast Concrete Factory Safety Training





Precast Concrete Factory is dedicated to establishing safety standards by offering a range of training courses aimed at enhancing employees' knowledge, skills, and preparedness for all situations, with a focus on accident prevention, minimising operational risks, and fostering a safe working environment for all.



Basic Firefighting Course



Orientation for New Employees on Occupational Safety and Fire Evacuation



First Aid



Forklift Training



Crane Operator Training



Chemical Spill Drills



Safety Training for Drivers



Annual Fire Evacuation



Emergency Plan, Accident Inspection, Analysis and Reporting

Sansiri has implemented a systematic emergency notification process that facilitates a comprehensive review of incident causes through a structured reporting chain and data collection forms. Standard emergency response procedures and guidelines support projects and factories in addressing issues directly at the point. This approach aims to enhance work processes and safety systems to increase efficiency, ultimately preventing and mitigating the recurrence of incidents at the same location.

Procedure

Reporting Channel → **Root Cause Investigation of Accidents**

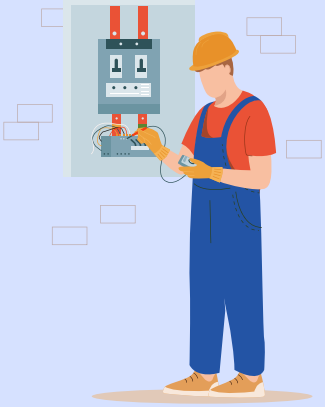
Gather information to draft an accident report for submission to the management, to amend and find ways to prevent, and determine preventive measures to mitigate repeated accidents.

Accident involving employees

- Case: Property damaged
- Case: Injury (Severity at level 5)
- Case: No Injury

Inspection

To guarantee the readiness of safety systems across all Sansiri workplaces and project areas, Sansiri implements regular testing and inspections of safety systems, tools, and equipment at designated time frame. This includes a focus on building safety components such as generators, emergency alarm systems, and fire extinguishing equipment, along with routine maintenance of passenger lifts and air conditioning units. In construction areas and project development, Sansiri has designated construction managers to oversee the operation of machinery and equipment, including lifts, cranes, and fall protection equipment, ensuring compliance with established requirements. Additionally, safety officers are appointed to conduct regular inspections of temporary electrical systems within the projects.



Office and Construction Site Safety Measures

Construction Safety Practices

The Company has established a monthly monitoring system for work performance and safety reports. It has implemented a framework for overseeing contractor safety to ensure that contractors are accountable to their employees and comply with relevant rules and regulations. This includes providing appropriate safety equipment for the work conditions, conducting safety training, holding Safety Talks prior to starting work, developing emergency and first aid action plans, creating a checklist of safety measures and environmental impact prevention strategies for inspection and monitoring purposes, and ensuring that all work-related accidents are reported to mitigate the risk of recurrence.







Sansiri also considers the safety impacts on surrounding communities in its real estate developments by integrating safety issue assessments into the Environmental Impact Assessment (EIA) report preparation prior to the construction of every high-rise project. A team of consultants is established to survey the nearby community, evaluating the condition of existing constructions and setting safety measures, practices, and standards. Clear warnings are provided at the project site, including the installation of warning signs indicating ongoing construction, informational signs detailing the project, and red or orange light signals to delineate the construction area. Additionally, a complaint box and contact number are made available for community concerns, ensuring that the contractor or consultant team promptly addresses complaints and seeks improvement solutions.

Despite the improvement in the COVID-19 outbreak situation, Sansiri remains committed to the safety of its employees and contractors working in construction areas. **The Company has implemented comprehensive measures to control and prevent the spread of the virus, thereby reducing the risk of infectious disease transmission in the area, which include:**

- Providing hand sanitisation gel
- Screening new employees based on vaccination status
- Conducting ATK tests for new workers prior to start of their duties
- Measuring the temperature of employees and workers before starting work



Safety Practices at Siri Campus







Sansiri adheres to occupational health and safety guidelines that align with established safety, occupational health, and working environment policies. The Company communicates, publicises, and educates employees on safety practices to foster awareness and promote positive safety behaviors across all levels and work environments. Feedback from all employees regarding safety and occupational health enhancements is encouraged and collected for discussion in Safety Committee meetings. This process aids in the development of preventive safety measures and ensures that assistance and compensation are provided to employees in the event of an accident.

To further protect the well-being and safety of employees and visitors at Siri Campus, the Company maintains ongoing measures to prevent and control the spread of epidemics, continually working to minimise risks.

- Ensure availability of hand sanitiser gel at multiple locations throughout the building.
- Affix disinfectant stickers to door handles and replace them monthly.
- Instruct housekeepers to utilise alcohol for cleaning and disinfecting high-touch surfaces such as door handles, lift buttons, stair rails, etc.

Safety Practices in the Precast Concrete Factory

Sansiri has been actively monitoring and evaluating compliance with safety requirements across all operational areas. In the precast concrete factory, identified as a high-risk zone due to its operational nature, a systematic process has been established to monitor and assess work methods. This includes identifying hazardous points in each work area and conducting occupational safety inspections, enabling each department to enhance and address safety measures, thereby fostering a suitable working environment for employees.



Evaluation of Management Approach



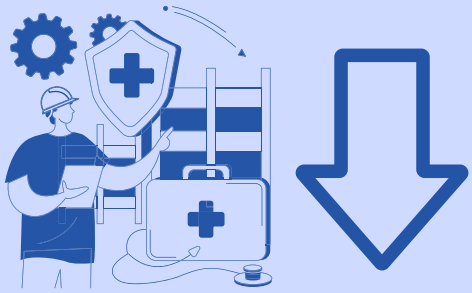
Safety Activities in the Precast Concrete Factory and Construction Areas

Sansiri is dedicated to enhancing employee safety through initiatives such as Safety Talk and Safety Walk activities, aimed at ensuring employees comprehend safety regulations prior to starting work. This includes guidelines on appropriate clothing, inspection of work areas and equipment, strict compliance with company policies, and the importance of reporting risks or unsafe incidents. Additionally, there are health exercises conducted for employees before work.



Safety Projects Implemented in 2024

- Drug testing prior to start of work
- Measurement of alcohol levels for transport drivers
- Enhancement of lighting in work areas and factory routes
- Safety training for installation tasks
- White Factory Project
- Crane inspections prior to usage
- Inspection of electrical equipment tags
- Safety measures during Songkran holidays
- Safety measures during New Year holidays



Due to stringent occupational health and safety measures, Sansiri successfully

reduced the number of work-related accidents to 14 cases from 19 cases in 2023.

Safety performance results for 2024 (Accident statistics).

Performance	Goal	Employees		Contractors	
		Times	Rate	Times	Rate
Injury Rate	0	3	0.02	40	0.24
Occupational Disease Rate	0	2	0.033	13	0.21
Lost Time Injury Frequency Rate (LTIFR)	0	0	0	0	0
Fatality	0	0	0	0	0

Note: Contractors also encompass outsourced personnel, including security guards, housekeepers, and similar roles.

HUMAN RIGHTS

Sansiri recognises the crucial role of business in driving the economy, creating jobs, and generating income for people, which are the core mechanisms of its operations. However, business activities may pose human rights risks across stakeholder groups throughout the value chain, all of which expect operations to respect human rights in line with international standards. Additionally, the increasing global trend of financial institutions and regulatory bodies applying in-depth human rights due diligence criteria directly impacts long-term business operations. To address these challenges, Sansiri places a strong emphasis on effective human rights management, focusing on preventing and mitigating potential impacts across the value chain, as well as promoting efficient human rights management. This is done with a commitment to the UN Guiding Principles on Business and Human Rights (UNGPs), an internationally recognised framework for responsible business conduct.

The Company has initiated a comprehensive human rights due diligence process to elevate operations to international standards and set a good example within the business sector. These efforts reflect the Company's commitment to being a socially responsible organisation and building trust among all stakeholders.



Management Approach

Sansiri is committed to adhering to human rights policies aligned with international principles and key points. These include the Universal Declaration of Human Rights (UDHR), the Children's Rights and Business Principles (CRBP), Human Rights and Labour Standards by the International Labour Organisation (ILO), the United Nations Global Compact, and the UN Guiding Principles on Business and Human Rights (UNGP). These frameworks guide Sansiri's operations to ensure human rights compliance throughout its value chain.



Additionally, Sansiri's Corporate Governance and Code of Ethics Handbook outlines human rights practices, emphasising equal treatment of all employees, non-discrimination, and the avoidance of any actions that could violate human or children's rights. Preventative measures against human rights violations are implemented across all business operations. These practices are communicated as mandatory guidelines for all Sansiri employees, including those in its subsidiaries, to ensure strict compliance.

Furthermore, Sansiri extends its commitment to human rights to its suppliers throughout the value chain. A dedicated Human Rights Working Team oversees the enforcement of these principles and actively supports all suppliers in adhering to the company's established human rights standards.

To reinforce its human rights stance across all levels of the organisation, Sansiri provides foundational training on human rights for new employees and safety officers. This training incorporates policies promoting equality as a core module in the orientation program for new hires.

Human Right Due Diligence

In 2024, Sansiri conducted a thorough human rights due diligence process to assess potential human rights impacts on rights holders or stakeholders associated with Sansiri's business operations throughout its value chain. This initiative aimed to enhance the management of human rights issues that could affect employees, suppliers and business partners, contractors, customers, and communities, aligning with the United Nations Guiding Principles on Business and Human Rights (UNGP). Sansiri's human rights management practices are carried out through the following 5 key steps:



Commitment to Human Rights Policy Declaration



The human rights policy aligns with the expectations of human rights practices under the 3 pillars of the framework: Protect, Respect, and Remedy. This policy has been integrated into all aspects of business activities, ensuring fair and equitable treatment of various stakeholders. It aims to ensure that all individuals associated with Sansiri are afforded their fundamental rights and protections. Key areas of focus prioritised by Sansiri include:

- **Adhering to principles regarding child rights and the prohibition of child labour, as outlined in the Anti-Child Labour Policy.**
- **Implementing a remuneration management system free from discrimination to ensure fairness.**
- **Ensuring safety and hygiene standards to promote quality of life and well-being.**
- **Prohibiting forced labour practices in any form.**
- **Supporting the lawful employment of migrant workers, adhering to legal regulations and standards.**

For further details regarding the Human Right Policy, please refer to the Sansiri website or scan the QR code provided.
https://www.sansiri.com/pdf/SustainabilityReport/policy-human-rights-policy-EN.pdf

Human Rights Risk or Impact Assessment

Scope of Human Rights Risk Assessment

Rights Holders

- Employees and Contractor
- Supplier
- Community
- Customer

Human Right Issues

- Working Conditions and Employment
- Occupational Health and Safety
- Illegal Labour Practices, including child labour and forced labour
- Discrimination and Harassment
- Land Acquisition
- Living Standards
- Personal Data Protection
- Other Related Issues

The human rights risk assessment is conducted by evaluating 2 key factors: the severity of impact and the likelihood of occurrence of events or human rights issues. This assessment encompasses past incidents, current circumstances, and future trends while considering the current risk mitigation measures in place. This process enables Sansiri to identify whether there are significant human rights risks (salient issues) that require attention. These findings are used to develop systematic and comprehensive approaches and action plans for the prevention and resolution of human rights-related issues.

