

# ESG Performance Report for Listed Companies in 2025

**HANA MICROELECTRONICS PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# ESG Performance

Company Name : HANA MICROELECTRONICS PUBLIC COMPANY LIMITED      Symbol : HANA

Market : SET      Industry Group : Technology      Sector : Electronic Components

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

At Hana, we recognize the critical role that environmental sustainability plays in our long-term success. As we respond to the challenges of climate change, we are committed to minimizing our environmental impact while promoting sustainable practices that benefit both our business and society. Our environmental policy is designed to ensure that all aspects of our operations reflect our responsibility to protect the environment, conserve resources, and address environmental challenges proactively.

We are committed to:

- Reducing Environmental Impact: Integrating sustainability into all facets of our business, including energy use, water consumption, waste management, and emissions reduction.
- Resource Efficiency: Striving to maximize the efficiency of the resources we use in every process, from sourcing raw materials to production and distribution, to minimize waste and reduce our carbon footprint.
- Preventing Pollution: Implementing measures that minimize pollution, whether air, water, or soil, through advanced technologies and cleaner production methods.
- Compliance with Legal Requirements: Ensuring full compliance with environmental laws, regulations, and industry standards, as well as voluntarily adopting best practices beyond the minimum legal requirements.
- Circular Economy Principles: Promoting the use of renewable materials, reducing single-use products, and encouraging recycling and reuse to minimize waste generation.
- Innovation for Sustainability: Continuously looking for and using new technologies and methods to reduce our environmental impact, save energy, and use fewer natural resources.

#### Hana's Occupational Health, Safety, and Environment (OH&S) Policy

While our environmental policy outlines our broader commitment to sustainability, Hana's Occupational Health, Safety, and Workplace Environment Policy prioritizes the health and safety of employees, business partners, contractors, visitors, and the community. This is achieved by promoting a safe working environment, ensuring good health, and protecting the environment of the communities in which we operate. We are committed to maintaining positive relationships with all stakeholders and complying with laws, international standards, and other relevant regulations.

Hana is committed to environmental protection and development, while prioritizing the safety, health, and well-being of employees and all stakeholders. The Company upholds its responsibilities toward society and labor, in parallel with its business operations and continuous improvement, as outlined below:

- Provide safe and healthy working conditions to prevent work-related injuries and illnesses by addressing occupational health and safety risks and opportunities.

- Eliminate hazards and minimize occupational health and safety risks to ensure a safe and healthy working environment.
- Support good physical and mental health of employees, occupational health and safety consultation and encourage the participation of employees and their representatives in managing the organization's internal environment.
- Protect the environment through sustainable resource use, enhance applicable technologies to reduce the negative environmental impacts of our business, prevent pollution, and minimize the use of hazardous substances in all production processes.
- Fulfill and comply with applicable occupational health, safety, environmental and other specific commitments or obligations relevant to the organization's context (e.g., the Responsible Business Alliance (RBA) Code of Conduct, social responsibility, and sustainable development goals).
- Enhance the continuous improvement of the environmental and occupational health and safety management systems and activities.

### Communication and Engagement

We believe that clear communication is essential for fostering awareness of both our environmental and OH&S policies. To ensure that employees are aligned with our sustainability and safety objectives, we communicate these policies through various channels such as noticeboards, the Company's intranet website, and internal guidelines. All employees are encouraged to actively engage in initiatives that promote sustainable and safe practices.

Additionally, we extend our commitment to the environment and OH&S to our external stakeholders. Our policies are made publicly available, posted at the factory entrance, and shared with business partners to ensure that our entire supply chain is aware of and aligned with our sustainability and safety goals.

### Sustainable Reporting and Continuous Improvement

At Hana, we understand that our commitment to sustainability must be supported by measurable results. We actively monitor and report on our environmental performance, setting goals for greenhouse gas emissions, energy use, water management, waste reduction, and pollution control.

Our environmental management systems are subject to regular reviews, and we constantly drive for continuous improvement through employee engagement and feedback.

### Climate Change Governance Roles and Responsibilities

As climate change becomes one of the most global challenges, Hana recognizes the need to prioritize sustainability and environmental responsibility within our business operations. Our governance structure for climate change is designed to ensure effective oversight, strategy development, and implementation across the organization.

- **Board of Directors** The Board is responsible for oversight and governance to ensure that the organization develops the necessary plans, targets, and strategies to transition toward a lower-carbon economy. The Board monitors progress and ensures alignment with the Company's sustainability policies and framework, ensuring that action plans comply with sustainability objectives.
- **Corporate Governance and Sustainability Committee (CGS Committee)** The CGS Committee is responsible for setting the Company's sustainability policies, goals, and implementation plans. The Committee monitors the performance of the sustainability strategy and ensures that efforts align with the established policy framework and goals. The CGS Committee also reports progress to the Board of Directors.

- **Chief Executive Officer (CEO)** The CEO integrates sustainability into the corporate vision and leads the development of strategies for climate change mitigation and adaptation. The CEO oversees governance, financial planning, and risk management, ensuring that the organizations performance aligns with sustainable operations and objectives.

- **Climate Change Leader, Sub-Committee, and Climate Change Coordinator** The Climate Change Leader and the Sub-Committee are responsible for developing the environmental business plan in line with corporate objectives. They monitor progress, provide regular reports, and take necessary actions to ensure performance targets are met.

The Climate Change Coordinator supports the Climate Change Leader and Sub-Committee by implementing the climate change agenda. This includes leading specific projects or areas related to climate change, ensuring the effective execution of climate-related initiatives.

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

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The Company regularly reviews its environmental policies, practices, and targets to ensure alignment with operational performance, applicable requirements and relevant practices, as well as the Companys sustainability commitments.

In 2025, the Company reviewed and revised its environmental targets, as well as the methodology for calculating environmental performance indicators, to enhance the consistency and comparability of data, and to establish appropriate and achievable long-term operational directions. Key updates are summarized as follows:

- **Target Revision:** The Company reviewed and revised its resource efficiency targets, including energy, water, and greenhouse gas (GHG) intensity, by considering historical performance trends, current operating conditions, and business variability. This also includes revenue-related factors and business structure considerations, such as changes in product mix and the Companys operating models under consignment (customer-supplied materials) and turnkey (full-service manufacturing) arrangements, which may affect resource intensity metrics.

In addition, the Company takes into account advancements in energy efficiency and resource management technologies, as well as relevant government policies and regulations, together with regular comparisons against the baseline year, to ensure that targets remain appropriate, achievable, and effectively monitored over time. The target-setting and revision process is conducted under the Companys environmental management framework, covering key operational boundaries, with periodic monitoring and review of performance.

- **Change in Intensity Calculation Methodology:** The Company has revised the methodology for calculating environmental intensity metrics, including energy, water, waste, and GHG intensity, by adopting a consolidated approach, whereby total resource consumption or emissions are divided by total sales revenue, replacing the previous aggregation of site-level intensity ratios.

This revised methodology is intended to improve consistency and comparability of performance reporting at the corporate level, while reducing variability arising from differences in operational scale or structure across sites (site-level

variation), as well as impacts from changes in business structure and revenue mix (product mix). To ensure continuity of performance comparison, historical data have been restated in line with the revised methodology, where applicable.

• **Scope of Environmental Management and Reporting:** The Company implements environmental management policies and practices across all operations at the Group level. For reporting purposes, environmental performance data disclosed in this report primarily covers key manufacturing sites in Thailand, namely Hana Lamphun and Hana Ayutthaya, which contributed approximately 75% of the Groups total revenue in 2025. These sites are considered representative of the Companys core operations and significant environmental impacts.

• **Continuous Improvement in Disclosure Scope:** The Company plans to expand the scope of environmental data collection and disclosure to additional operational sites, with the aim of enhancing the completeness, consistency, and comparability of data at the Group level over the long term.

## Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

Environmental management principles and standards : Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD), ISO 14001 - Environmental management systems

### Compliance with energy management principles and standards

Energy management principles and standards : Other : Energy-Efficiency Programs and Renewable Energy Strategy

### Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

### Compliance with waste management principles and standards

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

### Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO)

## Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

## Energy management

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

The Company focuses on improving energy efficiency and reducing energy consumption across its business operations through the following key initiatives:

**Energy-Efficiency Programs:** Hana is committed to improving energy efficiency across its operations by continuously assessing and upgrading its machinery and equipment to reduce energy consumption. Each year, Hanas factories implement energy conservation projects to optimize electricity usage and contribute to environmental sustainability.

For 2025, the Company continues its commitment to energy conservation with a series of energy efficiency initiatives, including:

- Equipment and System Optimization - Upgrading and optimizing production machinery, air compressors, chillers, HVAC systems, vacuum pumps, and cooling towers to improve efficiency and minimize energy use.
- Technology Upgrades - Replacing aging motors, fans, and pumps, as well as implementing high-efficiency LEDs and inverter-based systems, to enhance operational performance while lowering emissions.
- Process and Utility Optimization - Improving system operations through VSD installations, air buffer tanks, and optimized temperature and pressure controls, as well as enhancing utility systems such as compressed air and process gas systems to reduce electricity consumption and overall energy demand.
- Energy-Conscious Operations - Promoting efficient use of lighting, machines, air conditioning, and water, ensuring non-essential equipment is turned off when idle, and fostering a culture of responsible energy consumption across facilities.
- Energy Conservation - Encouraging disciplined energy-saving behaviors, including switching off lighting, air conditioning, and equipment during non-operating hours, while maintaining critical systems required for production continuity.

**Renewable Energy Strategy:** The Company recognizes renewable energy as an important part of our efforts to promote a sustainable environment and mitigate climate change. Since 2020, we have integrated solar energy into our operations, initially installing 3 MW of solar panels on the roofs of our Lamphun and Ayutthaya factories. These early installations marked the beginning of our commitment to renewable energy, which has continued to expand over the years.

Our renewable energy infrastructure now extends to Lamphun, Ayutthaya, Headquarters, and Jiaying facilities, covering manufacturing buildings, office spaces, car parks, and dormitories. As of 2025, this expansion has increased our total

solar capacity to 11.51 MW, generating approximately 9.5 GWh/year (~25.7 MTHB/year cost savings across sites), reflecting continued progress in our renewable energy commitment.

Looking forward, Hana will continue to expand renewable energy deployment through additional projects in 2026 and beyond. The Company remains committed to exploring and implementing innovative solutions that support its long-term environmental goals and contribute to a sustainable, low-carbon future.

## Information on setting goals for managing energy

### Setting goals for managing electricity and/or oil and fuel<sup>(1)</sup>

Does the company set goals for electricity and/or fuel management : Yes

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2020	2030 : Reduced by 30%

Remark: <sup>(1)</sup> 2020: Energy Intensity Reduction 2030: 30% Energy Intensity Reduction The Company has revised its energy intensity reduction target (electricity consumption per total revenue) from 40% to 30% by 2030 to ensure alignment with operational performance and the achievability of the target. This revision was based on performance trends and relevant business factors. The Company remains committed to continuously enhancing the efficiency of its energy management practices.

## Information on performance and outcomes of energy management

### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company monitors energy consumption as key performance indicators under its energy management framework, with a focus on improving energy efficiency, optimizing production processes, and reducing reliance on grid electricity.

Energy data covers operations in Thailand (Lamphun and Ayutthaya), which represent the Companys primary manufacturing base.

#### 2025 Key Highlights:

- **Total energy consumption:** 128,415,958 kWh, representing an 11% reduction from the 2020 base year of 143,862,560 kWh. This reflects ongoing efforts to optimize production processes, improve equipment efficiency, and implement energy conservation initiatives across the Companys primary manufacturing sites in Lamphun and Ayutthaya.
- **Energy intensity:** 8,376 kWh per million THB of sales, an 11% reduction from the base year. While total intensity decreased over the long term, energy intensity increased slightly compared to 2024 due to lower sales revenue and changes in product mix, highlighting the sensitivity of intensity-based metrics to operational and business performance.

- **Target achievement:** The Company did not meet the 2025 annual energy intensity reduction target of 20%, primarily due to lower production volumes and operational factors affecting economies of scale, as well as changes in revenue structure and product mix, which impacted energy intensity performance. Despite this, energy efficiency initiatives continued to be implemented across all sites.

- **Efficiency and renewable energy:** Implementation of process optimization, preventive maintenance, and equipment upgrades, along with solar rooftop installations generating approximately 9.5 GWh, contributed to lower grid electricity use and supported long-term energy reduction objectives.

- **Ongoing commitment:** Hana remains committed to enhancing energy performance through continuous process improvements, adoption of high-efficiency technologies, and employee engagement programs, ensuring alignment with sustainability goals and relevant SDG targets.

#### Energy Consumption and Intensity Performance (2020-2025)

Year	Total Energy Consumption (kWh)	Energy Intensity (kWh / Million THB)	Performance vs Base Year	Yearly Target Reduction (%)
2020 (Base Year)	143,862,560	9,387	-	-
2021	150,278,286	8,082	-14%	-5%
2022	155,855,604	7,668	-18%	-10%
2023	133,489,538	6,739	-28%	-14%
2024	128,367,147	7,023	-25%	-18%
2025	128,415,958	8,376	-11%	-20%

Note: In 2025, the Company revised its methodology for calculating energy intensity, which is defined as total electricity consumption divided by total sales revenue. The Company also restated historical data for prior years (including the base year) to ensure consistency with the updated methodology and to enable appropriate comparison of performance.