Risk Matrix

Risk Score		Likelihood				
		Very Low (1)	Low (2)	Moderate (3)	High (4)	Very High (5)
Severity	Very High (5)					
	High (4)					
	Moderate (3)					
	Low (2)					
	Very Low (1)					

Integration of Assessment Results and Implementation

The Company conducted a human rights risk assessment in 2023, during which risks were reviewed, and ongoing performance monitoring was carried out throughout 2024. The summary of the assessment results is as follows:



Salient Issues	Mitigation Measures
Low-rise and High-rise projects development for sale and lease	
Occupational Health and Safety for Employees and Contractors	• Increased the frequency of safety training programs for Sansiri's construction projects, including procedures for emergency situations, ensuring alignment with the rotation schedule of subcontractor personnel. • Prepared accident reports and analysed the causes of each incident, particularly those that occur frequently, in order to implement preventive measures and enforce them with all subcontractors.
Health, Safety Standard of Living, and Quality of Life of the Community	• Conducted training for community leaders before the commencement of construction, informing them about the project timeline and potential safety risks that may arise throughout the construction period. • Provided clear guidelines on handling procedures, including remedial measures and ways to alleviate any inconvenience caused by accidents, ensuring continuous communication with the community in the event of any changes. • Analysed and developed special preventive measures for recurring accidents, establishing these as operational standards for the construction teams.
Health and Safety of Customers	• Analysed the causes of all complaints, particularly those that are recurring, to identify preventive measures and establish them as operational standards. • Increased the frequency of training to ensure all project personnel are well-versed in the use of safety equipment and emergency response procedures, enabling them to provide initial assistance to residents in the event of an emergency.

Monitoring and Reporting on Human Rights Performance

The Company has established communication channels for addressing human rights issues, handling complaints, and receiving feedback or suggestions through its Whistleblowing System and other mechanisms managed by Sansiri. 2 primary channels are provided:

1. Complaints regarding human rights violations within the organisation. These are addressed and investigated by the Human Resources Department.

2. Complaints on other human rights issues. These are handled by designated personnel through the Call Centre and the Sansiri website: www.sansiri.com.

When human rights complaints are received, the Call Centre team ensures a thorough investigation while upholding the right to confidentiality of all individuals involved. The team also tracks the progress of corrective actions and provides remedies to affected parties.

Remediation and Compensation for Impacts

The Company places great importance on addressing damages through various forms of compensation and remediation as determined by the company. A mechanism is in place to assess the most appropriate form of remediation, including financial or non-financial compensation, This ensures that the Company can effectively address or alleviate any impacts that may arise from human rights violations. Additionally, measures are implemented to prevent the recurrence of such incidents in the future.

Sansiri has set goals concerning human rights and labour issues and continuously monitors the progress of these efforts as follows:

Goal	2024 Performance
Zero complaints related to human rights violations	0
There is no use of child or forced labour in Sansiri's business operations.	0
Zero complaints related to discrimination or unfair treatment	0

The approach to managing human rights issues and the measures taken to prevent human rights violations by Sansiri have been rigorously implemented. As a result, in 2024, no complaints or incidents of human rights violations attributable to Sansiri were reported.

Evaluation of Management Approach

Sansiri embraces the principle of non-discrimination and respect for human rights, grounded in the recognition that all individuals possess equal value and dignity. If the best practices towards employees in the organisation are neglected as a foundation can lead to long-term issues such as discrimination in workplace processes. As a leading organisation, Sansiri promotes inclusivity and diversity, including support for the LGBTQ+ community (Lesbian, Gay, Bisexual, Transgender, Queer). The Company actively fosters equality for employees across all genders in terms of career growth and benefits.



Additionally, Sansiri strives to contribute to a more equitable society by initiating and supporting various human rights-focused projects and activities, including:

1. A toolkit for learning how to build engagement for organisations and businesses in collaboration with UNDP

As part of its three-year action plan to advance equality, supported by knowledge and guidance from the UNDP Thailand, Sansiri co-developed and launched the "Inclusion Toolkit for Organisations and Businesses." This toolkit is designed to assist Thai businesses in creating and promoting diverse and inclusive workplaces. The toolkit provides businesses with strategies and best practices to cultivate environments where individuals feel valued, respected, and empowered to voice their opinions and fully participate in their roles. Sansiri has actively studied and applied this toolkit in its operations to ensure alignment with its principles and to strengthen inclusivity within the organisation.

2. Employment Opportunities for Persons with Disabilities

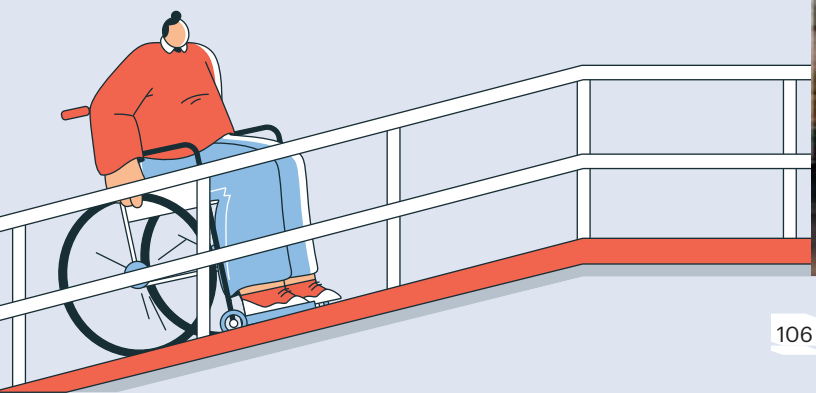
Sansiri is committed to fostering equal opportunities and supporting the employment of persons with disabilities, thereby enhancing workplace diversity and inclusion. Over the past year, the Company has provided opportunities for persons with disabilities to join as permanent employees in 4 key positions including Receptionists at the Head Office, Liv-24 Security Command Centre Officers, Call Centre Staff Duties, and Content Creators

In 2024, the Company has employed individuals with disabilities in accordance with the Act on the Promotion and Development of the Quality of Life of Persons with Disabilities B.E. 2550 and its amendments, totaling 49 positions:

- 20 persons at Sansiri Public Company Limited
- 29 persons at Sansiri subsidiaries.

This aligns with the rate specified by the Employment of Persons with Disabilities Act, with roles in various areas of the Company nationwide to support the development of work skills and create value for individuals with diverse abilities.





CORPORATE CITIZENSHIP AND SOCIAL RESPONSIBILITY

The real estate sector significantly influences both positive and negative social outcomes, directly impacting the lives and well-being of individuals and communities. Sansiri is committed not only to fulfilling customer needs but also to conducting business that prioritises the quality of life for surrounding communities. The Company aims to grow its business while enhancing long-term community well-being, fully aware of the potential impacts associated with its activities, such as construction influences on the environment and local communities, as well as resource management in residential areas that may affect residents' welfare. Consequently, the Company emphasises the prevention and mitigation of negative impacts by developing measures to manage pollution, ensure safety, and effectively manage resources. It also undertakes projects that address social challenges, supporting sustainable development for improved quality of life.

Community participation is paramount, with the Company actively soliciting feedback on community opinions, needs, and expectations to foster strong relationships between the Company and communities. Furthermore, the Company regularly assesses and monitors its impact to ensure that its operations yield positive outcomes while minimising adverse effects to address entire communities' needs. In 2024, society confronts significant challenges, such as climate change-induced disasters, inequality, and economic stagnation. Addressing these issues necessitates collaborative efforts from various sectors. The Company as a key business role not only contributes to enhancing community quality of life but also supports the development and improvement of individuals' living standards, ensuring sustainable organisational growth in the long term.



"Those in positions of power

must support those with fewer resources, diminish inequality, and advocate for equality".

Management Approach



Sansiri recognises the inevitable impacts that may result from its business operations on surrounding communities and society. Consequently, the Company prioritises the assessment of opinions, expectations, and concerns of these communities to formulate strategies and guidelines for social responsibility initiatives, particularly in high-impact projects. Such projects are required to prepare an Environmental Impact Assessment (EIA) report, with the Company strictly adhering to the community measures outlined in the EIA to prevent and mitigate potential direct and indirect harm. This demonstrates the Company's commitment to minimising negative impacts on surrounding communities and the environment.

The Company is committed to enhancing the quality of life for society and stakeholders, including residents and community members, particularly children and youth, aligning with the Sustainable Development Goals (UNSDGs) while pursuing long-term business growth and sustainable development in accordance with established policy.

Sansiri has formulated a social responsibility strategy focused on promoting social activities in 3 key areas that address societal needs:

1. Health

The Company prioritises the fundamental health of children and youth by engaging parents in activities that raise awareness of the basic children and youth rights. For example, the Sansiri Academy project utilises football to foster physical development. To nurture mental well-being, experts including psychologists and nutritionists, are invited to impart knowledge to parents to enhance their ability to support their children's development effectively.

2. Education and Promotion of Life Skills

The Company emphasises the importance of basic education and life skills for underprivileged children and youth, supporting initiatives such as the Zero Dropout project, which aids children in re-entering the education system through the enhancement of educational mechanisms.

3. Equality Rights

The Company upholds human rights and is committed to prohibiting child labour within its organisation and among all business partners. Additionally, the Company strives to foster understanding of equality and diversity among families, children, and youth, with employees actively engaging in communication and behavior that raises awareness of rights. This commitment is reinforced through annual human rights training for employees.

In response to the 4 Sustainable Development Goals:



Sansiri's social responsibility strategy prioritises various stakeholders, including employees, workers, vulnerable groups in the construction sector, surrounding communities, and society at large. Furthermore, Sansiri has established a Corporate Social Responsibilities Policy to support its social assistance and development initiatives, collaborating with partners at local and global levels.

For further details on the Corporate Social Responsibilities Policy, please visit the company's website or scan the QR Code.
https://www.sansiri.com/pdf/SustainabilityReport/policy-corporate-social-responsibility-policy-EN.pdf



Social Investment Management Structure

The Company's social, community, and environmental initiatives are governed by established policies, which require strategic consideration and approval from the Corporate Governance and Sustainability Committee. This committee is tasked with formulating policies, setting goals and strategies, and creating a framework for sustainable development operations. It is also responsible for reporting operational results to the Board of Directors at least biannually to ensure alignment with the Company's sustainable development objectives. Additionally, Sansiri actively promotes sustainable development through collaboration with communities in the project areas and allocates budgets to support these communities. The primary focus is on children, youth, and the surrounding communities of Sansiri's projects, reflecting the Company's commitment to rights, equality, and the development of life skills, particularly in education. This approach aims to enhance the quality of life and access to fundamental rights for vulnerable groups in society. The Company leverages its resources, knowledge, and organisational capabilities to foster well-being and create equitable opportunities through close engagement with communities and society.

Evaluation of Management Approach

To achieve sustainable success and cultivate robust long-term relationships with stakeholders, Sansiri prioritises the consideration of stakeholder opinions, a critical element in effectively and continuously meeting expectations. The Company has instituted a process to address these expectations, utilising analytical results to identify community and societal needs with the aim of creating sustainable mutual benefits. Sansiri has conducted a survey to gauge expectations and concerns regarding the impact of its business operations. The survey revealed that one of the primary concerns of the community and society pertains to initiatives focused on promoting youth, education, sports, and community development. In 2024, Sansiri undertook projects and activities designed to assist communities in addressing various social and environmental challenges. The Company is committed to reducing inequality and fostering equality through the integration of business expertise and strategic social responsibility initiatives, ultimately enhancing the potential and quality of life for community members, thereby aligning outcomes with community and societal expectations.



Social Goals and Performance



The total value of social operations support in 2024 is

31,114,301.40 Baht.



Goal

- Beneficiaries from social projects and activities across nine provinces in 2024.
- Zero Dropout aims to establish a minimum of 3 additional local mechanisms through collaboration among various relevant agencies, which will be implemented and accepted in no fewer than 10 schools or 10 communities.
- The goal for Sansiri Academy in 2024 is to engage no fewer than 1,000 children who are residents, children of employees, and children from the community annually.



Performance

- In 2024, Sansiri supports society through various projects across 9 provinces, including Bangkok, Nonthaburi, Phuket, Ratchaburi, Samut Prakan, Chiang Mai, Chiang Rai, Nong Khai, and Pattani. These initiatives include the Zero Dropout: Repair, Build, Paint project, Environmental Development Activities, Plus Doing Good: Proper Waste Separation, No One Left Behind, and the Sansiri Academy.
- In 2024, there will be a total of 4 assistance mechanisms, covering implementation in 10 districts and 12 schools in Ratchaburi Province. These mechanisms include the development of provincial mechanisms, the development of district mechanisms, the out-of-school children's life model project, and the pilot project "1 school, 3 models."
- This year, a total of 1,648 children participated in football training with Sansiri Academy.

Highlight Corporate Social Responsibility Projects

1. Enhancing the quality of life in the realm of education for children and youth.

1.1 ZERO DROPOUT ไม่ทิ้งกัน All children must be educated to develop human capital and drive economic growth.

As it enters its third year of the Zero Dropout project, "Every Child Must Study," Sansiri partners with the Equitable Education Fund (EEF) to **address educational inequality in accordance with the principle of an inclusive education system that ensures no one is left behind (Education for All). Ratchaburi Province has been selected as the prototype area for this initiative."**

In Ratchaburi Province, there are 14,875 children and youth, representing 9.18% of the national population of children and youth, who are not engaged in the education system. Consequently, Sansiri has selected Ratchaburi Province as a pilot area for developing learning innovations that align with life needs, aiming to foster long-term systemic change.

The initiative emphasises collaboration across all sectors of society, enhancing effective learning management, and encouraging sustainable partnerships within the community. The Company has organised activities that invite employee participation in the sharing of knowledge and experiences derived from their work. Furthermore, Sansiri has initiated projects aimed at improving educational facilities, including the enhancement of school landscapes and the establishment of agricultural learning areas for students, thereby creating diverse learning opportunities and enhancing the quality of life for children and youth in Ratchaburi Province.



The distribution of children and youths by district in Ratchaburi Province is as follows:



Zero Dropout Project Performance

4 assistance mechanisms were established, encompassing ten districts and 12 schools in Ratchaburi Province.

1. **Provincial-Level Mechanisms Development:** The establishment of the Education Assembly, comprising the provincial governor, provincial education officer, educational area, vocational education, Department of Learning Promotion (DLPRP), higher education institutions, provincial social development and human security office (PMO), provincial public health office, provincial chamber of commerce, and civil society, along with the committee and working group from the center for assisting children and youth in educational crises, represents an important mechanism for advancing the process of provincial development.
2. **District-Level Mechanisms Development:** through '3 Powers Volunteers' project which comprises 170 individuals across 10 districts who are dedicated to supporting the search, care, referral, and follow-up processes to enhance opportunities for children and youth outside the education system.



3. 1 school, 3 models Project: Ratchaburi Province as a pilot project for flexible education system and fulfill needs of children and youth:

Pilot Project 4 Schools

1. Wat Don Talung School (Rat Satthathan)
2. Maharat 7 School
3. Suan Phueng Kindergarten
4. Naekham Witthaya School

Joint Development Schools

1. Ban Phrai Sadao School
2. Wat Pa Kai School (Prachanukul Section) under Royal Patronage
3. Wat Rang Bua Community School (Laem Rat Bamrung)
4. Ruchiraphat School
5. Ban Tako Lang School
6. Female Journalist Group School (Ban Bo Wee)
7. Ban Tham Hin Border Patrol Police School
8. Tako Pit Thong Border Patrol Police School



4. Out-of-School Children's Life Model Project
This initiative has facilitated the identification, care, and development of children, offering scholarships and career advancement opportunities to 400 children and youth across 5 districts.

1.2 SANSIRI ACADEMY

For the 18th consecutive year, Sansiri Academy has demonstrated a steadfast commitment to promoting social activities by offering free development of basic football skills for youth. Football serves not only as a form of physical exercise but also as a valuable tool for instilling lessons on coexistence, mutual respect, adherence to rules, and fostering equality and equity within society. Furthermore, it supports health development and encourages a balanced lifestyle. The project also provides opportunities for socially vulnerable individuals to enhance their personal development. Additional activities for parents are organised, featuring psychologists and nutritionists who provide insights to help parents effectively nurture their children's potential.



Performance

Benefits for the Company

- Promote community acceptance of Sansiri operations and satisfaction with the company.
- Increase opportunities to communicate and introduce information on Sansiri's housing, condo, and townhome projects to participants and the general public.
- Satisfaction score for companies organising social activities **Excellent 73 % Good 27 %.**
- Interest in Sansiri's projects stands at **95 %.**

Benefits for the society

- Continue to pursue a career as a football player at the school or national level, while also engaging in further education, such as obtaining a scholarship to attend a reputable educational institution.
- The number of individuals who have continued as football players is **12 out of 1,648 across 5 schools.**



In 2024, Sansiri Academy reported:

1,648 children participating.

1,248 new applicants.

12 children selected for the Thai national team.

1.3 PMR Academy

Recognising the vital role of children and education, as well as the increasing competition within the labour market for positions such as technicians, building personnel, and administrative staff proficient in the Chinese language, the Company has decided to expand its efforts. This expansion involves leveraging the expertise of Plus Property Co., Ltd., a subsidiary of Sansiri specialising in building management and maintenance, to collaborate with various universities in developing educational courses. The objective is to cultivate skills that are transferable to career opportunities, thereby fostering sustainable livelihoods.

There are 2 primary development formats:

1. Development of educational courses in building management, which encompass training for technicians and building personnel in collaboration with universities and educational institutions, including Nawamin Tharachinuthit College, Panyapiwat Institute of Management, Maharaj Vocational College, and Nan Technical College, and Ubon Ratchathani Technical College etc.
2. Joint development of courses for Chinese administrative staff, focusing on service-oriented curriculum in partnership with universities such as Huachiew Chalermprakiet University, Mae Fah Luang University, and Prince of Songkhla University.

Participants in these courses will engage in both theoretical studies and practical experiences with Plus Property. Upon graduation, individuals who complete the programme will have the opportunity to join Plus Property in suitable roles, including technicians, building personnel, and administrative staff.

2022



from 22 participants, 7 individuals were eligible for permanent positions.

2023



from 31 participants, 13 individuals were eligible for permanent positions.

2024



from 78 participants, 13 individuals were eligible for permanent positions, and 44 individuals were currently undergoing training.







Benefits for the Company

1. **Expand recruitment channels for replacement personnel** to mitigate reliance on traditional, competitive recruitment methods. The annual number of positions filled has decreased from over 650 to 580, reflecting a reduction of more than 10% annually.
2. **Decrease organisational expenses in 2024** for technician and administrative staff positions (Chinese) by **over 1,001,900 Baht.**
3. Acquire quality employees aligned with the organisation's work culture through tailored training programmes developed according to established organisational standards.
4. Mitigate the risk of personnel shortages in highly competitive labour market positions.
5. Increase the company's visibility and recognition within the labour market.





Benefits for the society

1. Universities and educational institutions offer courses aligned with labour market demands.
2. Participants in the development of the PMR Academy course can effectively apply their acquired skills in professional settings.
3. New graduates who complete the course will possess the necessary service skills or expertise, enabling them to seamlessly enter the labour market and generate income immediately.
4. New graduates will gain a clearer and more expedited understanding of their desired career paths that align with their abilities.
5. A total of 131 participants joined the programme from 2022 to 2024, with 34 having the opportunity to become full-time employees at Plus Property.





2. Enhancing the quality of life for surrounding communities and society.

In 2024, the northern region of Thailand experienced a significant flood crisis that profoundly affected the local population. The Company is dedicated to fostering positive societal change through sustainable operations and collaboration across all sectors. Sansiri are committed to ensuring that no individual is left behind. As a socially responsible organisation, the Company upholds a mission to prioritise the well-being of the four main pillars: customers, employees, business partners, and society. Consequently, the Company have promptly implemented relief and rehabilitation measures for those impacted. To facilitate the restoration of quality of life and alleviate the crisis's effects, the Company has partnered with business partners to establish urgent relief centers in the affected areas, including Chiang Rai, Chiang Mai, and Nong Khai provinces, with a total assistance value exceeding 6 million Baht. Sansiri efforts are focused on addressing the community's pressing needs, which include:

- A donation of 2,000,000 baht to the Thai Red Cross Society for assisting disaster victims in the region.
- The preparation and distribution of 3,000 relief bags — 1,000 each in Chiang Rai, Chiang Mai, and Nong Khai — to provide immediate support.
- The delivery of construction materials in two trailers to repair houses for residents in over 5 districts of Chiang Rai Province that sustained damage.