#### Key Drivers of Performance

##### Positive Drivers

- Energy efficiency improvement initiatives
- Process optimization and preventive maintenance
- Increased use of renewable energy (solar rooftop installations)

##### Challenges

- Dependence on grid electricity
- Variability in production volume and product complexity
- Revenue fluctuations affecting intensity metrics

#### Energy Management and SDGs Alignment:

Hanas energy management focuses on improving energy efficiency and increasing the share of renewable energy to support sustainable operations and reduce environmental impact. These initiatives contribute to the following SDGs:

##### Primary SDG:

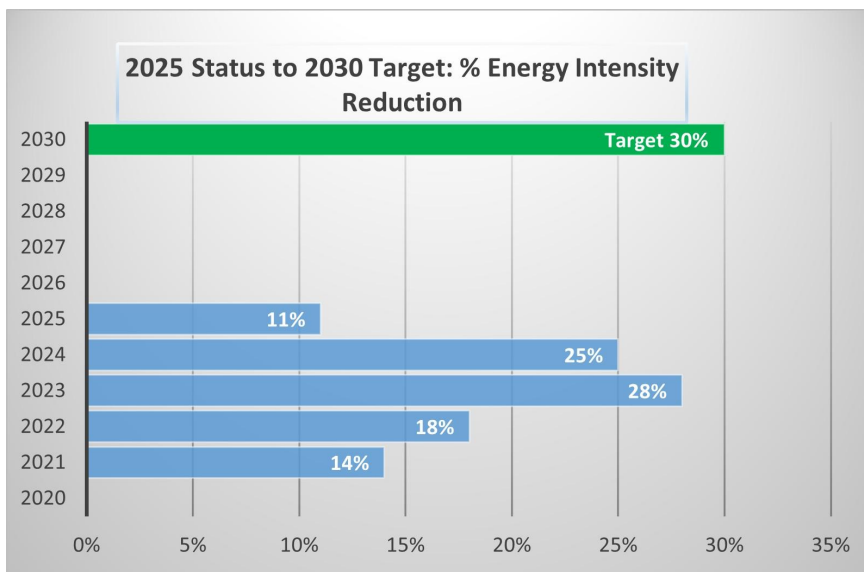
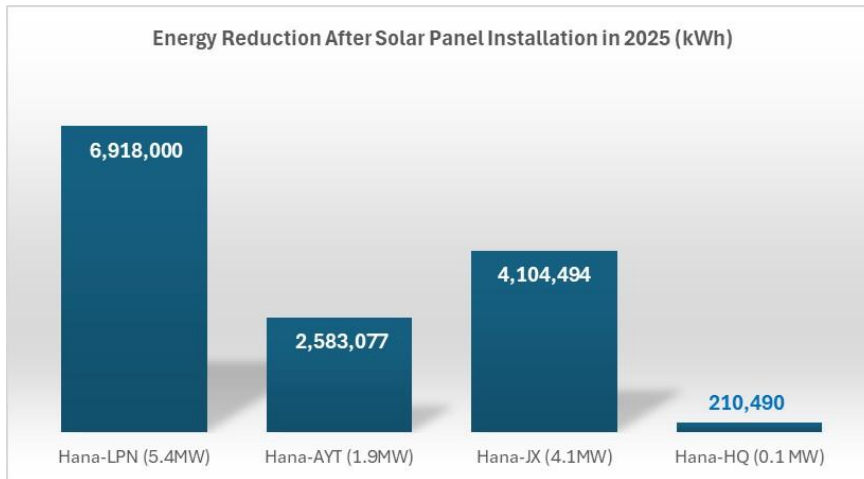
- **SDG 7: Affordable and Clean Energy** The Company enhances energy efficiency and promotes the use of renewable energy to support a transition toward cleaner energy systems.

##### Supporting SDGs:

- **SDG 13: Climate Action** Reduced energy consumption and cleaner energy sources contribute to lowering overall greenhouse gas emissions.

- **SDG 12: Responsible Consumption and Production** Efficient energy use supports sustainable production processes and minimizes resource waste.

Diagram of performance and outcomes in energy management



Information on electricity management

Company's electricity consumption (\*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	133,489,537.94	128,367,146.90	128,415,957.89

	2023	2024	2025
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	128,902,049.00	121,402,465.40	118,914,880.60
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	4,587,488.94	6,964,681.50	9,501,077.29
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	20,696.05	22,197.33	23,701.73

Additional explanation : (\*) Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	1,213.98000000	1,167.40000000	1,167.84000000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Business unit)	0.03330000	0.03870000	0.03680000

### Electricity Expense (\*)

	2023	2024	2025
Total electricity expense (Baht)	549,177,697.93	447,765,164.70	417,290,043.36
Percentage of total electricity expense to total expenses (%) (**)	2.21	1.71	2.03
Percentage of total electricity expense to total revenues (%) (**)	2.07	1.76	1.97
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	85,143.83	77,427.83	77,019.20

Additional explanation : (\*) Exclude electricity expense outside of the Company

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

### Information on fuel management

#### Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	51,531.49	50,419.26	46,672.33
Gasoline (Litres)	10,696.11	10,728.11	10,603.43
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	6,546.00	7,713.00	6,650.77
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

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

	2023	2024	2025
Total fuel expense (Baht)	2,242,258.83	2,201,223.98	1,935,334.50
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	0.01	0.01	0.01
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.01	0.01	0.01

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

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

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

#### Energy Consumption

	2023	2024	2025
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	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	133,489.54	128,367.15	128,415.96

### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00502013	0.00504526	0.00604848
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	1.21400000	1.16700000	1.16800000
Intensity of total energy consumption within the organization (Megawatt-Hours / Business unit)	0.00003325	0.00003866	0.00003681

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

## Water management

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

**Water Management Approach:** The Company has established a comprehensive water management framework covering risk assessment, operational control, efficiency improvement, and compliance. Water consumption and related risks are regularly monitored across all manufacturing sites to ensure sustainable use of water resources and alignment with regulatory requirements.

**Water Risk Assessment:** The Company assesses water-related risks using the WRI Aqueduct Water Risk Atlas. Based on this assessment, four out of six manufacturing sites (approximately 67%): Lamphun, Ayutthaya, Jiaying, and South Korea, are located in areas classified as High to Extremely High baseline water stress. Despite this classification, verification with local authorities confirms that no current operational disruption due to water scarcity has been identified at these locations, based on verification with local authorities. Water withdrawals are maintained within permitted limits and do not materially impact local water availability. The Company continues to monitor water risk conditions and regulatory developments to proactively manage potential future impacts.

**Stakeholder Engagement and Water Collaboration:** The Company engages with relevant stakeholders, including local authorities and regulatory bodies, to monitor water availability, manage water withdrawal and wastewater discharge, and ensure compliance with applicable regulations. Ongoing coordination is maintained with the industrial estate authority on water usage reporting and wastewater quality monitoring. Based on stakeholder feedback, the Company's operations do not have a material impact on community water access.

The Company complies with all applicable regulatory requirements related to water management and continues to evaluate opportunities to further strengthen its water stewardship approach, including enhancing water efficiency and improving water management practices across its operations. The Company also explores opportunities for collaborative water management initiatives with relevant stakeholders where appropriate.

**Water Quality Management:** The Company maintains strict control over water quality and wastewater discharge through:

- Continuous monitoring of water consumption, wastewater volume, water balance, and intensity
- Daily monitoring of wastewater treatment systems
- Monthly verification of effluent quality

All discharged wastewater consistently meets or exceeds regulatory requirements, reflecting effective treatment processes and pollution prevention practices.

**Water Efficiency and Resource Management (3Rs Strategy):** The Company implements a comprehensive water management plan supported by monitoring systems, operational controls, and continuous improvement initiatives to enhance water efficiency and reduce water consumption across its operations. The Company applies the principles of Reduce, Reuse, and Recycle (3R) to minimize environmental impact and promote sustainable water use. The Company prioritizes water efficiency at source, followed by reuse and recycling to maximize resource efficiency and minimize environmental impact.

**Key initiatives include:**

## Reduce

- Optimization of machine water flow and system pressure to appropriate operating levels
- Installation of overflow control systems to return excess water to the process loop instead of discharge
- Rainwater harvesting during the rainy season for use as supplementary feedwater
- Cooling tower improvements, including enhanced control of conductivity, pH, and cycle times, and reduced chemical usage
- Chiller system upgrades to improve efficiency and reduce water consumption
- Installation of a Reverse Osmosis (RO) concentrate recovery system, enabling reuse of up to 200 cubic meters per day
- Water balance analysis to identify losses and opportunities for reduction, along with leakage detection and corrective actions
- Installation and use of high-efficiency water-saving equipment to further minimize water consumption and wastewater discharge

## Reuse

- Reuse of RO (Reverse Osmosis) and DI (Deionized) reject water within production processes
- Reuse of UF reject water for cooling tower supply
- Integration of treated wastewater back into operations where feasible
- Rainwater harvesting for landscaping and other non-process uses
- Recirculation of discharge water from production and utility systems for secondary uses, where water quality is suitable
- Reuse of treated wastewater for utility systems such as cooling towers and general cleaning purposes
- Storage and redistribution systems to support reuse of recovered water within the facility

## Recycle

- Advanced wastewater treatment using Reverse Osmosis (RO) and Ultrafiltration (UF) systems to improve water quality
- Recycling of treated wastewater for use in cooling towers, scrubber systems, utilities, and sanitary applications (e.g., restroom flushing)
- Re-treatment and reuse of RO concentrate (brine) within operational processes
- Reduction in reliance on external water supply through internal water recycling systems
- Enhancement of EDI supply through integration with recycled water from RO systems
- Recycling of wastewater from production processes (e.g., Saw Die) for reuse in cooling tower systems
- Reuse of treated cold and warm water from utility and cleaning processes as makeup water in cooling systems

**Financial Quantification of Water-Related Risks:** The Company monitors and manages water-related risks across its operations, including water sourcing, treatment, and contingency measures at key manufacturing sites. In 2025, total costs associated with water-related risks amounted to approximately THB 26.9 million, primarily related to water procurement, treatment systems, and risk mitigation measures implemented across the Company's facilities. In addition, the Company invested approximately THB 4.8 million in research and development (R&D) and process improvement initiatives to mitigate water-related risks. These costs and investments are integrated into operational planning and capital investment decision-making. These initiatives include enhancements in water recycling systems, wastewater treatment technologies, and efficiency improvement projects, such as the integration of recycled water into the Reverse Osmosis (RO) system to enhance EDI supply. These investments support the Company's long-term resilience to water-related risks, particularly in areas potentially exposed to water stress. The Company continues to evaluate opportunities to further reduce risk exposure, improve resource efficiency, and strengthen water stewardship across all operations. Looking ahead, the Company aims to further enhance water efficiency and resilience by expanding water recycling capacity, improving water use intensity, strengthening risk mitigation measures, and increasing water recycling and reuse across key operations by 2030 to reduce reliance on external water sources.

## Information on setting goals for water management

### Setting goals for water management<sup>(2)</sup>

Does the company set goals for water management : Yes

### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water consumption	2020	2030 : Reduced by 40% Cubic meters

Remark: <sup>(2)</sup> 2020: Water Intensity Reduction 2030: 40% Water Intensity Reduction The Company has revised its water intensity reduction target (water consumption per total revenue) from 45% to 40% by 2030 to ensure alignment with operational performance and the achievability of the target. This revision was based on performance trends and relevant business factors. The Company remains committed to continuously enhancing the efficiency of its water management practices.

## Information on performance and outcomes of water management

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company continuously monitors and manages water consumption to enhance resource efficiency, reduce environmental impact, and support sustainable operations. Water data disclosed in this report covers operations in Thailand (Hana Lamphun and Hana Ayutthaya), which constitute the Companys primary manufacturing base.

### 2025 Key Highlights:

- **Total water consumption:** 964,939 cubic meters, representing a 25% reduction from the 2020 base year of 1,283,914 cubic meters. This reflects ongoing efforts to optimize production processes, improve system efficiency, and implement water conservation and recycling initiatives across the Companys primary manufacturing sites in Lamphun and Ayutthaya.
- **Water intensity:** 62.94 cubic meters per million THB of sales, a 25% reduction from the base year. While total intensity decreased over the long term, intensity increased slightly compared to 2024 due to lower sales revenue and operational variability, reflecting the sensitivity of intensity metrics to fluctuations in revenue and operational conditions.
- **Target achievement:** The Company exceeded the 2025 annual reduction target of 22%, driven by process optimization, water recycling projects, and effective employee engagement programs that promoted awareness and responsible water usage.
- **Efficiency and reuse:** Continued implementation of water reuse, recovery, and system optimization initiatives contributed to improved resource efficiency, supporting the Companys long-term water reduction objectives.

- **Ongoing commitment:** Hana remains focused on advancing water management performance through continuous process improvements, enhanced monitoring, employee awareness campaigns, and technology upgrades, ensuring alignment with sustainability goals and relevant SDG targets.

- **Number of incidents of non-compliance with water quality and quantity permits, standards, and regulations:** none (0 cases)

#### Water Consumption and Intensity Performance (2020-2025)

Year	Total Water Consumption (m <sup>3</sup> )	Water Intensity (m <sup>3</sup> / Million THB)	Performance vs Base Year	Yearly Target Reduction (%)
2020 (Base Year)	1,283,914	83.77	-	-
2021	1,349,247	72.56	-13%	-5%
2022	1,403,425	69.05	-18%	-10%
2023	1,102,566	55.66	-34%	-14%
2024	981,733	53.71	-36%	-18%
2025	964,939	62.94	-25%	-22%

**Note:** In 2025, the Company revised its methodology for calculating water intensity, which is defined as total water consumption divided by total sales revenue. The Company also restated historical data for prior years (including the base year) to ensure consistency with the updated methodology and to enable appropriate comparison of performance.

#### Key Drivers of Performance

##### Positive Drivers

- Water efficiency improvement initiatives
- Process optimization and water recycling systems
- Increased awareness of water conservation

##### Challenges

- Variability in production volume and product mix
- Dependence on operational water demand
- Revenue fluctuations affecting intensity metrics

#### Water Management and SDG Alignment

Hanas water management focuses on improving water efficiency, promoting water reuse and recycling, and minimizing environmental impact through sustainable water use practices. The Company adopts a 3R approach (Reduce, Reuse, Recycle) to optimize water consumption and enhance resource efficiency. In addition, wastewater treatment and quality control measures are implemented to ensure compliance with regulatory requirements and prevent environmental contamination. These initiatives contribute to the following SDGs

##### Primary SDG:

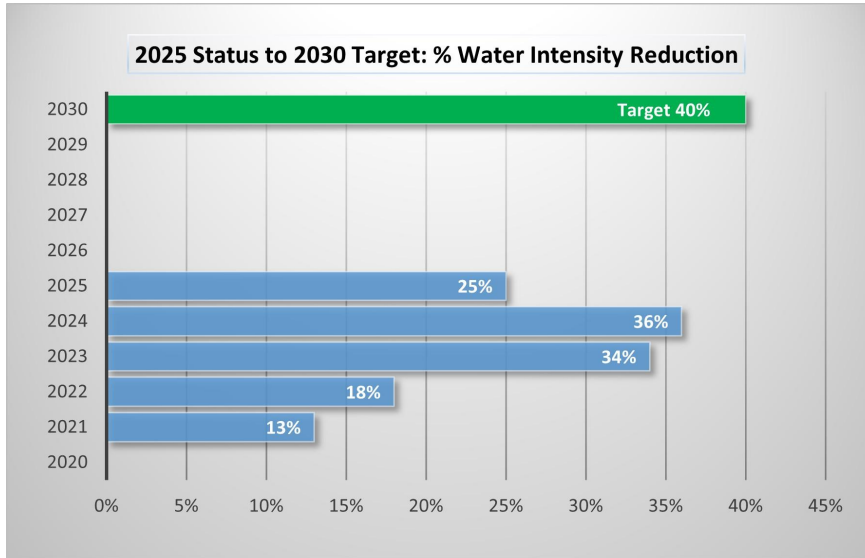
- **SDG 6: Clean Water and Sanitation** The Company improves water efficiency through reduction measures, promotes water reuse and recycling, and ensures responsible water usage across its operations. Wastewater is properly treated and monitored to meet applicable environmental standards before discharge.

##### Supporting SDGs:

- **SDG 12: Responsible Consumption and Production** Water conservation and the 3R approach support efficient resource utilization and sustainable production processes.

- **SDG 9: Industry, Innovation and Infrastructure** The adoption of water-saving technologies and wastewater treatment systems enhances operational efficiency and supports sustainable industrial practices.
- **SDG 13: Climate Action** Efficient water management contributes indirectly to climate resilience and environmental sustainability.

Diagram of performance and outcomes in water management



Information on water management

Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	1,102,566.00	981,733.00	964,631.00
Water withdrawal by third-party water (cubic meters)	1,102,566.00	981,733.00	964,631.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	170.94	169.76	178.04
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.04	0.04	0.05

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

### Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	80.00	80.00	80.00
<b>Total wastewater discharge (cubic meters)</b>	882,052.80	785,386.40	771,704.80
Wastewater discharged to third-party water (cubic meters)	882,052.80	785,386.40	771,704.80
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	1,102,566.00	981,733.00	964,631.00

### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	447,929.00	452,613.00	421,764.20

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.04146409	0.03858541	0.04543480
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	10.03000000	8.93000000	8.78000000

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

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	23,476,348.00	22,495,217.00	22,229,714.00
Total water withdrawal expense from third-party water (Baht)	23,476,348.00	22,495,217.00	22,229,714.00
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.09	0.09	0.11
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.09	0.09	0.10
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	3,639.74	3,889.89	4,102.94

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

## Waste management

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

The Company is committed to sustainable waste management for resource-efficient consumption both in the production process and the supporting departments, by promoting awareness among those involved both inside and outside organization as well as the campaign to raise awareness among employees to effectively reduce waste and promote better waste management.

**Waste Management Approach** The Company maintains a comprehensive waste inventory, waste profile, and waste flow diagram, including the separation waste by implementing a waste management system based on the 3Rs principle (Reduce, Reuse, Recycle), which serves as a guideline for managing unused materials in the factory, aimed at reducing waste, creating value-added opportunities, and maximizing resource efficiency.

**Operation Process Improvement** Hana is committed to finding ways to improve production processes in order to reduce waste and by-products, by optimizing resource use and minimizing waste generation at the source.

**Employee Awareness** The Company promotes waste reduction and better waste management practices among employees through awareness campaigns, emphasizing the importance of reducing waste at the source.

**Hazardous Waste Control** Hana focuses on minimizing hazardous waste by improving production processes and replacing harmful materials with environmentally friendly alternatives whenever possible. The Company also separates hazardous substances and ensures their safe disposal through licensed companies authorized by the Ministry of Industry.

**Landfilled Waste Reduction** Hana has implemented landfill waste management across its facilities. Waste disposal projects have been introduced for production waste, such as carrier tapes and molding compounds, which were previously sent to landfills in Saraburi. These materials are now processed using the combustion method, converting them into Refuse Derived Fuel (RDF). This process not only generates energy but also significantly reduces the amount of waste sent to landfills. The combustion gases are fully eliminated, and the resulting ash is repurposed as raw material for cement production, supporting a more sustainable approach to waste management.

**Air Pollution Control** The Company has managed to monitor and control the emission of air pollution in the production process and throughout the organization to minimize impact on society and environment through the air pollution control system i.e., the high efficiency wet scrubber technology method that can eliminate more than 99% of airborne particulate matter. The air emission monitoring has been conducted regularly to measure pollutant levels in the surrounding and outdoor air and compare it to clean air standards to effectively and timely improve air quality, protect public health, and ensure compliance with regulations and the customers standard requirement.

**Water Pollution Control** Hana applies the 3Rs strategy to water management: Reduce, Reuse, Recycle, by minimizing water consumption and discharging minimal wastewater. The Company's wastewater treatment system efficiently

removes chemicals and contaminants, ensuring that the quality of the effluent is in compliance with regulatory standards and customer requirements.

This also includes detecting and repairing any water leakage channels that could lead to water wastage, helping to conserve water and reduce pollution. Regular monitoring ensures that the treated water meets discharge standards, preventing water pollution and safeguarding local ecosystems.

**Environmental Monitoring** The Company regularly monitors air, water, and soil pollution levels to ensure the safe disposal and management of hazardous waste, with a focus on minimizing harmful emissions and the contamination of natural resources.

**Long-Term Goals and Continuous Improvement** Hanas waste and pollution management plan is an ongoing process of continuous improvement, ensuring that the organizations waste and pollution management practices are environmentally responsible and align with sustainability targets.

## Information on setting goals for waste management

### Setting goals for waste management<sup>(3)</sup>

Does the company set goals for waste management : Yes

### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2020	2030 : Reduced by 40%	<ul style="list-style-type: none"> <li>• Reuse</li> <li>• Recycle</li> <li>• Landfilling</li> <li>• Incineration with energy recovery</li> <li>• Incineration without energy recovery</li> </ul>
Reduction of waste generation Waste type: Hazardous waste	2020	2030 : Reduced by 40%	<ul style="list-style-type: none"> <li>• Reuse</li> <li>• Recycle</li> <li>• Landfilling</li> <li>• Incineration with energy recovery</li> <li>• Incineration without energy recovery</li> </ul>

Remark: <sup>(3)</sup> 2020: Waste Generation Intensity Reduction 2030: 40% Waste Generation Intensity Reduction

## Information on performance and outcomes of waste management

### Performance and outcomes of waste management

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

**Waste Reduction and Resource Efficiency:**

The Company continuously monitors and manages waste generation and disposal to enhance resource efficiency and minimize environmental impact across its operations.

Waste generation data disclosed covers operations in Thailand (Hana Lamphun and Hana Ayutthaya), which represent the Company's major manufacturing base.

**2025 Key Highlights:**

- **Total waste generation:** 1,331,450 kg, representing a 34% reduction from the 2020 base year of 2,021,750 kg. This reflects ongoing efforts to optimize production processes, minimize material losses, and implement effective waste reduction initiatives across the Company's primary manufacturing sites in Lamphun and Ayutthaya.
- **Waste intensity:** 86.85 kg per million THB of sales, a 34% reduction from the base year. While total intensity decreased over the long term, intensity increased slightly compared to 2024 due to lower sales revenue and operational variability, highlighting the sensitivity of intensity metrics to business performance.
- **Target achievement:** The Company exceeded the 2025 annual target reduction of 22%, driven by a combination of process optimization, waste minimization projects, and effective employee engagement programs that promoted awareness and responsible waste practices.
- **Circularity and recovery:** Continued emphasis on reuse, recycling, and diversion from landfills contributed to improved resource efficiency, supporting the Company's long-term waste reduction objectives.
- **Ongoing commitment:** Hana remains focused on advancing waste management performance through continuous process improvement, employee awareness initiatives, and collaboration with certified waste management partners, ensuring alignment with sustainability goals and SDG targets.

**Waste Generation and Intensity Performance (2020-2025)**

Year	Total Waste (kg)	Waste Intensity (kg / Million THB)	Performance vs Base Year	Yearly Target
2020 (Base year)	2,021,750	131.91	-	-
2021	2,394,551	128.77	-2%	-5%
2022	2,205,924	108.53	-18%	-10%
2023	1,679,392	84.78	-36%	-14%
2024	1,411,525	77.22	-41%	-18%
2025	1,331,450	86.85	-34%	-22%

**Note:** In 2025, the Company revised its methodology for calculating waste intensity, which is defined as total waste generated divided by total sales revenue. The Company also restated historical data for prior years (including the base year) to ensure consistency with the updated methodology and to enable appropriate comparison of performance.

**Waste to Landfill Reduction:**

The Company prioritizes minimizing waste sent to landfill through waste segregation, recycling, and recovery initiatives.

In 2025:

- Total landfill waste: 11.70 tons
- Reduction from 2020 base year: 68%

- Target achievement: Exceeded (target: 50%)

This strong performance reflects continuous improvement in waste diversion and circular resource management practices.

### **Waste Recovery and Circularity:**

The Company actively promotes circular economy practices through waste recovery and recycling.

- Waste recovery rate (2025): 81% of total waste
- Target: 80%
- Performance: Exceeded

This achievement reflects effective waste segregation, recycling systems, and collaboration with certified waste management partners.

### **Pollution Control and Compliance:**

The Company maintains strict environmental controls to prevent pollution and ensure compliance with applicable regulations.

**Air Emissions:** Air emission quality is continuously monitored and controlled to ensure compliance with regulatory standards.

- Performance: No exceedance of emission limits recorded during the reporting period, based on regular monitoring in accordance with applicable regulatory requirements across all manufacturing sites

**Effluent Wastewater:** Wastewater treatment systems are operated and monitored to ensure discharge quality meets regulatory requirements.

- Performance: No exceedance of wastewater discharge standards at all sites

**Spill Prevention:** The Company implements preventive measures and operational controls to minimize environmental incidents.

- Performance: Zero incidents of oil and chemical spills recorded in 2025

### **Key Performance Drivers**

#### **Positive Drivers**

- Implementation of waste reduction and process optimization initiatives
- Improved material utilization and yield efficiency
- Increased recycling and waste segregation practices

#### **Challenges**

- Variability in production volume and product mix
- Changes in operational processes and material usage
- Revenue fluctuations affecting intensity metrics

### **Waste Management and SDG Alignment**

Hanas waste management focuses on minimizing waste generation, reducing landfill disposal, and promoting recycling and resource efficiency across its operations. Through waste segregation, recycling programs, and landfill diversion initiatives, the Company enhances environmental performance and supports sustainable production. These initiatives contribute to the following SDGs:

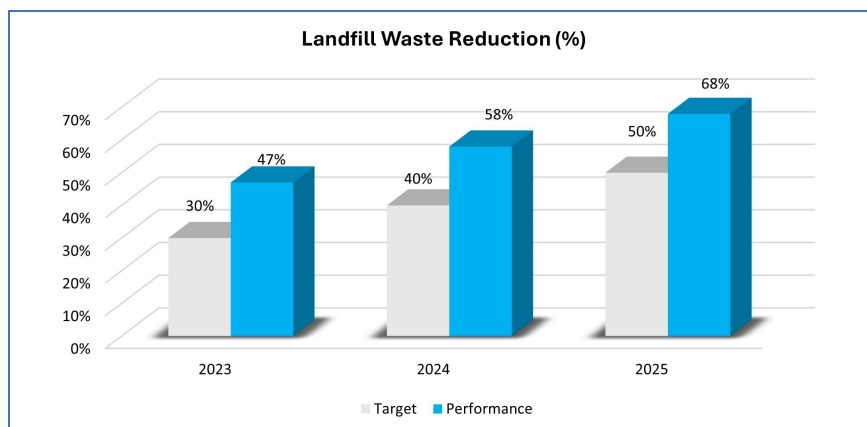
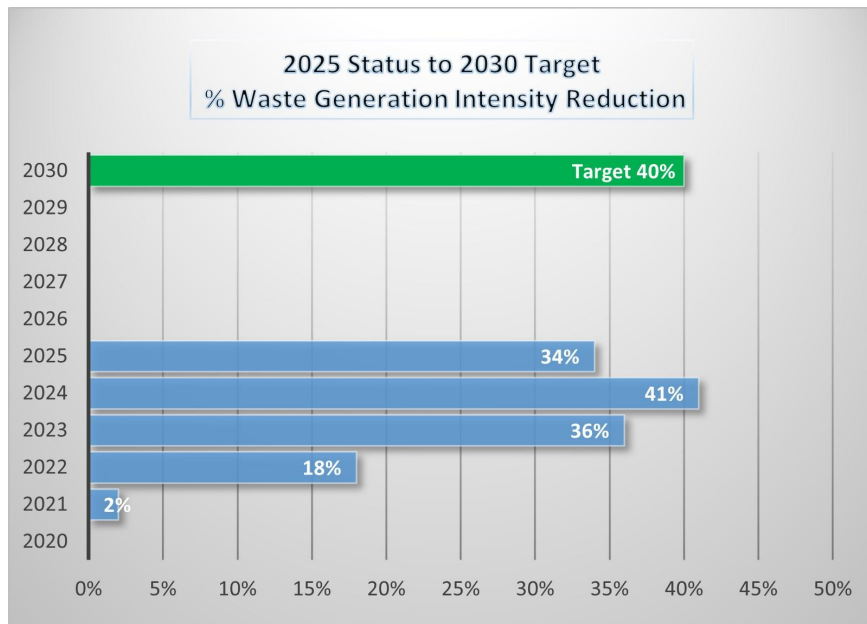
#### **Primary SDG:**

- **SDG 12: Responsible Consumption and Production** The Company reduces waste generation and landfill disposal through process optimization, waste segregation, recycling programs, and landfill diversion initiatives, supporting efficient resource utilization and sustainable production practices.