Awards and Recognitions

1
SET ESG Ratings 2024

In recognition of its commitment to sustainable development, Sansiri has achieved the highest SET ESG Ratings of "AAA" and has been listed in the Sustainable Stocks list for 5 consecutive years.

2
Sustainability Excellence Award in Supply Chain Management.



Sansiri prioritises supply chain management, focusing on the selection and evaluation process, as well as the procurement of products and services. This approach encompasses not only quality and price but also the sustainability practices of partners, fostering mutual growth. This commitment ultimately enhances product and service delivery, income, and long-term corporate reputation.

3
Outstanding Investor Relations Awards



The Best Investor Relations Awards are granted to listed companies on the Stock Exchange of Thailand with a market capitalisation exceeding 10 billion Baht but not surpassing 30 Billion Baht. These awards recognise companies that have demonstrated excellence in investor relations activities, prioritised corporate participation, ensured diversity and efficiency in communication channels, and garnered acknowledgment from analysts and various investor groups.

4
IAA Awards 2024

Reinforces the organisation's commitment to ethics and good corporate governance, presents quality, complete, and consistent information, collaborates with analysts, and ensures convenient access to information through efficient contact channels. This dedication culminated in recognition from investment analysts and fund managers who awarded the management team of listed companies for their knowledge and effective management capabilities, contributing to sustainable growth.

5
CAC CERTIFIED

Sansiri has been a member of the Private Sector Collective Action Coalition Against Corruption (CAC Thailand) since 2017, reflecting its commitment to transparency and ethical practices.

6
2 Asia Pacific Property Awards



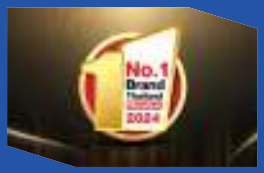
Sansiri received 2 significant awards at the Asia Pacific Property Awards, part of the International Property Awards, recognised as the region's most respected and esteemed awards for property developers. The 2 awards received by Sansiri were:

- Best Ultra Luxury/Landed Development (Asia): Bukaan Pattanakarn
- Best Luxury/Landed Development (Asia): Narinsiri Phahol-Wacharaphol

7
Sansiri has achieved a 5-star or "Excellent" corporate governance rating for 2024, marking the 5th consecutive year of this recognition.

The assessment score was awarded by the Corporate Governance Report of Thai Listed Companies 2024, organised by the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand, reflecting the "Excellent" level (Level 5 symbol).

8
MARKETEER NO.1 BRAND THAILAND 2024



Sansiri has been recognised as the No. 1 Most Popular Brand in Thailand by Marketeer Co., Ltd. for the 13th consecutive year. Sansiri achieved the No. 1 Most Popular Brand status in all 3 categories including condominium, house, and townhome

9



PROPERTYGURU THAILAND PROPERTY AWARDS 2024

Sansiri has established itself as a leader in Thai real estate development by securing 11 awards at the PropertyGuru Thailand Property Awards 2024. This prestigious recognition underscores Sansiri's commitment to excellence as a distinctive residential developer, setting it apart from competitors. Furthermore, the Company emphasises collaboration with business partners to advance together while prioritising ESG initiatives and jointly elevating the Thai real estate industry to meet global standards.

10

LIVINGINSIDER DEVELOPER AWARDS 2024



Sansiri solidifies its status as the leading entity in Thailand's real estate market by securing 5 awards at the Livinginsider Developer Awards 2024, the sole honorary awards ceremony in the real estate sector. This event, evaluated by a panel of industry experts, acknowledges the contributions of real estate entrepreneurs, who play a crucial role in driving Thailand's economy.

11

BUSINESS+ PRODUCT OF THE YEAR AWARDS 2024



Sansiri has been honoured with the "BUSINESS+ PRODUCT OF THE YEAR AWARDS 2024" for the best product and service of the year. This award recognises exceptional products and services in the realm of sustainability. The Company received the accolade in the construction materials and real estate products category, including its condo offerings such as The Line Vibe project.

12

Award for cultivating a passion for playing football in youth.



The Football Association of Thailand under Royal Patronage. Sansiri has been awared the "GRASSROOTS OF THE YEAR 2023/24" for its efforts in promoting a love for football among youth. This recognition was presented at the FA Thailand Awards 2023/24, celebrating the outstanding achievements of athletes and football personnel in Thai football.

13

TERRABKK



Sansiri reaffirms its position as Thailand's real estate leader by winning two prestigious awards from TERRABKK.

- The Most Powerful Brand in Real Estate, recognised as the preeminent brand of 2024, achieving this distinction for 6 consecutive years.
- Zenith of Luxury Brand, a brand that epitomises luxury and trust.

14

THAILAND SOCIAL AWARDS



Reinforcing its status as Thailand's leading real estate brand, Sansiri has secured 2 prestigious Social Media awards at the 12th Thailand Social Awards.

- Sansiri has been awarded the Best Brand Performance on Social Media in the Residential Real Estate category for the 8th consecutive year.
- This year, Sansiri also received new accolades, including Best Performance on Platforms and Best Performance on X in the inaugural Best Connected Community X Award category. Sansiri is the sole organisation selected by Platforms X for this recognition, demonstrating the brand's exceptional understanding of and engagement with the community on X, thereby establishing the best Brand Connected Community among all brands in Thailand.

15

CEO of The Year 2024



Sansiri has been honoured with the CEO OF THE YEAR 2024 award for Best CEO in Resilient Business Leadership. This recognition highlights exceptional leadership and performance in fostering sustainable growth for the business while prioritising social responsibility and environmental care. The award was presented by the Deputy Prime Minister and Minister of Defense.

16

Winner of the Integrated Waste Management Prototype Competition.



Sansiri has secured 1st place in the 2024 Integrated Waste Management Prototype Competition (Private Office Building Category) among more than 50 districts in Bangkok. This achievement is based on the evaluation of the "Zero-Waste Organisation" criteria, which emphasises the establishment of policies and guidelines that encourage waste reduction and separation at the source, in addition to effectively communicating and campaigning for the management of each waste type.

Sustainability Performance

Economics and Corporate Governance

GRI	Required Data	Units	2021	2022	2023	2024
Direct Economic Value Generated						
201-1	**Direct Economic Value Generated**					
	Total revenues	Million THB	29,557.75	34,983.48	39,082.19	39,204.56
	Operating expense	Million THB	4,352.63	4,926.24	4,084.95	4,932.50
	Employee benefits	Million THB	1,956.72	2,621.71	2,785.45	3,005.29
	Payment to governments	Million THB	706.07	868.84	1,400.47	1,527.36
	Dividend payments	Million THB	594.38	1,488.55	3,348.32	2,878.80
	Interest payments	Million THB	2,037.96	2,309.10	3,459.15	3,576.29
	Total Community investment	Million THB	82.74	120.60	145.95	155.68
	Type of Philanthropic Activities					
	Donation	Million THB	27.36	30.36	20.57	36.91
	Community investment	Million THB	10.12	60.13	94.90	96.06
	Commercial Initiatives	Million THB	45.27	30.11	30.48	22.71
	Type of Contributions					
	Cash Contributions	Million THB	44.57	30.00	67.95	118.97
	Volunteer	Million THB	0.05	0.10	0.16	0.34
	In-kind giving: product or services	Million THB	38.17	30.84	30.21	36.64
	ค่าใช้จ่ายในการดำเนินงานเพื่อการลงทุนทางสังคม	Million THB	2.78	2.38	2.67	2.72
Compliance with Laws and Regulations						
2-27	**Total number of significant instances of non-compliance with laws and regulations**					
	Instances for which fines were incurred	Million THB	No data	No data	No data	0
	Instances for which non-monetary sanctions were incurred	Million THB	No data	No data	No data	0
	Total number and the monetary value of fines for instances of non-compliance with laws and regulations					
	Fines for instances of non-compliance with laws and regulations that occurred	Million THB	No data	No data	No data	0
	Fines for instances of non-compliance with laws and regulations that occurred	Million THB	No data	No data	No data	0
Procurement						
204-1	Amount paid to Thai and international suppliers (supplier and contractor)	Million THB	10,643.12	17,500.00	19,976.87	16,270.48
	Amount paid to Thai suppliers	Million THB	10,621.11	17,493.00	19,364.31	15,885.71
	• Bangkok Metropolitan Region	Million THB	No data	No data	No data	No data
	• Others (Outside Bangkok Metropolitan Region)	Million THB	No data	No data	No data	No data
	Number of all suppliers	No.	No data	4,521	3,965	4,320

Note:
In 2024, the Company reported a profit before income tax of 6,381.64 million baht, with income tax expenses recorded in the income statement amounting to 1,171.82 million baht, resulting in an effective tax rate of 18.4%. This rate is lower than the statutory corporate income tax rate of 20.0%. Nevertheless, the Company has a corporate income tax payable of 1,272.17 million baht, representing 19.93% of net profit before corporate income tax. This discrepancy arises from the benefit derived from accumulated losses not exceeding five years, in accordance with legal provisions.