**Supporting SDG:**

- **SDG 13: Climate Action** Waste reduction and recycling initiatives contribute to lowering greenhouse gas emissions associated with waste treatment and disposal.

**Diagram of performance and outcomes of waste management**



**Information on waste management**

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

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	1,679,394.90	1,411,528.96	1,331,448.82

	2023	2024	2025
<b>Total non-hazardous waste (kilograms)</b>	1,409,452.40	1,183,460.08	1,138,894.85
Non-hazardous waste - Landfilling (Kilograms)	153,230.00	157,150.00	159,850.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	301,648.00	236,922.00	164,800.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste Others (kilograms)	954,574.40	789,388.08	814,244.85
<b>Total hazardous waste (kilograms)</b>	269,942.50	228,068.88	192,553.97
Hazardous waste - Landfilling (Kilograms)	19,226.00	15,213.00	11,748.17
Hazardous waste - Incineration with energy recovery (Kilograms)	54,520.00	21,250.00	17,760.00
Hazardous waste - Incineration without energy recovery (Kilograms)	3,827.00	5,147.00	5,659.50
Hazardous waste Others (kilograms)	192,369.50	186,458.88	157,386.30
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.06	0.06	0.06
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.05	0.05	0.05
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.01	0.01	0.01

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

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

## Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	1,146,943.90	975,846.96	971,631.15
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	954,574.40	789,388.08	814,244.85
Reused non-hazardous waste (Kilograms)	65,853.59	77,954.21	62,894.70
Recycled non-hazardous waste (Kilograms)	888,720.81	711,433.87	751,350.15
<b>Reused/Recycled hazardous waste (Kilograms)</b>	192,369.50	186,458.88	157,386.30
Reused hazardous waste (Kilograms)	12,738.00	13,197.20	12,141.20
<b>Recycled hazardous waste (Kilograms)</b>	179,631.50	173,261.68	145,245.10
Percentage of total reused/recycled waste to total waste generated (%)	68.30	69.13	72.98
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	67.73	66.70	71.49
Percentage of reused/recycled hazardous waste to hazardous waste (%)	71.26	81.76	81.74

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

## Greenhouse gas management

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Hana adopts an integrated approach to GHG management to reduce its carbon footprint, focusing on improving operational efficiency, increasing the use of renewable energy, and investing in decarbonization initiatives. The Company's long-term goal is a 30% reduction in GHG emissions intensity by 2030 (from the 2020 base year).

The Company implements greenhouse gas (GHG) emission reduction initiatives across the Company and its subsidiaries. However, the GHG emissions data disclosed in this report covers operations in Thailand, specifically Hana Lamphun and Hana Ayutthaya, which represent the Group's primary manufacturing base. The data has been verified by an independent verifier accredited by the Thailand Greenhouse Gas Management Organization (TGO).

#### Key initiatives include:

**Energy Efficiency Improvement:** The Company enhances energy efficiency across its operations through process optimization, adoption of advanced technologies, and preventive maintenance programs. Industry 4.0 initiatives, including automation and data analytics, are applied to optimize energy use, improve productivity, and reduce waste.

**Renewable Energy Adoption:** The Company continues to expand the use of renewable energy, particularly through solar rooftop installations, to reduce reliance on grid electricity and support lower-carbon operations.

**Decarbonization-Aligned Capital Expenditure:** The Company continues to invest in energy efficiency and renewable energy initiatives, with electricity consumption identified as the primary source of greenhouse gas (GHG) emissions. Following the initial installation of solar rooftop systems in 2020 and continued expansion across Hana Lamphun, Hana Ayutthaya, and Hana Jiaying, implementation progressed further in 2025. This was led primarily by Hana Lamphun, with a total investment of approximately THB 91.6 million.

These initiatives, including solar rooftop systems, equipment upgrades, and process improvements, generated THB 11.79 million in cost savings in 2025 and are expected to reduce GHG emissions by approximately 2,779 tons CO<sub>2</sub>eq per year. Solar energy generation reached approximately 9.5 GWh, supporting reduced reliance on grid electricity and contributing to the Company's GHG reduction targets.

**Environmental Management and Certifications:** The Company maintains internationally recognized standards, including ISO 14001 and ISO 45001, to support effective environmental and operational management.

**Strategic Partnerships and Recognition:** The Company collaborates with external organizations to support GHG reduction and sustainable industrial development. In 2025, the Company worked with the Industrial Estate Authority of Thailand to participate in GHG reduction initiatives within industrial estates and received a certificate from the Ministry of Industry for its contribution to the development of Eco-Industrial Town at the Eco-World Class level.

In addition, the Company participates in the GHG Reduction for Net Zero Emissions pilot project led by the Thailand Greenhouse Gas Management Organization, supporting alignment with national climate policies and the United Nations Framework Convention on Climate Change.

**Carbon Footprint Monitoring and Reporting:** The Company prepares its organizational carbon footprint report in accordance with the standards of the Thailand Greenhouse Gas Management Organization (TGO). In 2025, marking the fifth consecutive year, the reports were verified by independent third-party verifiers registered with TGO, ensuring the reliability and transparency of emissions data.

In addition, the Company participates in the Low Emission Support Scheme (LESS) under TGO and has received certification for multiple energy efficiency and renewable energy projects at Hana Lamphun. These initiatives include high-efficiency equipment, heat pump systems, inverter air conditioning, and solar installations.

As of the 2025/2026 certification rounds, these projects contributed to total verified greenhouse gas emission reductions of approximately 2,242.55 tons CO<sub>2</sub>e, demonstrating measurable progress in the Company's decarbonization efforts.

## Information on setting greenhouse gas emission goals

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

Company's existing targets : Setting other greenhouse gas reduction targets

### Setting other greenhouse gas reduction targets

#### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2020 : Greenhouse gas emissions 1,833.00 tCO <sub>2</sub> e	2025 : Reduced by 20% in comparison to the base year	2030 : Reduced by 30% in comparison to the base year
Scope 2	2020 : Greenhouse gas emissions 63,129.00 tCO <sub>2</sub> e	2025 : Reduced by 20% in comparison to the base year	2030 : Reduced by 30% in comparison to the base year

## Information on performance and outcomes of greenhouse gas management

## Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company continuously monitors and manages greenhouse gas (GHG) emissions in accordance with the GHG Protocol, covering Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased electricity).

GHG emissions data disclosed in this report primarily covers operations in Thailand (Hana Lamphun and Hana Ayutthaya), which represent the Companys major manufacturing base and a significant portion of total Group activities.

### 2025 Key Highlights:

- **Total GHG emissions:** 51,880 tCO<sup>2</sup>eq, representing a 20% reduction from the 2020 base year of 64,962 tCO<sup>2</sup>eq. This reduction reflects the Companys ongoing efforts to enhance operational efficiency, optimize production processes, and implement energy-saving initiatives across its primary manufacturing sites in Lamphun and Ayutthaya.
- **GHG intensity:** 3.38 tCO<sup>2</sup>eq per million THB of sales, a 20% reduction from the base year. While intensity metrics are influenced by fluctuations in revenue and production volumes, they demonstrate tangible progress toward the Companys long-term decarbonization goals.
- **Scope 2 emissions:** Remain the largest contributor to total emissions. Reductions were achieved through a combination of lower electricity consumption, targeted energy efficiency measures, preventive maintenance, and process optimization initiatives.
- **Renewable energy impact:** Solar rooftop installations generated approximately 9.5 GWh in 2025, reducing reliance on grid electricity and directly contributing to lower Scope 2 emissions. These renewable energy initiatives also support cost savings and demonstrate measurable outcomes of the Companys decarbonization investments.
- **Target revision and rationale:** In 2025, the Company revised its 2030 GHG intensity reduction target from 40% to **30%**, based on historical performance trends, operational realities, and achievable efficiency improvements. This ensures that the target remains realistic, measurable, and aligned with the Companys long-term decarbonization pathway, while maintaining meaningful progress toward emissions reduction.
- **Ongoing commitment:** Hana continues to monitor, verify, and improve its GHG performance, integrating energy efficiency, renewable energy deployment, and process enhancements to support both short-term reductions and the long-term 2030 intensity target.

Total GHG emissions and intensity for 2020-2025, with yearly targets, are summarized as follows:

Year	Total GHG Emissions (tCO <sup>2</sup> eq)	GHG Intensity (tCO <sup>2</sup> eq per million THB of sales)	Performance vs Base Year	Yearly Target Reduction (%)
2020 (Base year)	64,962	4.24	-	-
2021	67,648	3.64	-14%	-5%
2022	67,890	3.34	-21%	-10%
2023	57,612	2.91	-31%	-14%
2024	54,960	3.01	-29%	-18%
2025	51,880	3.38	-20%	-20%

**Note:** In 2025, the Company revised its methodology for calculating GHG intensity, which is defined as total greenhouse gas emissions divided by total sales revenue. The Company also restated historical data for prior years (including the

base year) to ensure consistency with the updated methodology and to enable appropriate comparison of performance.

### Key Drivers of Performance

#### Positive Drivers:

- Energy efficiency improvement projects
- Process optimization and preventive maintenance
- Increased use of renewable energy (solar rooftop installations)

#### Challenges:

- Dependence on grid electricity (Scope 2 emissions)
- Variability in production volume and product complexity
- Revenue fluctuations affecting intensity metrics

#### Future Plans:

- In 2026, the Company has been selected to participate in the Science Based Targets (SBT) for Net Zero Promotion Project organized by TGO and Thammasat University. This initiative will support the development of science-based targets and strengthen the Company's long-term decarbonization pathway.
- The Company will continue to enhance environmental data coverage, expand reporting boundaries, and strengthen performance monitoring systems to support transparency and continuous improvement.

### GHG Emission Management and SDG Alignment

Hanas greenhouse gas (GHG) management focuses on reducing emissions, improving energy efficiency, and increasing the use of renewable energy across its operations. These initiatives support the Company's decarbonization pathway and long-term sustainability targets. The Company's GHG management contributes to the following United Nations Sustainable Development Goals (SDGs):

#### Primary SDG:

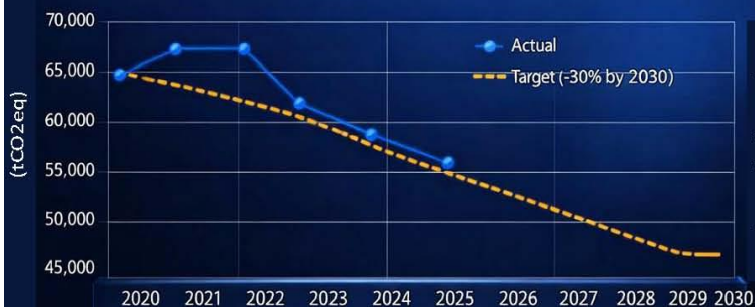
- **SDG 13: Climate Action** The Company reduces greenhouse gas emissions through decarbonization initiatives, energy efficiency improvements, and continuous monitoring aligned with its long-term emission reduction targets.

#### Supporting SDGs:

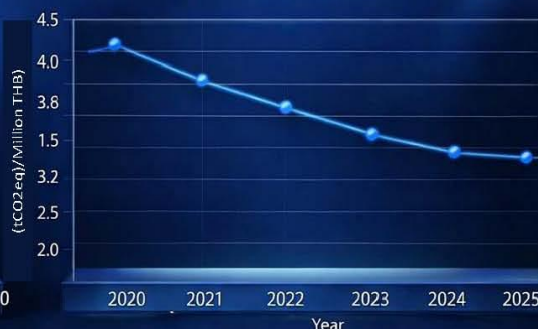
- **SDG 7: Affordable and Clean Energy** The Company increases the use of renewable energy, including solar rooftop installations, to reduce reliance on conventional energy sources.
- **SDG 12: Responsible Consumption and Production** Process optimization and preventive maintenance improve resource efficiency and reduce energy consumption across operations.

## GHG Emissions & Intensity Performance

Total GHG Emissions (Scope 1 & 2) (tCO<sub>2</sub>e)



GHG Intensity (tCO<sub>2</sub>e per Million THB)



GHG Emissions and Intensity Summary Table

Year	Total GHG (tCO <sub>2</sub> e)	GHG Intensity	(tCO <sub>2</sub> e / Million THB)
2020	64,962	4.24	4.24
2021	67,648	3.64	3.64
2022	67,899	3.34	3.34
2023	57,612	2.91	2.91
2024	54,960	3.01	3.01
2025	51,880	3.38	3.38

### Information on greenhouse gas management

#### The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metric tonne of carbon dioxide equivalents)	57,612.00	54,960.00	51,880.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	881.00	2,185.00	1,317.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	56,731.00	52,775.00	50,563.00

#### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.002167	0.002160	0.002444
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	8.93	9.50	9.58
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	0.00000000	0.00000000	0.00000000
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Person (employee))	0.00000000	0.00000000	0.00000000

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

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

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

Verification of the company's greenhouse gas : Yes  
emissions

List of greenhouse gas verifier entity : Research Unit for Energy Economic & Ecological  
Management Chiang Mai University

### Subsidiary:

#### Hana Semiconductor (Ayutthaya) Co., Ltd.

List of greenhouse gas verifier entity: Mr. Samart Sukman, V GREEN KU Co., Ltd.

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

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

	2023	2024	2025
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
<b>Other projects (Metric tonnes of carbon dioxide equivalent)</b>	0.00	0.00	0.00
HANA Solar Rooftop (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

#### Absorption and removal of Greenhouse Gas

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

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## ESG Performance

Company Name : HANA MICROELECTRONICS PUBLIC COMPANY LIMITED      Symbol : HANA

Market : SET      Industry Group : Technology      Sector : Electronic Components

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### Human rights

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

##### Social and human rights policy and guidelines

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

Hana conducts business with social responsibility to reduce the impacts arising from business activities by adhering to the principles of accountability, transparency, ethics, respect for human rights and focus in the needs and expectations of stakeholders throughout the value chain. The Company endeavors to meet sustainable development goals by providing high quality products and services to meet customer satisfaction whilst contributing to community development and the promotion of the well-being of society, as well as improving the environment and complying with applicable laws, regulations and relevant international guidelines.

Reference link for social and human rights policy and guidelines : <https://www.hanagroup.com/File/ViewDoc/1336>

Page number of the reference link : 3 - 5

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

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

- Review of social and human rights policies, guidelines, and/or goals over the past year : Yes
- Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

At Hana, we are committed to sustainable business development by growing our business while balancing economic growth, environmental care, and social well-being. We integrate the United Nations Sustainable Development Goals (SDGs) into our organizational practices to ensure that sustainability is embedded in every aspect of our operations. Our goal is to ensure that as we grow, we contribute positively to society and the environment, creating long-term value for all stakeholders.

**A Responsible Business of Our Sustainable Future** - Hana is committed to conducting business with the highest standards of governance, integrity, and accountability. We manage business performance by driving profitable growth while ensuring positive returns for shareholders. Innovation is at the core of our strategy as we continuously focus on enhancing operational efficiency, improving product quality, and providing exceptional customer service. Additionally,

we are dedicated to making a meaningful contribution to sustainable development across our value chain, ensuring that business growth goes together with social and environmental responsibility.

**A Society for Our Sustainable Future** Hana is committed to fostering a society that upholds human rights, nondiscrimination, and inclusive growth. We prioritize employee development by providing opportunities for learning and growth, aiming to build a skilled and adaptable workforce. We focus on creating a healthy, safe, and inclusive workplace that supports well-being, diversity, and work-life balance. Additionally, we work to create opportunities for underprivileged communities through career development programs and support initiatives that improve skills and income prospects. By collaborating with local organizations, we aim to enhance education, public health, and social welfare, ultimately striving to create a more equitable and resilient society for the future.

**A Better Environment with Our Sustainable Future** Hana is dedicated to contributing to a sustainable environment by transitioning toward a circular, low-carbon economy. We are committed to managing and reducing our greenhouse gas emissions, improving resource efficiency, promoting the sustainable use of natural resources, waste reduction, and improving ecosystems, aiming to leave a positive impact on the environment for future generations.

## Information on compliance with human rights principles and standards

### Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, Others : Universal Declaration of Human Rights: UDHR

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

### Goals and Objectives

Hana places importance on and respect human rights in all aspects and conducts business with due care to prevent human rights violations and discrimination, while respecting the equality, diversity and inclusion of all stakeholders regardless of their race, nationality, origin, ethnicity, religion, gender, sexual orientation, language, age, color, education, disability, beliefs, political opinions, marital status, pregnancy status, social status, culture, traditions or any other status protected by law.

The Company has complied with applicable laws and international standards with a particular focus on the Universal Declaration of Human Rights (UDHR), United Nations Global Compact (UNGC), United Nations Guiding Principles on Business and Human Rights (UNGPs) and the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO) to ensure that the Company's operations are free from human rights violations of stakeholders throughout the business value chain.

### Human Rights Due Diligence Framework

1. Human Rights Policy Commitment
2. Risk Identification and Impact Assessment

3. Integrating and Addressing Impacts
4. Monitoring, Reviewing and Reporting
5. Grievance Mechanisms and Remediation

## **1. Human Rights Policy Commitment**

Hana has had the Human Rights Policy in place since 2020, demonstrating our commitment to respecting the human rights of all stakeholders. This policy serves as a guiding tool governing the Company's operations, ensuring respect for human rights across all stakeholders in the value chain.

The Human Rights Policy applies to all Company activities and employees, emphasizing the importance of respecting and promoting human rights within its framework. The Company also encourages its business partners to adhere to ethical business practices that address human rights issues.

## **2. Risk Identification and Impact Assessment**

To identify human rights risks, the Company shall assess both actual and potential adverse human rights risks, evaluating the impacts arising from its own activities or as a result of business relationships. This process includes:

### **2.1 Risk identification**

The Company shall identify actual and potential adverse human rights risks to stakeholders across its value chain through cross-departmental risk identification, undertake thorough risk assessments with suppliers, contractors, and business partners to evaluate their adherence to human rights standards, review and analyze complaints and grievance mechanisms to identify human rights risks, and engage with stakeholders to gather feedback and identify concerns regarding human rights issues.

The potential human rights risks are as follows:

#### **Rights of Employees**

- Employment/Working Condition
- Health & Safety
- Data Security & Privacy
- Discrimination
- Forced & Child Labor
- Freedom of Association & Right to Collective Bargaining
- Existing and potential new operations, projects or business expansions

#### **Rights of Suppliers/Subcontractors**

- Employment/Working Condition
- Health & Safety
- Data Security & Privacy
- Discrimination
- Forced & Child Labor, Human Trafficking

#### **Rights of Local Communities and Environment**

- Health & Safety
- Waste & Pollution

#### **Rights of Customers**

- Data Security & Privacy
- Responsible Sourcing of Conflict Minerals

### **2.2 Impact Assessment**

The impact assessment and risk prioritization process are designated to evaluate the likelihood and potential impact to prioritize human rights risks on stakeholders, including employees, suppliers, customers, and local communities.

The Company has established risk criteria for human rights issues, which are divided into 5 levels: Very Low, Low, Medium, High, and Very High. The assessment considers two factors: Likelihood (the chance of occurrence) and Impact (the severity of the potential consequences). This approach allows the Company to develop appropriate measures and strategies to reduce the impact in line with the potential consequences that may arise simultaneously.

### **3. Integrating and Addressing Impacts**

From the assessment of human rights risks in the Company's operations including stakeholders, no high-risk issues were identified, only low and medium residual risks.

The Company has developed control measures and strategies for addressing and mitigating key human rights risks that are relevant to its business operations as follows:

#### **3.1 Rights of Employees**

##### **3.1.1 Risk Issues**

- Employment/Working Condition
- Health & Safety
- Data Security & Privacy
- Discrimination
- Forced & Child Labor
- Freedom of Association & Right to Collective Bargaining
- Existing and potential new operations, projects or business expansions

##### **3.1.2 Risk Management and Impact Mitigation**

- Establish, communicate and ensure compliance with labor laws, Corporate Governance Policy, Corporate Code of Conduct, Human Rights Policy, Occupational Health, Safety and Environment Policy, Responsible Business Alliance (RBA) Code of Conduct, and rules and regulations
- Conduct risk assessments and due diligence to identify and evaluate potential labour risks associated with existing operations as well as potential new operations, projects, or business expansions. The assessment results are incorporated into operational planning and decision-making processes
- Develop and implement occupational health and safety management system in accordance with ISO 45001 standard and information security management system in accordance with ISO/IEC 27001 standard
- Establish a welfare committee and an occupational health and safety committee to oversee employee well-being
- Provide a safe and healthy working environment, personal protective equipment, create work instructions, provide annual employee health checks, perform safety analysis, evaluate potential risks and emergency situations, develop emergency plans and regularly conduct fire and emergency evacuation drills
- Provide health and safety training and awareness program for all employees
- Establish, communicate, ensure compliance with Personal Data Protection Act and implement a Personal Data Privacy Policy to safeguard employee data
- Establish, communicate, and enforce a Whistleblowing Policy, ensuring employees have accessible channels to report concerns or provide feedback, such as suggestion boxes/red boxes or employee satisfaction surveys
- Monitor the implementation to ensure compliance with legal requirements, the Company's policies, and guidelines

#### **3.2 Rights of Business Partners/Subcontractors**

##### **3.2.1 Risk Issues**

- Employment/Working Condition
- Health & Safety
- Data Security & Privacy
- Discrimination
- Forced & Child Labor, Human Trafficking

### **3.2.2 Risk Management and Impact Mitigation**

- Establish, communicate and ensure compliance with labor laws, Corporate Governance Policy, Corporate Code of Conduct, Human Rights Policy, Occupational Health, Safety and Environment Policy, Responsible Business Alliance (RBA) Code of Conduct, and rules and regulations including ensuring business partners to strictly comply with the aforesaid laws, policies, rules and regulations
- Develop and implement occupational health and safety management systems in accordance with ISO 45001 standard and information security management system in accordance with ISO/IEC 27001 standard and encourage business partners to develop and implement the aforesaid standards
- Ensure business partners to provide a safe and healthy working environment, personal protective equipment, create work instructions, provide annual employee health checks, perform safety analysis, evaluate potential risks and emergency situations, develop emergency plans and regularly conduct fire and emergency evacuation drills
- Ensure business partners to provide health and safety training and awareness program for all employees
- Establish, communicate, ensure compliance with Personal Data Protection Act and Personal Data Privacy Policy, non-disclosure agreements and mutual contracts including ensuring business partners to strictly comply with the aforesaid law, policy, agreements and contracts
- Provide business partners channels for expressing opinions/complaints and resolve/improve if there is any complaint/concern to prevent reoccurrence
- Monitor the implementations of both the Company and business partners to ensure compliance with legal requirements, the Company's policies, and guidelines

### **3.3 Rights of Local Communities and Environment**

#### **3.3.1 Risk Issues**

- Health & Safety
- Waste & Pollution

#### **3.3.2 Risk Management and Impact Mitigation**

- Establish, communicate and comply with environmental laws, Corporate Governance Policy, Corporate Code of Conduct, Code of Conduct for Suppliers, Human Rights Policy, Occupational Health, Safety and Environment Policy, Responsible Business Alliance Code of Conduct, and rules and regulations
- Develop and implement occupational health and safety management systems in accordance with ISO 45001 standard and environmental management system in accordance with ISO 14001 standards
- Perform safety analysis, evaluate potential risks and emergency situations, develop emergency plans and regularly conduct fire and emergency evacuation drills with surrounding communities
- Provide surrounding communities channels for expressing opinions/complaints and strengthen relationships with them, and resolve/improve if there is any complaint/concern to prevent reoccurrence
- Monitor the implementation to ensure compliance with legal requirements, the Company's policies, and guidelines

### **3.4 Rights of Customers**

#### **3.4.1 Risk Issues**

- Data Security & Privacy
- Responsible Sourcing of Conflict Minerals

#### **3.4.2 Risk Management and Impact Mitigation**

- Establish, communicate and ensure compliance with Personal Data Protection Act and Personal Data Privacy Policy, non-disclosure agreements and mutual contracts, Corporate Governance Policy, Corporate Code of Conduct, Human Rights Policy, Responsible Business Alliance (RBA) Code of Conduct, and rules and regulations
- Develop and implement information security management system in accordance with ISO/IEC 27001 standard
- Provide customers channels for expressing opinions/ complaints and resolve/improve to prevent reoccurrence

- Commit to responsible sourcing of conflict minerals and require suppliers to comply with the Hana Conflict Minerals Policy, ensuring materials are sourced from verified conflict-free sources
- Require suppliers to establish and implement policies for sourcing conflict-free minerals, including traceability to at least the smelter level, and must maintain records for five years to ensure transparency and compliance with legal and ethical sourcing standards
- Require suppliers to adhere to the Responsible Business Alliance (RBA) Code of Conduct, ensuring materials are sourced from socially responsible suppliers and prohibiting the use of conflict minerals from the Democratic Republic of Congo and surrounding regions
- Monitor the implementation to ensure compliance with legal requirements, the Company's policies, and guidelines including agreements and contracts with customers

#### 4. Monitoring, Reviewing and Reporting

The Company will oversee and monitor the implementation of guidelines and measures aimed at preventing and addressing human rights impacts. This ensures that the established guidelines and measures effectively mitigate or control human rights risks. If necessary, adjustments will be made, and the results will be reported to the management and relevant stakeholders. Additionally, a review will be conducted at least annually to reassess the validity of the existing human rights risk assessment. This includes considering any significant changes in business activities, operations, or legal requirements.

#### 5. Grievance Mechanisms and Remediation

##### 5.1 Grievance Mechanisms

The Company provides accessible channels for both internal and external stakeholders to raise any issues or concerns and open opportunity for feedback regarding the human rights impacts that may arise from the Company's activities, as outlined below:

- **Mailing Address:** Hana Microelectronics Public Co., Ltd., 65/98, Soi Vibhavadi-Rangsit 64 Junction 2, Kwang Talad Bangkok, Khet Laksi, Bangkok 10210
- **Email:**
  - Chairman of the Board of Directors and the Audit Committee: [john@ntasset.com](mailto:john@ntasset.com)
  - Chairman of Risk Management Committee: [terry@hanabk.th.com](mailto:terry@hanabk.th.com)
  - Chief Executive Officer: [richardh@hanabk.th.com](mailto:richardh@hanabk.th.com)
  - Corporate HR Business Partners/Training & Administration Senior Director: [tappawong@hanabk.th.com](mailto:tappawong@hanabk.th.com)
  - Corporate Secretary and Internal Audit Senior Manager: [jirapak@hanabk.th.com](mailto:jirapak@hanabk.th.com)
- **Internal Whistleblower Channel:** Employees can report concerns through their direct supervisor (manager level or above), the head of the Human Resources Department at each location, a suggestion box (or red box) available at each Hana location, or through the aforementioned channels.

##### 5.2 Human Rights Remediation

The Company maintains grievance mechanisms for individuals including communities who may be impacted by its business activities. These mechanisms explicitly cover human rights concerns, guarantee confidentiality and, where appropriate, allow anonymous reporting. They are accessible to both internal and external stakeholders.

In the event of a human rights violation caused or contributed to by the Company's operations, the Company is committed to taking responsibility and implementing appropriate measures to address and remediate the impact on the affected individuals or communities. The process involves:

1. Investigation and Analysis: The Company will investigate the facts, the causes, and assess the scope of the violation. The Company will cooperate with relevant government authorities if a complaint regarding human rights violations related to or contributed to its activities is raised.