GRI	Required Data	Units	2021	2022	2023	2024
308-1/414-1	Number of new suppliers	No.	3,130	842	1,608	1,123
	Number of critical tier-1 (suppliers with a value exceeding 50 million baht)	No.	No data	59	26	66
	Percentage of critical tier-1 from total suppliers	%	No data	No data	0.66%	1.53%
	Number of critical tier 1 suppliers	No.	No data	No data	61	66
	Percentage of critical tier 1 suppliers from total suppliers	%	No data	No data	1.54%	1.53%
	Number of critical non-tier 1 suppliers	No.	No data	No data	79	62
	Percentage of critical non-tier 1 suppliers from total suppliers	%	No data	No data	1.99%	1.44%
	Number of suppliers with economic risks	No.	No data	No data	0	0
	Number of suppliers with ESG risks	No.	No data	No data	0	0
	Percentage of suppliers with ESG risks from total suppliers	%	No data	No data	0%	0%
308-1	Total number of new suppliers assessed against quality environmental criteria	No.	9	7	0	115
	Total percentage of new suppliers assessed against quality environmental criteria	%	0.29%	0.83%	0%	10.24%
414-1	Total number of new suppliers assessed against quality societal criteria	No.	9	7	0	115
	Total percentage of new suppliers assessed against quality societal criteria	%	0.29%	0.83%	0%	10.24%
308-2	Number of critical suppliers assessed for environmental criteria	No.	No data	7	26	133
	Percentage of critical suppliers assessed for environmental criteria	%	No data	0.15%	0.66%	3.08%
	Number of suppliers identified as having significant actual and potential negative environmental impacts	No.	No data	0	0	0
	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	%	No data	0%	0%	0%
	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	%	No data	0%	0%	0%
414-2	Number of critical suppliers assessed for social criteria	No.	No data	7	26	133
	Percentage of critical suppliers assessed for social criteria	%	No data	11.86%	0.66%	3.08%
	Number of suppliers identified as having significant actual and potential negative social impacts	No.	No data	0	0	0
	Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	%	No data	0%	0%	0%
	Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	%	No data	0%	0%	0%
Anti-Corruption						
205-1	A total number of business units	Units	72	64	78	44
	A number of units that have been assessed for corruption risk	Units	67	64	78	44
	Significant risks related to corruption identified through the risk assessment	Case	No data	No data	No data	No data

GRI	Required Data	Units	2021	2022	2023	2024
205-2	A number of governance body members communicated with an anti-corruption policies and procedures	Persons	23	21	20	8
	A percentage of governance body members communicated with an anti-corruption policies and procedures	%	100%	100%	100%	100%
205-2	A number of employees (above VP level) communicated with an anti-corruption policies and procedures	Persons	75	72	71	63
	A percentage of employees (above VP level) communicated with an anti-corruption policies and procedures	%	100%	100%	100%	85%
	A number of employees (below VP level) communicated with an anticorruption policies and procedures	Persons	3,809	4,130	4,901	1,951
	A percentage of employees (below VP level) communicated with an anti-corruption policies and procedures	%	96%	97%	100%	39.4%
	A number of suppliers communicated with an anti-corruption policies and procedures	Persons	13	2,925	3,868	3,031
	A percentage of suppliers communicated with an anti-corruption policies and procedures	%	0.42%	96.45%	97.6%	70.2%
	A number of governance body members trained on anti-corruption		0	21	20	12
	A percentage of governance body members trained on anti-corruption	%	0	100%	100%	100%
	A number of employees (above VP level) trained on anti-corruption	Persons	30	72	71	63
	A percentage of employees (above VP level) trained on anti-corruption	%	17%	100%	100%	85%
	A number of employees (below VP level) trained on anti-corruption	Persons	3,118	4,130	4,901	1,951
	A percentage of employees (below VP level) trained on anti-corruption	%	78%	97%	100%	39.4%
205-3	Anti-corruption case through Sansiri employees and suppliers	Case	0	0	0	0
Anti-Competitive						
206-1	Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant	Units	N/A	0	0	0
Health and Safety impacts of products and services						
416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	%	No data	No data	No data	65.12
416-2	Incidents of non-compliance with regulations concerning the health and safety impacts of products and services, resulting in a fine or penalty	Case	No data	0	8	6
	Incidents of non-compliance with regulations concerning the health and safety impacts of products and services, resulting in a warning	Case	No data	5	9	13
Customer Privacy						
418-1	Total number of complaints received concerning leaks of customer privacy directly	Case	1	0	3	4
	Total number of complaints received concerning leaks of customer privacy from regulatory bodies	Case	0	0	0	0
	Total number of substantiated leaks of customer data	Case	0	0	1	0

Environmental

GRI	Required Data	Unit	2021	2022	2023	2024
Total energy consumption						
302-1	**Non-renewable energy sources**					
	Total Non-renewable electricity purchased	Megawatt Hour	12,998.00	13,941.00	26,223.24	30,052.58
	Diesel	Liters	41,476.00	201,249	145,797	309,466
	Benzene	Liters	23,450.00	323,221	235,984	530,303
	LPG	Kilogrammes	10,953.00	26,657.00	27,424.16	57,066.07
	NGV	Liters	0.00	0.00	0.00	0.00
	Renewable energy sources					
	Solar Cell	Megawatt Hour	904.06	714.38	1,188.68	1,102.66
302-3	Energy intensity	GJ / Million THB	1.78	1.63	2.47	3.67
Water withdrawal						
303-3 (2018)	**Total Water Withdrawal**	Cubic metres	183,368.27	291,943.26	389,118.00	317,246.34
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	Cubic metres	183,368.27	291,943.26	389,118.00	317,237.34
	Surface water	Cubic metres	0.00	0.00	0.00	0.00
	Groundwater	Cubic metres	53,306.16	61,201.26	135,722.00	81,551.34
	Seawater	Cubic metres	0.00	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	130,062.11	230,742.00	253,396.00	235,686.00
	Other water (>1,000 mg/L Total Dissolved Solids).	Cubic metres	0.00	0.00	0.00	0.00
	Surface water	Cubic metres	0.00	0.00	0.00	0.00
	Groundwater	Cubic metres	0.00	0.00	0.00	0.00
	Seawater	Cubic metres	0.00	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	0.00	0.00	0.00	0.00
	Total water withdrawal from all areas with water stress	Cubic metres	0.00	0.00	0.00	0.00
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	Cubic metres	0.00	0.00	0.00	0.00
	Surface water	Cubic metres	0.00	0.00	0.00	0.00
	Groundwater	Cubic metres	0.00	0.00	0.00	0.00
	Seawater	Cubic metres	0.00	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	0.00	0.00	0.00	0.00
	Other water (>1,000 mg/L Total Dissolved Solids).	Cubic metres	0.00	0.00	0.00	0.00
	Surface water	Cubic metres	0.00	0.00	0.00	0.00
	Groundwater	Cubic metres	0.00	0.00	0.00	0.00
	Seawater	Cubic metres	0.00	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	0.00	0.00	0.00	0.00

GRI	Required Data	Unit	2021	2022	2023	2024
Water discharge						
303-4 (2018)	**Total Water Discharge**	Cubic metres	70,892.00	90,790.81	139,601.52	109,969.53
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	Cubic metres	70,892.00	90,790.81	139,601.52	109,969.53
	Surface water	Cubic metres	70,892.00	90,790.81	139,601.52	84,074.92
	Groundwater	Cubic metres	0.00	0.00	0.00	0.00
	Seawater	Cubic metres	0.00	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	0.00	0.00	0.00	25,894.61
	Other water (>1,000 mg/L Total Dissolved Solids).	Cubic metres	0.00	0.00	0.00	0.00
	Surface water	Cubic metres	0.00	0.00	0.00	0.00
	Groundwater	Cubic metres	0.00	0.00	0.00	0.00
	Seawater	Cubic metres	0.00	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	0.00	0.00	0.00	0.00
	Total water discharge from all areas with water stress	Cubic metres	0.00	0.00	0.00	0.00
	Freshwater (≤1,000 mg/L Total Dissolved Solids)	Cubic metres	0.00	0.00	0.00	0.00
	Surface water	Cubic metres	0.00	0.00	0.00	0.00
	Groundwater	Cubic metres	0.00	0.00	0.00	0.00
	Seawater	Cubic metres	0.00	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	0.00	0.00	0.00	0.00
	Other water (>1,000 mg/L Total Dissolved Solids).	Cubic metres	0.00	0.00	0.00	0.00
	Surface water	Cubic metres	0.00	0.00	0.00	0.00
	Groundwater	Cubic metres	0.00	0.00	0.00	0.00
	Seawater	Cubic metres	0.00	0.00	0.00	0.00
	Third-party water (Freshwater)	Cubic metres	0.00	0.00	0.00	0.00
Water consumption						
303-5 (2018)	Water consumption	Cubic metres	112,476.48	201,152.45	249,516.48	207,276.81
	Water consumption in water stress area	Cubic metres	0.00	0.00	0.00	0.00
Waste by type and disposal method						
306-3 306-4 306-5 (2020)	**Hazardous waste**					
	Total hazardous waste	Tonnes	637.10	437.46	13.50	14.80
	• Recycling	Tonnes	1.00	3.56	12.40	0.05
	• Incineration (mass burn)	Tonnes	0.10	1.30	0.00	0.08
	• Landfill	Tonnes	342.60	432.60	1.10	14.67
	Non-hazardous waste					
	Total non-hazardous waste	Tonnes	1,020.65	560.82	5,692.60	1,014.33
	• Recycling	Tonnes	312.37	23.49	3,079.70	394.76
	• Incineration (mass burn)	Tonnes	0.01	0.00	0.00	0.00
	• Landfill	Tonnes	502.62	537.34	2,612.90	619.57

GRI	Required Data	Unit	2021	2022	2023	2024
Construction materials						
301-1 301-2	**Townhouse**					
	House					
	Concrete Leveling	Tonnes	791.39	4,867.80	5,681.76	2,421.93
	Tile adhesive	Tonnes	217.44	329.40	384.48	163.89
	Skim Coat	Tonnes	227.56	3,965.00	4,628.00	1,972.75
	Ceiling Board	Tonnes	41.00	17.08	19.94	8.5
	Ceiling sheets + waterproof sheets	Tonnes	615.00	170.80	199.36	84.98
	Wire mesh	Tonnes	357.16	174.46	203.63	86.8
	Irons RB9+DB12	Tonnes	103.27	273.95	319.76	136.3
	Access Door	Tonnes	3.79	0.04	0.05	0.02
	Eave sheets 6 mm.	Tonnes	156.94	7.93	9.26	3.95
	Concrete structure of garages	Tonnes	4,505.61	4,849.50	5,660.40	2,412.83
	Street of housing project					
	Concrete	Tonnes	8,900.00	12,561.12	14,661.50	6,249.67
	Iron wire mesh	Tonnes	2,670.00	3,861.10	4,506.72	1,921.05
	Reinforced irons	Tonnes	53.40	1,295.45	1,295.45	1,295.45
	Fence					
	Concrete	Tonnes	2,841.61	6,725.25	7,849.80	3,346.09
	Wire mesh	Tonnes	155.97	35.87	41.87	17.85
	Using recycled concrete panels in construction	Tonnes	0.00	0.00	0.00	0.00
	Single house					
	House					
	Concrete Leveling	Tonnes	2,596.65	14,274.00	9,798.00	15,636.00
	Tile adhesive	Tonnes	713.46	856.44	587.88	938.16
	Skim Coat	Tonnes	746.64	7,731.75	5,307.25	8,469.50
	Ceiling Board	Tonnes	134.52	33.31	22.86	36.48
	Ceiling sheets + waterproof sheets	Tonnes	2,017.90	333.06	228.62	364.84
	Wire mesh	Tonnes	1,171.89	340.20	233.52	372.66
	Irons RB9+DB12	Tonnes	338.85	534.20	366.69	585.18
	Access Door	Tonnes	12.44	0.09	0.06	0.09
	Eave sheets 6 mm.	Tonnes	514.95	15.46	10.61	16.94
	Concrete structure of garages	Tonnes	14,783.47	9,456.53	6,491.18	10,358.85
	Street of housing project					
	Concrete	Tonnes	27,000.00	50,872.54	34,920.07	55,726.70
	Iron wire mesh	Tonnes	8,100.00	7,529.14	5,168.17	8,247.55
	Reinforced irons	Tonnes	162.00	1,295.45	1,295.45	1,295.45
	Using recycled concrete panels in construction	Tonnes	0.00	0.00	0.00	0.00
	Fence					
	Concrete	Tonnes	21,755.22	13,114.24	9,001.91	14,365.58
	Wire mesh	Tonnes	1,194.12	69.94	48.01	76.62
	Using recycled concrete panels in construction	Tonnes	0.00	0.00	0.00	0.00