2. Corrective Actions: Appropriate corrective actions will be taken to remedy the situation and prevent further harm. This may include financial and non-financial remedies.
3. Sanctions: The Company will apply appropriate sanctions, including but not limited to warnings, job reassignment, suspension, or termination, depending on the severity of the violation.
4. Engagement with Affected Parties: The Company will engage with affected parties to ensure that their concerns are addressed and to restore their rights.
5. Monitoring and Reporting: Ongoing monitoring will be conducted to ensure that the remediation efforts are effective, and results will be reported to relevant stakeholders, including to the independent directors.
6. Preventive Measures: The Company will analyze lessons learned from the incident and implement measures to prevent future violations.

**2025 Human Rights Performance:**

- 100% of business operations and activities have been assessed.
- 100% of business operations and activities identified with human rights risks have corresponding response measures in place.
- No cases of human rights violations have been reported in 2025.

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

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

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

	2023	2024	2025
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

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

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

### Information on employees and labor management plan

#### Employees and labor management plan

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

#### Empowering Human Capital

##### Employees

Employees as internal stakeholders within the organization play an important role in contributing to the long-term success and performance of the corporation. Our key focus is to retain deserving and talented employees while employee satisfaction is important for them to remain happy and also deliver their level best.

Our guidelines and operating results with responsibility towards employees are as follows:

##### • Respect Human Rights

Hana aims to conduct its business with ethics holding on to our responsibility to society and all groups of stakeholders based on the corporate governance principles and the code of conduct. For human rights protection, the Company has complied with laws and international standards, especially giving support to and complying with Universal Declaration of Human Rights (UDHR), United Nations Global Compact (UNGC), United Nations Guiding Principles on Business and Human Rights (UNGPs) and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. The Company recognizes and has put in place labor practices by respecting human rights in regard to the fairness, equality and non-discrimination both in terms of employment, compensation, promotion, training and development without discrimination of age, gender, educational institution, race and religion, as well as supporting employment for disadvantaged groups in order to create opportunities, career path and a more income with the goals achieving the Sustainable Development Goals (SDGs).

**Employment/Termination** - Hana is committed to promoting equal opportunities in employment, promotion and termination, and firmly opposes discrimination based on race, nationality, color, religion, gender, age, disability, marital status, political affiliation, union membership, sexual orientation, or any other legally protected status.

All employees are treated and evaluated solely by their ability to meet job requirements. To promote workforce diversity, foster inclusion, and reduce discrimination, Hana's recruitment process eliminates bias by not requesting personal information such as age, religion, gender, nationality, or disability. These initiatives ensure a diverse, inclusive, and equitable workplace where all employees can thrive and contribute to the Company's growth.

**Child Labor** - Hana has a policy prohibiting the employment of children below the legal working age in each country in which we operate. We do not support child labor throughout our supply chain, in alignment with the Responsible Business Alliance (RBA) Code of Conduct in the Electronic Industry Citizenship Coalition (EICC), which has set standards to ensure that working conditions in the electronics industry and industries in which electronics are a key component as well as across their supply chains, are safe for employees. Child labor must not be used at any stage of manufacturing.

**Social Protection** - Our compensation policy is fair and reasonable according to employees capability by considering the packages with the same industry and in accordance with their position, experience and their performance in the Company as well as the economic and social situation. Moreover, the Company provides various employees welfare for example annual vacation, overtime with the consent of employees, medical treatment, employees cooperatives and other welfares such as group life and accident insurances, annual health check, special vaccination such as Influenza vaccine, employee fitness center, library at certain location, etc. More importantly, the Company provides the childrens education allowance for children of low-income employees.

**Employee Remuneration** - The Company has a policy on remuneration and welfare for employees. Employee performance appraisal is used as a method for regular review of an employees job performance evaluation with specified criteria and feedback on their work taking into account the duties and responsibilities, economic conditions, living conditions, legal wage rate to justify employees remuneration. Compensation paid to employees is complied with all applicable wage laws, including those relating to minimum wages, overtime payment, and legally mandated benefits. For remuneration process, aside from semi-annual individual employee performance appraisals and benchmark with employees in the same group along with the aforementioned conditions, our Corporate Human Resources Department also conducts an employee remuneration survey, on a yearly basis, in collaboration with the Electronic and Computer Employers Association and the independent consulting firms for the remuneration survey with the same industry in consideration as the fairly basis of employees remuneration adjustment to be in line with the industry and labor market conditions.

In addition, the Company provides compensation to employees in line with their performance in both the short term such as bonuses and the long-term performance through Career Development Program which has been continuously provided to employees in order to define the development of skill sets and identify how individuals move through the organization. The career development process has considerable benefits from both an individual employee and an overall organizational perspective. The Company has set the policy and the committees to assess potential candidates, identify the core competencies and perform assessment to verify candidates abilities and determine strengths and weaknesses to match with currently holding position and the readiness for advancement of each candidate, and plan for training and other development tools.

The Company has provided the long-term welfare benefits that retain and motivate employees, particularly for the retirement benefits and the provident fund to help employees to save a portion of their salary in the event of retirement, disability, sickness or unemployment. The Companys provident fund is an alternative saving scheme for retirement where employees contribute a portion of their salaries, and the Company makes the contribution equal to the rate of the employees savings. Employees will benefit from the savings provided by the provident fund management in the form of investment. In summary, the Company has provided various welfare programs for employees to provide them with better life, to make them happy and satisfied, to keep the moral and motivation of employees high, and to raise their standard of living so as to retain our employees for longer duration.

**Summary of welfare program provided to employees:**

*Economic Betterment*

- Retirement benefits
- Provident fund and social security fund
- Hana cooperative fund

- Shift allowance
- Attendance allowance
- Incentive for employees who contribute to CIP (Continuous Improvement Program)
- Long service award

#### *Healthcare Improvement*

- Life and accident insurance
- Annual physical check-up and specific test in case the work environment can affect health
- Influenza vaccination
- Medical benefits
- Nursing room for first aid clinic
- Fitness center and stadium
- Health promotion programs, including training sessions to educate employees on the prevention of diabetes, hypertension, and cardiovascular diseases, as well as work-related musculoskeletal disorders (Office Syndrome), and issues related to stress and mental health.
- Provide affordable helmets to employees for safe driving

#### *Family Support*

- Right to leave for vacation, sick leave, maternity leave, etc.
- Employee assistance program, i.e. maternity benefit, employee death benefit, disaster victim, etc.
- Child education support

#### *Amenities and Others*

- Uniform
- Canteen and low-price consumer goods
- Dormitory
- Transportation
- Recreation activities

**Women in the Workplace** - Hana promotes women's human rights and no gender-based discrimination in terms of employment, compensation, promotion, training and development of employees.

**Disability Inclusion at Work** - Hana supports projects of the government to protect the rights of disabled persons to provide them with employment opportunities. The Company employs persons who are disabled and arranges the appropriate job matching to their capability. The Company also improved workplace environment to enable employees with disabilities to have easier access to the Company's facilities. Furthermore, Hana also arranges a place for disabled persons to open shops in the factory compound at no cost, which gain the good support from employees.

**Labor Relations** - Hana's Welfare and Employee Relations Policy is committed to social responsibility and adheres to the good labor practices: listen to every voice of employees fairly, strengthen culture and working atmosphere, encourage teamwork, and realize that every employee is important and valuable to the Company's success and sustainable growth. The Welfare and Labor Relations Committee is to facilitate collective bargaining at the workplace including employee benefits and privileges, provide opportunities for executives and employees to discuss, make suggestions, file complaints, and suggest ideas with management for decision-making and problem solving.

**Employee Satisfaction Survey** - Hana realizes the importance of employee satisfaction. The Company conducts the employee satisfaction surveys for both daily and monthly employees twice a year to encourage them to provide comments and suggestions as to improve the organization in various areas covering wages and welfare, work environment, job assignment, career advancement, supervisor, colleague, etc.

**Long Service Award** - The Company recognizes the importance of employee engagement. There are also long service awards annually held to promote morale and pride of employees who are dedicated to working with the Company for long time and are an important part of the success and growth of the Company.

**Human Resources Development** - Hana is committed to equal opportunities and to ensure that individuals are treated equally and fairly based on the assessment of employees development needs, competencies, organizational needs irrespective of their gender, age, marital status, disability, race, color, ethnic or national origin or sexual orientation. Employees are expected and encouraged to take ownership and responsibility for their personal training and development including training evaluation/effectiveness monitoring in relation to their work, within the framework of support provided by the organization.

This is to ensure that the employees have the competence to perform their jobs effectively and to encourage the employees to maximize their potential and contribution by supporting the overall strategic business plan and objectives in short and long term. Besides, the Company has provided employees of all levels understanding of their future career opportunities. This leads to increased motivation, morale and job satisfaction among the employees.

**Employee Training and Competency-Based Development** - Hana has always recognized the need to develop its employees as the most important asset in the organization through employees development program and employees training program. The Company has provided training to employees both daily and monthly employees at all levels, including operators, staff and managers. The training focuses on short-term and long-term development, consists of new employee orientation in order to familiarize the employees to new organizational culture and environment, and other training needed for work such as quality system, health and safety at work, 5S, Code of Conducts, etc. from internal and external instructors to upskill and reskill the employees to effectively perform current job functions and to be prepared for future changes and work opportunities. In addition to external training from outside professional trainers, the Company also encourages expertise across departments by turning our employees into trainers with the goals to promote learning organizational culture including enhancing the competency of personnel in the organization.

**Training Need Survey** - The Company arranges the annual survey of training needs from the opinion survey of management and supervisors in consideration of both internal and external factors. The internal factors are job positions, performance assessment according to the competency of each job position, project evaluation such as CPDP Program, technician and line leader development program and business strategic plan. The external factors are customers requirements, technological advancement, requirement of legal and international standards, etc.

In addition, the Company provides opportunities for employees to participate in the introduction of useful training courses through the suggestion box and employee satisfaction survey forms. The results of the surveys is considered and carried out for annual training plan as well as individual development plan (IDP).

**Safety, Health, and Environment at the Workplace** - The Company prioritizes employee development and focuses on both their physical and mental well-being. Since 2005, the Company has been certified under OHSAS 18001 and TIS 18001, which are international and Thai occupational health and safety management systems. In 2019, the certification transitioned to the new ISO 45001 standard. The Company is committed to continuously improving environmental and safety standards, promoting the health and well-being of employees and stakeholders, and upholding social responsibility and labor standards while conducting business operations.

**Improving Health and Well-Being at Work** - The Company has established and annually approves a workplace health and safety plan aimed at preventing work-related injuries and diseases while fostering a healthy organization. In 2025, activities focused on improving employees' health and well-being included training and raising awareness about workplace health and safety, as well as implementing, monitoring, and evaluating measures such as epidemic prevention. Additionally, the Company provided training to promote employee safety and well-being.

## Information on setting employee and labor management goals

### Setting employee and labor management goals

Does the company set employee : Yes  
and labor management goals?

### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>Employee training and development</li> <li>Promoting employee relations and participation</li> <li>Safety and occupational health at work</li> </ul>	<ul style="list-style-type: none"> <li>Training Hours Per Employee Per Year</li> <li>Employee Satisfaction</li> <li>Employee Engagement in Organizational Innovation towards Hana 4.0 Roadmap</li> <li>Workplace Accident</li> </ul>	2025: <ul style="list-style-type: none"> <li>Target: 50 hours/employee/year</li> <li>Target: 78%</li> <li>Target: 80%</li> <li>Target: 0 cases</li> </ul>	2025: <ul style="list-style-type: none"> <li>Actual Performance: 53 hours/employee/year</li> <li>Survey Result: 82.5%</li> <li>Actual Performance: 92%</li> <li>Actual case: 0</li> </ul>

### Note

#### Goal setting

Setting year-by-year goals.

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

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes  
management

**Human Rights, Fair Labor Practices, Employment/Termination, Child Labor** - In 2025, there were no complaints or cases of human rights violations regarding labor.

**Women in the Workplace** - Gender information disclosure of employees classified by level in 2025 is as follows.

### Total Number of Employees of the Company and its Subsidiary by Position and Gender (Person)

Position	Female	Male
Executive	1	5
Management	79	133
Employee	3,535	1,665
<b>Total</b>	<b>3,615</b>	<b>1,803</b>

### Number of Employees of Hana Microelectronics Public Co., Ltd. by Position and Gender (Person)

Position	Female	Male
Executive	1	3
Management	40	61
Employee	1,928	863
<b>Total</b>	<b>1,969</b>	<b>927</b>

**Number of Employees of a Subsidiary - Hana Semiconductor (Ayutthaya) Co., Ltd. by Position and Gender (Person)**

Position	Female	Male
Executive	-	2
Management	39	72
Employee	1,607	802
<b>Total</b>	<b>1,646</b>	<b>876</b>

**Note:** Data as of 31 December 2025

**Disability Inclusion at Work** - According to Empowerment of Persons with Disabilities Act, B.E.2550 (2007) Section 33 and 35, the number of hiring persons with disability of the Company and its subsidiary in Thailand greater than the hiring ratio (1 disabled person to every 100 non-disabled employees 1:100) stipulated by law as follows.

**Number of People with Disabilities per Total Workforce**

(as at the Report Date to the Department of Empowerment of Persons with Disabilities)

Information on the Employment of Persons with Disabilities	2023	2024	2025
<b>Ratio of employees with disabilities to non-disabled employees</b>			
● Hana Microelectronics Public Co., Ltd.	35:3,139	33:3,014	31: 2,896
● Hana Semiconductor (Ayutthaya) Co., Ltd.	54:3,311	55:2,769	51: 2,522
● <b>Total Hiring People with Disabilities</b>	<b>89:6,450</b>	<b>88:5,783</b>	<b>82: 5,418</b>
<b>Total Payment to the Fund for Empowerment of Persons with Disabilities (Baht)</b>	-	68,574.47	-

**Note:** Data as of the Reporting Date to the Department of Empowerment of Persons with Disabilities

In addition, our Hana Jiaxing in China has continued hiring people with disabilities to suit their job positions even no legal obligation.

**Labor Relations** - In 2025, the Company did not have any significant labor disputes.

**Employee Training and Development:**

- **E-Learning and Online Training** - Online training on the internet has been promoted as an advanced technology by moving from the traditional training method which offers more convenience for employees to participate in more flexible training or seminars conducted by various organizations which can gain the learning outcomes according to the corporate objectives. In addition, employees can gain knowledge through Hanas E-Learning website to minimize time

constraints and restrictions of place. The instructors can customize learning ideas in numerous methods while learners can choose topics of study fitting their own interest on Hanas website which is to provide essential e-materials, VDO clips and self-test evaluation as options and opportunities for employees to learn anytime.

- **Cyber Security Course by Training and IT Team** As technology plays an increasingly critical role in operations both in manufacturing processes and office functions the widespread use of computer systems and internet connectivity has become essential. The Company places great importance on cybersecurity to mitigate risks from cyberattacks, prevent data breaches, and safeguard critical organizational information. Hence, the Cybersecurity training program has been implemented to raise employees awareness of information security, equip them with knowledge on data protection, and promote understanding of cybersecurity measures. The program also covers relevant standards, including the ISO/IEC 27001 Information Security Management System.

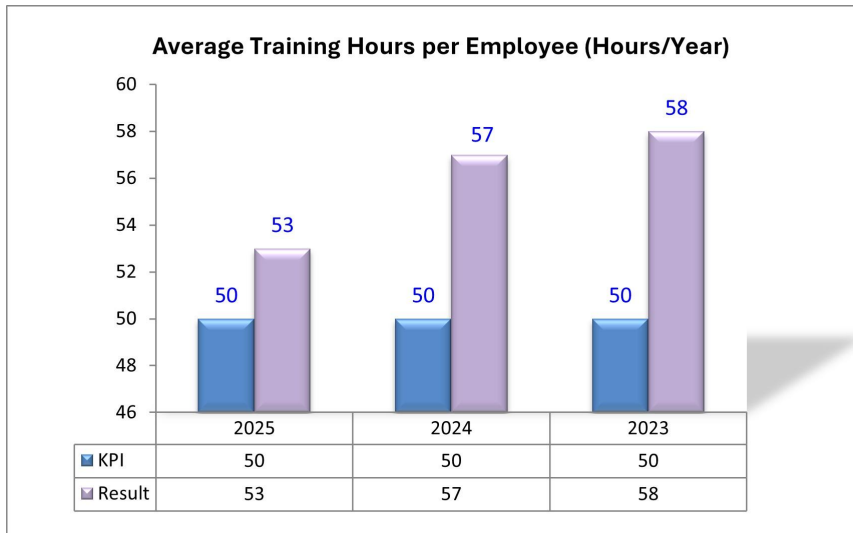
- **Money Management Course by Hana Lamphun Management** - The Company places strong emphasis on financial stability and sustainability at both the organizational and employee levels. Employees financial discipline contributes to improved quality of life, reduces household economic risks, and supports long-term shared sustainability. Accordingly, the Company has implemented a training program designed to educate and motivate employees to save and manage their finances systematically and with discipline. The program covers financial planning for the future and retirement preparedness. In 2025, a total of 290 employees participated in this program.

- **Training Courses and Training Hours** - The Company have organized a variety of training courses aligned with the business plan, strategies, and customer requirements, while also addressing the needs of supervisors and individual employees. In 2025, a total of 150,316.25 training hours were provided to employees across a broad range of courses, categorized as follows:

Training Courses	Number of Training Hours			%
	Daily Employees	Monthly Employees	Total Hours	
Technical Skills	19,613.45	17,275.50	36,888.95	24.54
Quality Skills	15,118.00	13,789.20	28,907.20	19.23
Professional Re-certification	21,981.00	4,741.00	26,722.00	17.78
Management Skills	1,067.00	19,527.25	20,594.25	13.70
General Skills	8,867.15	8,782.20	17,649.35	11.74
Safety and EMS	5,130.30	3,895.15	9,025.45	6.00
Computer & Technology Skills	3,099.25	5,782.80	8,882.05	5.91
Multi-Skills	1,433.00	3.00	1,436.00	0.96
Job Transfer	208.00	3.00	211.00	0.14
<b>Total</b>	<b>76,517.15</b>	<b>73,799.10</b>	<b>150,316.25</b>	<b>100</b>

The average training hours per employee per year, covering both monthly and daily-paid staff, compared against the KPI for 2025 and the previous years, are detailed as follows:

Average Training Hours per Employee per Year	2025	2024	2023
KPI	50	50	50
Result	53	57	58



In addition to the aforementioned training programs, the Company has implemented key employee development initiatives as follows:

- Career Path Development Program (CPDP)** - To support sustainable growth, the Company has implemented the Career Path Development Program since 2011, along with the Talent Program since 2016. These initiatives focus on developing senior employees at the M1/T1 level and above, ensuring equal opportunities to participate in a structured selection process for inclusion in the programs. Participants receive systematic training and capability development across multiple dimensions, including technical competencies, leadership skills, and readiness for higher-level roles. The primary objectives of these programs are to support succession planning, retain potential employees over the long term, and promote career advancement in alignment with the Company's growth. In addition, the programs provide a platform for participants to share expertise, exchange perspectives and viewpoints with management, and offer constructive feedback to support organizational development. This helps strengthen internal collaboration and connectivity across the organization. The programs are carefully designed to align with the Company's expectations, goals, and strategic direction, while also fostering employee strengths and encouraging active engagement. Since the start of the programs, a total of 714 employees has been selected to participate in these development programs. In 2025, 123 employees from Hana Lamphun and Hana Ayutthaya joined the program, reflecting the Company's ongoing commitment to human capital development, strengthening the readiness of future leaders, and supporting sustainable organizational growth in the long term.

- Technician and Line Leader Development Program** - To increase potential of employees whose duties required specialized expertise including a group of junior-level supervisors to grow further and retain potential personnel in the organization. The Company has initiated development programs for both potential groups to strengthen their skills in performing tasks and growing along with the organization. There were 87 and 91 employees selected to undergo the training programs in 2025, representing 33% and 74% respectively of employees in the same groups. Both of the above projects create benefits to both employees and the organization such as: **Value to the Organization:** The program facilitates smoother and more effective internal promotions. Employees can apply the knowledge gained as a basis for analytical thinking to reduce costs, shorten processing time, and increase sales through the Continuous Improvement Program (CIP). As a result of the Improvement Projects implemented, the Company achieved total cost

savings of 7,633,410 Baht. **Value to Employees:** To develop skills, abilities and expertise necessary to align with individual career goals, job stability and economic security encouraging opportunities to develop oneself along with the Company's growth.

- **Internal Knowledge Sharing Program by Internal Trainers** - This program is designed to ensure that employees understand their responsibilities and perform their work correctly, in accordance with company principles, regulatory requirements, legal standards, and customer expectations. It aims to elevate work quality, reduce operational risks, and enhance overall efficiency. In 2025, Hana Lamphun and Hana Ayutthaya benefited from the contributions of a total of 189 internal experts who shared their knowledge and expertise with employees. **Value to the Organization:** This program helps develop employees' skills and knowledge through learning from internal experts and best practices, enabling them to work more efficiently, reduce errors, and address problems effectively. It also lowers costs associated with external training. In addition, internal trainers have a strong understanding of the company's environment and culture, allowing them to deliver content and provide guidance that is tailored to actual work contexts and objectives, while promoting effective collaboration and coordination across the organization. **Value to Employees:** Employees who serve as internal trainers have the opportunity to develop their expertise, communication skills, teaching abilities, and coaching techniques, while also gaining new insights and perspectives from participants. At the same time, employees benefit from learning directly from experts with specialized technical knowledge and best practices within the organization, enabling them to perform tasks accurately, reduce risks in critical processes, and solve problems independently. This program enhances employees' competencies and potential, fosters a culture of continuous learning and self-development, and allows them to apply knowledge in real work situations, increasing confidence and overall work performance.

- **Engineer Development Program** - This program is designed to strengthen engineering capabilities to support the Company's expansion, growth, and evolving business needs. It also aims to prepare and develop future middle management while encouraging employees to acquire knowledge in emerging technologies, automation systems, and innovative design. These efforts enhance the Company's global competitiveness and align with the Hana 4.0 policy. In 2025, Hana Lamphun selected 92 employees to participate in the program, representing 42% of the engineering workforce in this group. **Value to the Organization:** The program facilitates smoother and more effective internal promotions. Employees can apply their knowledge to analytical thinking and problem-solving approaches that help reduce costs, shorten processing time, and increase sales through the Continuous Improvement Program (CIP). As a result of the Improvement Projects implemented, the Company achieved cost savings of 2,032,579 Baht. **Value to Employees:** Employees can gain essential skills, capabilities, and expertise aligned with their career goals, enhancing career stability and compensation prospects. The program also supports continuous self-development, enabling employees to grow alongside the Company while strengthening knowledge and competencies required to advance into middle management and higher leadership roles in the future.

- **Employee Scholarship Program** - To enhance employee capabilities and promote career advancement in alignment with the Hana 4.0 strategy, as well as to support the development of Thailand 4.0 industries, the Company has entered into a Memorandum of Understanding (MoU) with the Faculty of Engineering, Rajamangala University of Technology Lanna, Chiang Mai, aiming to foster the continuous and sustainable development of high-quality human resources. Under this partnership, the Company provides scholarships to employees pursuing further education in fields that are critical to advancing the Company's technological capabilities and automation systems.

The scholarship support for the period 2022-2025 is summarized as follows:

Year	Level of Degree	Major	Number of Scholarship	Amount (Baht)
2022	Bachelors	Electronic Engineering and Automation Control Systems	20	3,000,000
2023	Bachelors	Software Engineering	10	2,000,000
2024	Bachelors	Electronic Engineering and Automation Control Systems	11	2,200,000
	Masters	Electronic Engineering	3	600,000
2025	Bachelors	Software Engineering	7	700,000
	Masters	Engineering	10	1,500,000
<b>Total Scholarship Awarded during 2022 - 2025</b>			<b>61</b>	<b>10,000,000</b>

These scholarships cover undergraduate programs aligned with the Company's core technological fields including innovation, automation systems, and software development as well as advanced knowledge development at the masters level. This initiative plays a vital role in enhancing production efficiency, improving product quality, and strengthening systematic, data-driven management capabilities.

The provision of scholarships and collaboration with academic institutions reflect the Company's strong commitment to investing in human capital in a tangible manner, as well as building an internal talent development ecosystem that grows in parallel with future technological directions. In addition, the Employee Scholarship Program strengthens employee motivation and engagement by providing long-term learning and development opportunities. This enables the Company to retain high-potential talent, support career advancement, and ensure workforce readiness to accommodate future business expansion and transformation. At the same time, collaboration with academic institutions contributes to the broader ecosystem of engineering workforce development in Thailand by bridging knowledge between academia and industry, and by supporting the sustainable achievement of Thailand 4.0 objectives across organizational, community, and economic dimensions.

#### **Engaging Employees in Sustainability:**

**Employee engagement in the innovation-driven organization towards Hana 4.0 roadmap** - The Company has implemented the innovation-driven organization project to support the Hana 4.0 strategy, focusing on sustainably enhancing operational efficiency through driving innovation from within the organization, especially in terms of continuous improvement and the implementation of technology to increase efficiency in work processes (Process Innovation) with the aim of promoting an organizational culture that supports systematic analytical thinking, encouraging employees at all levels to participate in improving operational performance, reducing unnecessary waste and costs, developing teamwork skills and environmental awareness, and driving environmentally and socially friendly production processes (Eco Process).

The Company has established a Continuous Improvement Program (CIP) Department as a key mechanism to drive continuous improvement activities throughout the organization, with a primary role in systematically transmitting policies from senior management to operational levels, to encourage employees to participate in proposing solutions to improve operational performance, creating innovations that can be practically applied, and continuously participating in quality development activities such as Quality Control Circle (QCC), Quality Improvement Project &

Kaizen activities through the competitions on CIP Day which is held twice a year. Outstanding projects will be selected to compete in national competitions organized by the Technology Promotion Association (Thailand-Japan), such as the Thailand Quality Prize and the Thailand Kaizen Award. This will benefit the company, the environment, and the community in terms of increasing production efficiency, reducing waste, reducing resource usage, creating innovations that meet actual operational needs, promoting knowledge and learning among employees in the organization, creating organizational engagement and a culture of development that supports ESG (Environmental, Social, Governance) goals for the sustainability of society.

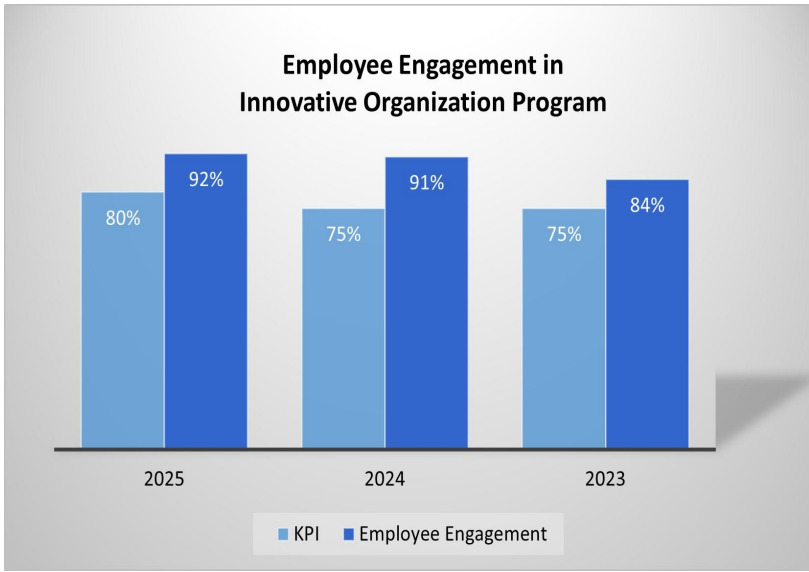
Regarding this organizational culture, the following projects have been created as examples:

- **Paperless Solution** An innovation that brings the organization into digital transformation, enhances work efficiency by transition from paper-based processes to paperless both in the office and production. The team responsible consists of management, staff of each department and concerned departments played a key role in supporting and driving the paperless initiative. This made the working process clearer because all workflows are systematic including improving speed and increasing efficiency and most importantly saving costs to the Company while reducing the use of natural resources resulting in the reduction of greenhouse gases, as follows.