GRI	Required Data	Unit	2021	2022	2023	2024
301-1 301-2	**Condominium**					
	Cement	Tonnes	66,153.81	67,609.38	82,959.71	192,652.82
	Irons	Tonnes	3,669.91	6,984.22	15,914.25	18,134.08
	Gypsum board	Tonnes	2,297.85	120,089.08	26,513.42	2,078.91
	Colouring	Tonnes	1,836.05	374.07	2,733.41	1,743.87
	Tiles	Tonnes	1,626.19	4,634.39	27,443.21	33,439.65
	Precast	Tonnes	2,870.52	10,900.44	32,659.03	18,282.07
Greenhouse Gas (GHG) emissions						
305-1	Direct (Scope 1) GHG emissions	Tonne CO2 equivalent	282.55	1,021.62	1,157.91	2,290.81
305-2	Energy indirect GHG emissions (Scope 2)	Tonne CO2 equivalent	6,443.61	9,639.05	13,109.79	15,023.28
	The amount of electricity according to the electricity bill	Tonne CO2 equivalent	6,443.61	9,639.05	13,109.79	15,023.28
305-1 & 305-2	Total direct and energy indirect GHG emissions (Scope 1 and Scope 2)	Tonne CO2 equivalent	6,726.16	10,660.67	14,267.70	17,314.09
305-3	Other indirect activities GHG emissions (Scope 3)	Tonne CO2 equivalent	2,506,891.21	2,351,181.00	2,007,551.00	1,958,623.00
305-4	Scope 1 and Scope 2 GHG emission intensity	Tonne CO2 equivalent per million THB	0.23	0.3	0.37	0.44
	Particulate matter (PM) emissions	Kilogrammes	50	27	9.3	13
Useful area						
-	Total useful area	Sq.m.	228,039.61	252,045.61	246,783.61	245,515.52
	• Sansiri head office	Sq.m.	31,861.14	31,861.14	31,861.14	31,861.14
	• PLUS Property head office	Sq.m.	1,923.88	1,923.88	1,923.88	1,015.10
	• Touch Property head office	Sq.m.	364.31	364.31	364.31	5.00
	• Precast Factory	Sq.m.	171,200.00	171,200.00	171,200.00	171,200.00
	• The Peri Hotel Khao Yai	Sq.m.	5,810.00	5,810.00	5,810.00	5,810.00
	• The Peri Hotel Hua Hin	Sq.m.	5,199.00	5,199.00	5,199.00	5,199.00
	• Habito mall	Sq.m.	11,681.28	11,681.28	11,681.28	11,681.28
	• The Standard Hotel	Sq.m.	No data	24,006.00	18,744.00	18,744.00

Remarks:

1. The scope of environmental information reporting consists of Sansiri head office, PLUS Property head office, Touch Property head office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, The Standard Hotel, and Habito Mall."
2. In 2021, Direct GHG Emissions (Scope 1) were calculated from Diesel, Benzene, and Liquified Petroleum Gas (LPG) utilisation in Sansiri head Office, Plus Property Head office, Touch Property head office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall. In 2022, scope is extended to cover data collected from The Standard Hotel which launched in December 2021 and low-rise and high-rise Construction Projects.
3. In 2021, Energy Indirect GHG Emissions (Scope 2) were calculated from electricity utilisation in Sansiri head Office, Plus Property head office, Touch Property head office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall. In 2022, scope is extended to cover data collected from The Standard Hotel which launched in December 2021. The scope of 2023 remains unchanged as of 2022.
4. In 2020, Other Indirect Activities GHG Emissions (Scope 3) were calculated from fuel consumption data of employee's transportations related to Sansiri head Office, Plus Property head office, Touch Property Head Office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall. From 2021 onward, the calculation was adjusted to cover stationary combustion, mobile fuel combustion, refrigerant, and wastewater treatment of Sansiri head Office, Plus Property head office, Touch Property Head Office, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall. In 2022, scope is extended to cover data collected from The Standard Hotel which launched in December 2021. The scope of 2023 remains unchanged as of 2022.
5. GHG Emissions Factor referred to the Thailand Greenhouse Gas Management Organisation (Public Organisation) (TGO).
6. In 2022, Direct GHG Emissions (Scope 1) increases compared to 2021 from additional refrigerant filling of The Peri Hotel Khao Yai and The Peri Hotel Hua Hin, and Other Indirect Activities GHG Emissions (Scope 3) increases from customer's electricity utilisation which resulted from more projects' sales during 2022.

7 In 2024: revise greenhouse gas emission data for 2022 and 2023 based on updated data review.

Social

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Information on employees and other workers										
2-7	**Total number of employees by country and region**	Persons	2,456	1,707	2,595	1,859	2,904	2,088	2,897	2,127
		Persons	4,163		4,454		4,992		5,024	
	Catagorised by country and region									
	Asia									
	• Thailand	Persons	2,454	1,704	2,593	1,859	2,902	2,088	2,895	2,127
	• China	Persons	1	1	1	0	1	0	1	0
	• Singapore	Persons	0	1	0	0	0	0	0	0
	• Hong Kong	Persons	1	0	1	0	1	0	1	0
	• Taiwan	Persons	0	1	0	0	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	• The United States	Persons	0	0	0	0	0	0	0	0
	Total number of suppliers by country and region	Persons	16	21	0	20	14	23	22	21
		Persons	37		20		37		43	
	Asia									
	• Thailand	Persons	16	21	0	20	14	23	22	21
	• China	Persons	0	0	0	0	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
2-8	**By employment contract and region**									
	Permanent employees	Persons	2,365	1,626	2,482	1,783	2,772	1,979	2,777	2,028
	Asia									
	• Thailand	Persons	2,363	1,623	2,482	1,783	2,770	1,979	2,775	2,028
	• China	Persons	1	1	0	0	1	0	1	0
	• Singapore	Persons	0	1	0	0	0	0	0	0
	• Hong Kong	Persons	1	0	0	0	1	0	1	0
	• Taiwan	Persons	0	1	0	0	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	• The United States	Persons	0	0	0	0	0	0	0	0
	พนักงานสัญญาจ้าง	Persons	91	81	113	76	132	109	120	99
	Asia									
	• Thailand	Persons	91	81	113	76	132	109	120	99
	• China	Persons	0	0	0	0	0	0	0	0
	• Singapore	Persons	0	0	0	0	0	0	0	0
	• Hong Kong	Persons	0	0	0	0	0	0	0	0
	• Taiwan	Persons	0	0	0	0	0	0	0	0

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
2-8	**Europe**									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	• The United States	Persons	0	0	0	0	0	0	0	0
	By employment type									
	Full-time employees	Persons	2,456	1,707	2,595	1,859	2,904	2,088	2,897	2,127
	Asia									
	• Thailand	Persons	2,454	1,704	2,595	1,859	2902	2088	2895	2127
	• China	Persons	1	1	0	0	1	0	1	0
	• Singapore	Persons	0	1	0	0	0	0	0	0
	• Hong Kong	Persons	1	0	0	0	1	0	1	0
	• Taiwan	Persons	0	1	0	0	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	• The United States	Persons	0	0	0	0	0	0	0	0
	พนักงานจ้างงานชั่วคราว	Persons	21	28	11	18	0	0	13	33
	Asia									
	• Thailand	Persons	21	28	11	18	0	0	13	33
	• China	Persons	0	0	0	0	0	0	0	0
	• Singapore	Persons	0	0	0	0	0	0	0	0
	• Hong Kong	Persons	0	0	0	0	0	0	0	0
	• Taiwan	Persons	0	0	0	0	0	0	0	0
	Europe									
	• The United Kingdom	Persons	0	0	0	0	0	0	0	0
	Americas									
	• The United States	Persons	0	0	0	0	0	0	0	0

Remark:
1. Number of employees with disabilities and from other disadvatage groups totalled 42 in 2021, 41 in 2022 and 2023, and 49 in 2024
2. Board of Director numbers have not been included in the total number of employees.

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
New employee hires and employees turnover										
401-1	**New employee hires by age group**									
	Total number of new employee hires	Persons	778	410	1015	734	994	773	480	430
			1,188		1,749		1,767		910	
	• Below 30 years old	Persons	412	237	549	408	533	402	297	268
	• 30-50 years old	Persons	357	170	448	316	439	362	174	157
	• Over 50 years old	Persons	9	3	18	10	22	9	9	5
	Rate of new employee hires	%	31.68%	24.02%	39.11%	39.48%	34.23%	37.02%	16.57%	20.22%
			28.54%		39.27%		35.40%		18.11%	
	• Below 30 years old	%	16.78%	13.88%	21.16%	21.95%	18.35%	19.25%	10.25%	12.60%
	• 30-50 years old	%	14.54%	9.96%	17.26%	17.00%	15.12%	17.34%	6.01%	7.38%
	• Over 50 years old	%	0.37%	0.18%	0.69%	0.54%	0.76%	0.43%	0.31%	0.24%
	New employee hires by level									
	Top Management	Persons	0	0	1	0	1	0	0	0
	Senior Management	Persons	1	2	6	0	3	1	4	2
	Middle Management	Persons	10	5	10	4	8	1	8	1
	Manager	Persons	24	10	33	29	35	24	9	13
	Supervisor	Persons	39	20	57	39	63	48	14	27
	Officer	Persons	704	373	908	662	893	699	445	387
	Employees turnover by age group									
	Total number of employees turnover	Persons	720	424	933	573	694	541	652	595
			1,144		1,506		1,235		1,247	
	• Below 30 years old	Persons	295	206	382	252	302	223	324	295
	• 30-50 years old	Persons	412	211	519	305	362	309	310	290
	• Over 50 years old	Persons	13	7	32	16	30	9	18	10
	Rate of employees turnover	%	29.32%	24.84%	35.95%	30.82%	23.90%	25.91%	22.51%	27.97%
			27.48%		33.81%		24.74%		24.82%	
	• Below 30 years old	%	12.01%	12.07%	14.72%	13.56%	10.40%	10.68%	11.18%	13.87%
	• 30-50 years old	%	16.78%	12.36%	20.00%	16.41%	12.47%	14.80%	10.70%	13.63%
	• Over 50 years old	%	0.53%	0.41%	1.23%	0.86%	1.03%	0.43%	0.62%	0.47%
	Employee turnover by category									
	• Voluntary turnover	Persons	No data	No data	No data	No data	675	535	640	591
	• Dismissal	Persons	No data	No data	No data	No data	10	6	3	1
	• Retirement	Persons	No data	No data	No data	No data	5	0	4	2
	• Death (Non-work related)	Persons	No data	No data	No data	No data	4	0	5	1

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Parental leave										
401-3	"Total number of employees that were entitled to parental leave"	Persons	367	1724	2593	1859	2902	2088	2895	2127
			2,091		4,452		4,990		5,022	
	Total number of employees that took parental leave	Persons	54	38	43	44	48	27	47	32
			92		87		75		79	
	Total number of employees that returned to work after parental leave ended	Persons	53	25	38	38	48	25	45	27
	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Persons	48	14	1	0	30	29	35	20
	Return to work rate of employees that took parental leave	%	98.15%	65.79%	88.37%	86.36%	100.00%	92.59%	95.74%	84.38%
	Retention rate of employees that took parental leave	%	36.92%	36.84%	2.33%	0.00%	62.50%	107.41%	74.47%	62.50%
	Total number of employees that took maternity leave	Persons	0	38	0	44	0	27	0	32
	Total number of employees that returned to work after maternity leave ended	Persons	0	25	0	38	0	25	0	27
	Total number of employees that returned to work after maternity leave ended that were still employed 12 months after their return to work	Persons	0	14	0	0	0	29	0	20
Occupational health and safety management system										
403-8	Number of employees who are covered by occupational health and safety management system	Persons	1,672	1,171	2,116	11,444	1,864	8,510	2,584	11,798
403-9	Number of fatalities as a result of work related injuries	Persons	0	0	0	0	0	0	0	0
	• Employee	Persons	0	0	0	0	0	0	0	0
	• Contractor	Persons	0	0	0	0	0	0	0	0
	Rate of fatalities as a result of work-related injuries	Persons per 200,000 working hours	0	0	0	0	0	0	0	0
	• Employee	Persons per 200,000 working hours	0	0	0	0	0	0	0	0
	• Contractor	Persons per 200,000 working hours	0	0	0	0	0	0	0	0
	Number of high-consequence work-related injuries resulting in disability (excluding fatalities)	Persons	0	0	0	0	0	0	0	0
	• Employee	Persons	0	0	0	0	0	0	0	0
	• Contractor	Persons	0	0	0	0	0	0	0	0
	"Rate of high-consequencework-related injuries resulting in disability (excluding fatalities)"	Persons per 200,000 working hours	0	0	0	0	0	0	0	0

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
403-9	• Employee	Persons per 200,000 working hours	0	0	0	0	0	0	0	0
	• Contractor	Persons per 200,000 working hours	0	0	0	0	0	0	0	0
	Number of high consequence work-related injuries resulting in being unable to return to work within 6 months (excluding fatalities)	Persons	0	0	0	0	1	2	0	0
	• Employee	Persons	0	0	0	0	0	0	0	0
	• Contractor	Persons	0	0	0	0	1	2	0	0
	Rate of high-consequence work-related injuries resulting in being unable to return to work within 6 months (excluding fatalities)	Persons per 200,000 working hours	0	0	0	0	0.05	0.02	0	0
	• Employee	Persons per 200,000 working hours	0	0	0	0	0	0	0	0
	• Contractor	Persons per 200,000 working hours	0	0	0	0	0.05	0.02	0	0
	Number of work-related injuries not resulting in absences from work	Persons	15	139	1	15	3	19	43	
	• Employee	Persons	No data	No data	No data	No data	No data	No data	3	
	• Contractor	Persons	No data	No data	No data	No data	No data	No data	40	
	Rate of work-related injuries not resulting in absences from work	Persons per 200,000 working hours	0.92	1.49	0.04	0.11	0.14	0.19	0.25	
403-9	• Employee	Persons per 200,000 working hours	No data	No data	No data	No data	No data	No data	0.02	
	• Contractor	Persons per 200,000 working hours	No data	No data	No data	No data	No data	No data	0.24	
	Total number of hours worked	Hour/year	3,250,368	18,677,160	4,976,832	26,916,288	4,384,128	20,015,520	33,826,464	
	• Employee	Hour/year	No data	No data	No data	No data	No data	No data	5,781,216	
	• Contractor	Hour/year	No data	No data	No data	No data	No data	No data	28,045,248	
403-10	Number of cases of recordable work-related ill health	No.	No data	No data	0	0	0	1	15	

Remark:

1. Contractors have included outsourcing such as security guards, housekeepers.
2. "Rate of work-related injuries not resulting in absences from work" and "Total number of hours worked" used contractor's information only in the occupational health and safety management system of the organisation.
3. In 2018, Safety statistics in the construction sites were measured by the number of cases per 200,000 hours, covering employees and contractors in Sansiri's high-rise projects and employees in low-rise projects that have been under development.
4. In 2019, Safety statistics in the construction sites were measured by the number of cases per 200,000 hours, covering employees and contractors in Sansiri's high-rise projects and employees in low-rise projects that have been under development, Precast factory, Siripinyo Building, Sansiri's head offiice, Ratchapark Building, Escape Hotels in Hua Hin and Khao Yai, and Habito Mall.
5. In 2020, Safety statistics in the construction sites were measured by the number of cases per 200,000 hours, covering employees and contractors in Siri Campus, construction projects, Precast factory, The Peri Hotel Khao Yai, The Peri Hotel Hua Hin, and Habito Mall.
6. In 2022, scope of occupational health and safety reporting is extended to cover data collected from The Standard Hotel which launched in December 2021.
7. In 2023, Data revision on the rate of new employee hires and employees turnover due to review of new information.
8. In 2023, the retention rate of employees that took parental leave exceeds 100% due to the inclusion of employees who returned from leave in 2022.

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee training										
404-1	**Number of hours of training per year per employees by level**									
	Total average hours of training employees	Hour/ employees/ year	11.09	10.18	10.50	9.35	19.95	18.24	11.77	10.46
			10.72		10.02		19.23		11.22	
	• Board of Directors	Hour/ employees/ year	1.00	0.00	0.00	0.00	0	0	0	0
	• Top Management (Vice President level and higher to Chief Executive level)	Hour/ employees/ year	18.00	2.62	1.29	0.00	191	188	2.04	0.83
	• Junior Management (Manager level and higher to Assistant Vice President level)	Hour/ employees/ year	2.60	1.58	12.40	18.85	2904	2971	1.82	1.34
	• Operation (Deputy Manager level and lower)	Hour/ employees/ year	11.88	11.68	34.63	31.91	54827	34919	12.96	11.95
Performance and career development reviews of employees										
404-3	**Percentage of total employees who received a regular performance and career development**									
	Percentage of total employees who received a regular performance and career development review	% of total employees	59.00%	41.00%	90.02%	89.78%	91.53%	90.90%	95.51%	93.98%
			51.60%		89.92%		91.27%		94.86%	
	• Top Management	% of total employees	0.07%	0.00%	0.12%	0.00%	0.10%	0.00%	0.10%	0.00%
	• Senior Management	% of total employees	0.94%	0.82%	1.39%	1.56%	1.21%	1.44%	1.45%	1.36%
	• Middle Management	% of total employees	1.44%	1.03%	1.81%	2.37%	2.13%	2.54%	2.73%	2.73%
	• Manager	% of total employees	4.37%	4.66%	6.71%	10.01%	6.40%	9.58%	6.18%	9.69%
	• Supervisor	% of total employees	3.58%	4.18%	6.36%	9.58%	6.82%	8.67%	6.87%	9.87%
	• Officer	% of total employees	48.59%	30.31%	73.64%	66.27%	74.86%	68.68%	78.18%	70.33%
Diversity of governance bodies and employees										
405-1	**Number of employees by level and age group**									
	Board of Directors	Persons	9	0	9	1	8	0	8	0
			9		10		8		8	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	0	0	0	1	0	0	0	0
	• Over 50 years old	Persons	9	0	9	0	8	0	8	0
	Top Management	Persons	3	0	1	0	3	0	3	0
			3		1		3		3	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	0	0	0	0	0	0	0	0
	• Over 50 years old	Persons	3	0	1	0	3	0	3	0

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1	Senior Management	Persons	39	34	6	0	37	31	42	29
			73		6		68		71	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	24	18	3	0	17	14	25	14
	• Over 50 years old	Persons	15	16	3	0	20	17	17	15
	Middle Management	Persons	60	43	10	4	66	54	80	58
			103		14		120		138	
	• Below 30 years old	Persons	0	0	0	0	0	0	0	0
	• 30-50 years old	Persons	51	39	9	4	59	47	69	50
	• Over 50 years old	Persons	9	4	1	0	7	7	11	8
	Manager	Persons	182	194	33	29	192	205	182	210
			376		62		397		392	
	• Below 30 years old	Persons	2	1	0	4	0	3	2	2
	• 30-50 years old	Persons	166	180	31	25	171	183	165	191
	• Over 50 years old	Persons	14	13	2	0	21	19	15	17
	Supervisor	Persons	149	174	57	39	208	198	203	218
			323		96		406		421	
	• Below 30 years old	Persons	2	3	7	3	6	5	7	12
	• 30-50 years old	Persons	138	160	50	35	190	178	191	196
	• Over 50 years old	Persons	6	9	0	1	12	15	5	10
	Officer/Staff	Persons	2,026	1,264	908	667	2396	1600	2385	1612
			3,290		1575		3996		3997	
	• Below 30 years old	Persons	776	392	542	406	962	605	1010	672
	• 30-50 years old	Persons	1,195	829	355	252	1343	949	1298	900
	• Over 50 years old	Persons	55	43	11	9	91	46	77	40
	Percentage of employees by level and age group									
	Top Management	%	0.12%	0.00%	0.04%	0.00%	0.10%	0.00%	0.10%	0.00%
			0.07%		0.02%		0.06%		0.06%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• Over 50 years old	%	0.12%	0.00%	0.04%	0.00%	0.10%	0.00%	0.10%	0.00%
	Senior Management	%	1.59%	1.99%	0.23%	0.00%	1.27%	1.48%	1.45%	1.36%
			1.75%		0.13%		1.36%		1.41%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	0.98%	1.05%	0.12%	0.00%	0.59%	0.67%	0.86%	0.66%
	• Over 50 years old	%	0.61%	0.94%	0.12%	0.00%	0.69%	0.81%	0.59%	0.71%
	Middle Management	%	2.44%	2.52%	0.39%	0.22%	2.27%	2.59%	2.76%	2.73%
			2.47%		0.31%		2.40%		2.75%	
	• Below 30 years old	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	• 30-50 years old	%	2.08%	2.28%	0.35%	0.22%	2.03%	2.25%	2.38%	2.35%
	• Over 50 years old	%	0.37%	0.23%	0.04%	0.00%	0.24%	0.34%	0.38%	0.38%

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1	**Manager**	%	7.41%	11.36%	1.27%	1.56%	6.61%	9.82%	6.28%	9.87%
			9.03%		1.39%		7.95%		7.80%	
	• Below 30 years old	%	0.08%	0.06%	0.00%	0.22%	0.00%	0.14%	0.07%	0.09%
	• 30-50 years old	%	6.76%	10.54%	1.19%	1.34%	5.89%	8.76%	5.70%	8.98%
	• Over 50 years old	%	0.57%	0.76%	0.08%	0.00%	0.72%	0.91%	0.52%	0.80%
	Supervisor	%	6.07%	10.19%	2.20%	2.10%	7.16%	9.48%	7.01%	10.25%
			7.76%		2.16%		8.13%		8.38%	
	• Below 30 years old	%	0.08%	0.18%	0.27%	0.16%	0.21%	0.24%	0.24%	0.56%
	• 30-50 years old	%	5.62%	9.37%	1.93%	1.88%	6.54%	8.52%	6.59%	9.21%
	• Over 50 years old	%	0.24%	0.53%	0.00%	0.05%	0.41%	0.72%	0.17%	0.47%
	Officer/Staff	%	82.49%	74.05%	34.99%	35.88%	82.51%	76.63%	82.33%	75.79%
			79.03%		35.36%		80.05%		79.56%	
	• Below 30 years old	%	31.60%	22.96%	20.89%	21.84%	33.13%	28.98%	34.86%	31.59%
	• 30-50 years old	%	48.66%	48.56%	13.68%	13.56%	46.25%	45.45%	44.80%	42.31%
	• Over 50 years old	%	2.24%	2.52%	0.42%	0.48%	3.13%	2.20%	2.66%	1.88%
Ratio of the basic salary and remuneration of men to women										
405-2	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation	Ratio	0	0	45	56	53	47	57	43
	• Bangkok metropolitan area	Ratio	No data	No data	39	61	56	44	55	45
	• Other provinces	Ratio	No data	No data	50	50	50	50	59	41
Non-discrimination										
406-1	Total number of incidents of discrimination during the reporting period	No.	0	0	0	0	0	0	0	0
	• Incident reviewed by the organization	No.	0	0	0	0	0	0	0	0
	• Remediation plans being implemented	No.	0	0	0	0	0	0	0	0
	• Remediation plans that have been implemented, with results reviewed through routine internal management review processes;	No.	0	0	0	0	0	0	0	0
	• Incident no longer subject to action	No.	0	0	0	0	0	0	0	0
Child Labour										
408-1	Number of projects that are considered to be at risk of child labour	Projects	0		0		0		0	
	Number of suppliers and contectors considered to be at risk of child labour	Persons	0	0	0	0	0	0	0	0

GRI	Required Data	Unit	Year							
			2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Force Labour										
409-1	Number of projects that are considered to be at risk of force labor	Projects	0		0		0		0	
	Number of suppliers and contectors considered to be at risk of force labor	Persons	0	0	0	0	0	0	0	0
Security personnel trained in human rights policies or procedures										
410-1	Percentage of security personnel who have received formal training in the organisation's human rights policies or specific procedures and their application to security	ร้อยละ	0	0	100%	100%	100%	100%	100%	100%
Operations with local community engagement, impact assessments, and development programs										
413-1	Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of	Projects	0%		45%		53%		100%	
	• Social impact assessments, including gender impact assessments, based on participatory processes	Projects	0		5		8		15	
	• Environmental impact assessments and ongoing monitoring	Projects	0		5		8		15	
	• Public disclosure of results of environmental and social impact assessments	Projects	0		5		8		15	
	• Local community development programs based on local communities' needs	Projects	0		1		3		15	
	• Stakeholder engagement plans based on stakeholder mapping	Projects	0		11		15		15	
	• Broad based local community consultation committees and processes that include vulnerable groups	Projects	0		11		15		15	
	• Formal local community grievance processes	Projects	0		11		15		15	
Operations with significant actual and potential negative impacts on local communities										
413-2	Operations with significant actual and potential negative impacts on local communities	Projects	0		0		0		15	

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2-3 Reporting period, frequency and contact point	2024 SD Report Page 6, 137	
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2-5 External assurance	See remark	This report is not externally assured.
Activities and workers		
2-6 Activities, value chain and other business relationships	2024 SD Report Page 5, 8	
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2-12 Role of the highest governance body in overseeing the management of impacts	2024 SD Report Page 23, 29	
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2-17 Collective knowledge of the highest governance body	2024 One Report	Disclose in One Report
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2-22 Statement on sustainable development strategy	2024 SD Report Page 3	
2-23 Policy commitments	2024 SD Report Page 23-24, 29, 31, 104, 108 Website:https://www.sansiri.com/pdf/sustainability/01-Sansiri-Anticorruption-Policy-en-0222.pdf	

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2-25 Processes to remediate negative impacts	2024 SD Report Page 4, 27	
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2-27 Compliance with laws and regulations	2024 SD Report Page 26, 116	
2-28 Membership associations	2024 SD Report Page 23	
Stakeholder engagement		
2-29 Approach to stakeholder engagement	2024 SD Report Page 9	
2-30 Collective bargaining agreements	See remark	Information is not available. Sansiri currently does not collaborate with trade union to establish collective bargaining agreements.
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302-4 Reduction of energy consumption	2024 SD Report Page 78, 80	
305-1 Direct (Scope 1) GHG emissions	2024 SD Report Page 122	
305-2 Energy indirect (Scope 2) GHG emissions	2024 SD Report Page 122	
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305-4 GHG emissions intensity	2024 SD Report Page 122	
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Readers' Opinion Questionnaire

Your comments on this 2024 Sustainability Report will be directed to further improve and develop the operation and preparation of the Sustainability Report in the following years. Thank you for your cooperation.

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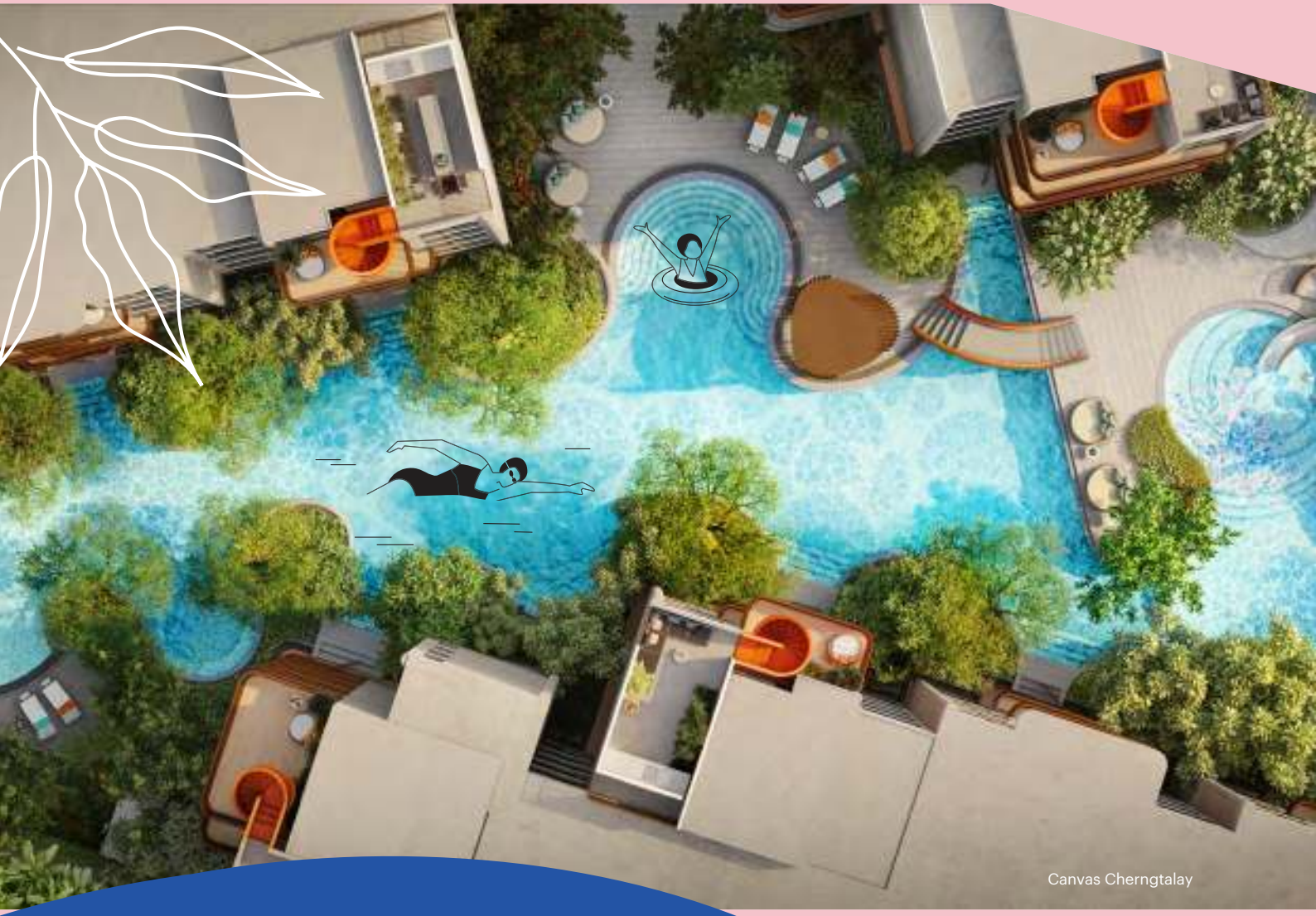
To answer the survey



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