1. **Cost reduction:** total saving 1,526,552 Baht/year divided into:
  - Labor cost 1,291,500 Baht
  - Print & photocopy cost 212,715 Baht
  - Paper cost 22,337 Baht
2. **GHG emission reduction** 1,957 kgCO<sub>2</sub>e

**Employee Engagement Goals and Performance** - The Company has consistently exceeded its employee engagement targets under the Hana 4.0 strategy, demonstrating a strong and ongoing commitment to fostering employee participation. The details over the past three years are as follows:

Employee Engagement	2025	2024	2023
KPI	80	75	75
Result	92	91	84

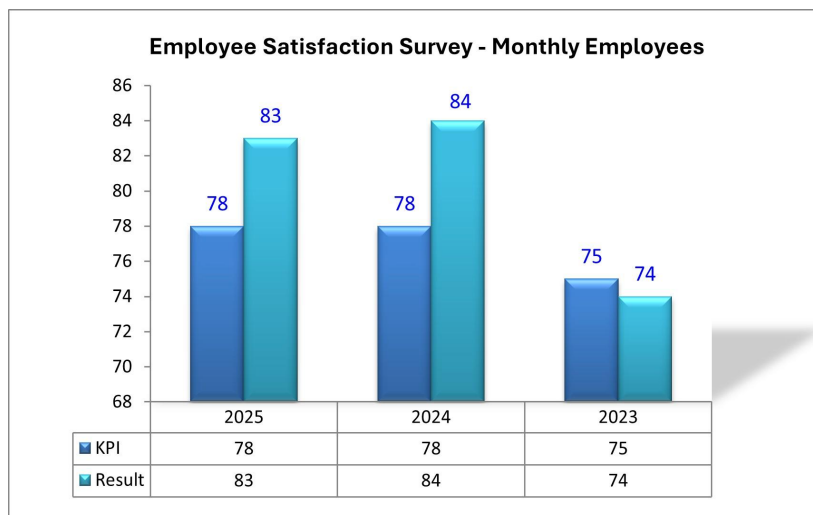
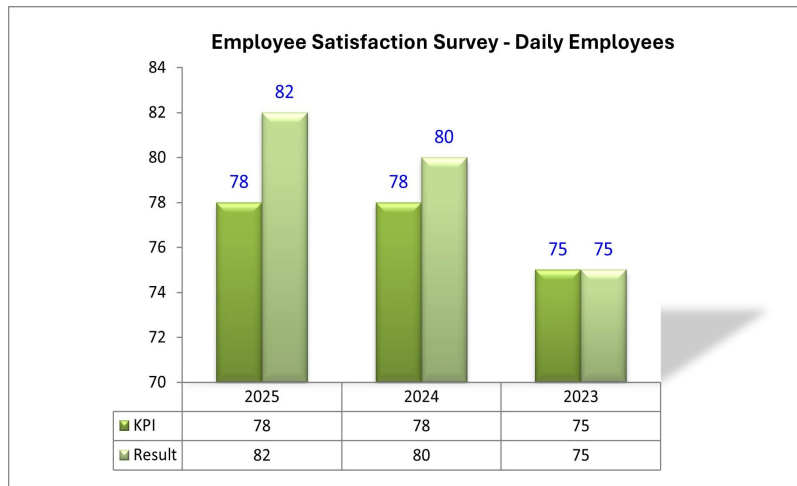


**Employee Satisfaction Survey Results** - The Company has analyzed the results of employee satisfaction surveys to systematically improve and develop employee engagement. Based on feedback from the latest year, the improvement initiatives have included the provision of electric massage chairs to help reduce fatigue from work, as well as the addition of more tables and chairs in break areas to create a comfortable working environment that meets employee

needs. The Company also continues to implement other facility improvements to enhance employees quality of life and promote a positive and satisfying work experience.

The results of the employee satisfaction survey, compared with the KPI for 2025 and the previous years, are as follows:

Employee Satisfaction Survey	2025	2024	2023
KPI	78	78	75
Result Daily Employee	82	80	75
Result Monthly Employee	83	84	74



The Company is committed to continuously enhancing employee satisfaction to foster a work environment that promotes both well-being and employee engagement. The survey results have been communicated through public relations boards, canteen bulletin boards, radio announcements, and the Company's intranet.

**Employee Engagement Initiative Projects** - The Company implemented the Rest Area Improvement Project, which was developed through structured employee engagement processes, including open dialogues to gather employee needs and feedback. As part of this initiative, the Company added more tables and chairs in rest areas, upgraded relaxation spaces, improved the surrounding landscape, and increased green spaces. The total project budget amounted to 60,000 Baht. The project aims to enhance employees quality of working life, boost morale, and foster a positive

working environment that supports stronger employee engagement. Additionally, the initiative helps create opportunities for meaningful interaction between employees and management through shared activities within the organization.

**Long Service Award** - In 2025, a total of 713 employees across Hana group in Thailand, received the Long Service Award for their dedication. Employees were recognized for their service milestones ranging from 10 to 40 years, highlighting the commitment and loyalty of staff at various stages of their careers. The recognition reflects the Company's appreciation for long-term contributions and the value of sustained service to the organization.

### **Promoting Employee Health, Quality of Life and Well-being**

**Health and Safety Implementation** - The Company is committed to providing a safe and hygienic workplace by controlling environmental factors such as lighting, noise, air quality, humidity, and temperature in accordance with established standards. This is to enhance employee productivity while continuously promoting both physical and mental well-being. The Company provides a fitness center and sports facilities at the Hana Sport Complex, including a fully equipped gym with standard equipment and regular weekly exercise classes such as yoga, fitness training, and aerobics led by professional instructors. Recreational activities and sports competitions are also organized, along with health promotion programs such as weight management initiatives and campaigns to reduce, quit, or avoid smoking and alcohol consumption. In terms of mental health, the Company collaborated with the Mental Health Center 1 in Chiang Mai to implement stress reduction programs, including training, counseling, and employee stress assessments. Additionally, the Company supports flexible working arrangements, such as remote work options, particularly for female employees with children. Protective measures are in place for pregnant employees, including restrictions on overtime and holiday work. The Company also facilitates Breastfeeding Corner and refrigerators for breast milk storage to ensure appropriate support and convenience.

**Workplace Environment Measurement** - The Company regularly monitors the extent to which employees are protected from work-related hazards and risks by measuring physical, chemical and biological hazards present in the workplace that may affect employee well-being such as the noise level, temperature, light intensity, concentration of substances to ensure employees working in a safe and healthy environment. In 2025, the result of work environment measurement is as follows.

- **Light Measurement** Total Areas Checked: 886 areas Results: All areas met the standards by law.
- **Sound/Noise Measurement** Total Areas Checked: 108 areas Results: There were 4 areas greater than 85 dB(A) over the standards.
- **Heat Measurement** Total Areas Checked: 101 areas Results: All areas met the standards by law.
- **Chemical Measurement** Total Areas Checked: 104 areas Results: All areas met the standards by law.

**Managing Excessive Noise Level in the Workplace** - There are certain areas exposed to noise level above standard due to the running of equipment whereby has been arranged to locate in isolated areas. The Company took the control measures and preventive measures by implementing a hearing conservation program with the warning signs are posted and workers in posted noise hazard areas must wear hearing protection throughout the working hours, providing hearing test for new employees and all employees exposure to noise on an annual health check-up in order to monitor and follow up to evaluate the impact of their health including regular maintenance of equipment and machinery. The level of noise that exceeds the standard is limited to specific areas in the factory and has no impact on the community.

**Epidemic Prevention Measures** - To reduce the risk of seasonal influenza, lower absenteeism, and support overall work efficiency, Hana organized an influenza vaccination program for employees and extended to include family members, who were able to receive the vaccine at a special discounted rate. In 2025, a total of 3,599 employees and family members participated in the vaccination program.

With regard to our care and concern for employee health, the Company contributed to plenty of health promotion and awareness activities through various accessible methods for the benefit of employees with all ages, like for instance, health promotion training, safety in workplace, recreation activities to reduce tension and stress in working and to strengthen concrete relationship among coworkers and between employees and management including with specific disease information training courses, for example, training on diabetes, hypertension, cardiovascular disease, preparation for pregnancy and pregnancy care, and first-aid, CPR and AED.

**Oral Health Awareness** The Company places strong emphasis on employees oral health and has collaborated with Princ Lamphun Hospital to provide on-site dental services. These include dental scaling, tooth extractions, oral health check-ups, and consultations for employees. In 2025, a total of 48 employees participated in the oral health check-up program.

**We Care Activity** As part of its ongoing commitment to promoting road safety, the Company supported the Drive Safe campaign by providing employees with affordable helmets to help prevent serious injuries. This initiative has been carried out for the 12th consecutive year. In 2025, a total of 500 employees participated in the program with a budget of 50,000 Baht.

**Employee and Family Support Program** The Company, together with its employees, organized fundraising and provided support for colleagues and their families facing serious illnesses, such as breast cancer, cholangiocarcinoma, and kidney disease including with those confronting with natural disasters with a budget of 40,277 Baht.

**Child Scholarship Program for Low-Income and Disabled Employees** - Hana has supported scholarships to children of low-income and disabled employees. In 2025, the Company granted 667 scholarships amounting to 1.185 million Baht.

**Health and Safety Awareness and Training** - In 2025, the Company continuously provided training on safety, occupational health, and workplace environment for both new and existing employees. This initiative was designed to enhance employees capabilities by equipping them with knowledge and understanding of safety principles, occupational health practices, workplace environmental standards, as well as relevant laws and regulations. These efforts aim to ensure that employees can perform their duties correctly and safely, minimize the risk of workplace accidents and occupational illnesses, and promote and support the development of a sustainable safety culture within the organization. To achieve these objectives, the Company has implemented training programs covering key topics, as outlined below.

- **Safety, Occupational Health and Environment Training for Newly Hired Employees** - The Company aims to equip newly hired employees with the essential knowledge and skills to ensure their competence in safety, health, and environmental aspects of their work. In 2025, a total of 146 newly hired employees attended the training. Their understanding of health, occupational health, and environmental topics was assessed through pre- and post-training evaluations.
- **Ergonomics Training** - The Company conducted ergonomics training for 128 employees to help reduce work-related injuries caused by improper posture and to minimize the severity of musculoskeletal disorders associated with work, such as office syndrome.
- **Chemical Safety and Proper Use of Personal Protective Equipment (PPE) Training** - A total of 1,171 employees received training on chemical safety and the correct use of personal protective equipment. This program aims to enhance understanding of chemicals and hazardous substances, including their safe storage, handling, and transportation, as well as the appropriate selection and use of PPE for safe operations.
- **Well-being Information Dissemination** - The Company promoted employee well-being by providing information boards that share knowledge and updates on health care and proper nutrition.

**Workplace Accidents and Injuries:** The Company discloses statistics on workplace accidents and work-related illnesses to employees with daily updates. Although no accidents occurred in 2025, the Company continues to review its safety

risk management processes, enhance accident prevention measures, and strengthen monitoring mechanisms to prevent workplace incidents and reduce potential future accidents. Preventive measures are implemented through the Safety Management Program, which is designed to minimize risks associated with each incident. A safety officer acts as the program leader, reviewing past accidents and organizing dedicated teams to execute action plans aimed at achieving established safety objectives.

#### Workplace Accidents or Injuries

Workplace Accidents or Injuries	2025	2024	2023
Total number of injury (case)	0	0	1
Total number of lost-time injury (case)	0	0	0
Lost Time Injury Frequency Rate of Employee (LTIFR) per 1,000,000 hours worked	0	0	0

#### Summary of Employees and Labor Performances and Achievements in 2025

- Hana Ayutthaya received the **"Outstanding Disability Support Organization Award"**, presented by the Minister of Social Development and Human Security, recognizing the thirteenth consecutive years of exemplary support, including the **Organization Promoting Employment of Persons with Disabilities (Honorary Level)"**, awarded by the Ministry of Social Development and Human Security, as one of only three organizations nationwide. This award honors organizations that have supported disability employment at an excellent level for at least sixth consecutive years, exceeded legal requirements, and delivered measurable improvements in the capabilities and quality of life of persons with disabilities across all types of disabilities. Furthermore, Hana Ayutthaya also received the **Organization Benefiting Persons with Disabilities 2025** certificate, presented by the Parliamentary Committee on Social Development and Affairs of Children, Youth, Women, the Elderly, Persons with Disabilities, and Underprivileged Groups, recognizing over 10 years of continuous support in promoting sustainable livelihoods for persons with disabilities. These awards reflect Hana Ayutthayas ongoing commitment to creating opportunities, promoting independence, and improving the quality of life for persons with disabilities.
- Hana Lamphun received the prestigious **Outstanding Model Workplace Award on Occupational Safety, Health, and Work Environment 2025 (National Level)** at the Diamond Level. The award has been granted for the seventh consecutive years for Lamphun Plant 1 and the eighth consecutive year for Lamphun Plant 2 by the Ministry of Labour. This recognition reflects the Companys systematic management of occupational safety, health, and work environment, aligned with international standards.
- Hana Lamphun was awarded the **2025 Outstanding Model Establishment in Labour Relations and Welfare** by the Ministry of Labour for the fifth consecutive years. This recognition reflects the Companys strong commitment to fostering effective cooperation between management and employees in developing robust labour relations systems and employee welfare programs, with the aim of enhancing employees quality of life.
- Hana Lamphun has been awarded the **Disease-Free, Safe and Happy Workplace** certification at the national level, receiving the Gold Award for third consecutive years, covering through 2026. The award was presented by the Ministry of Public Health. This achievement reflects the Companys continued commitment to promoting employee well-being by supporting good health, reducing the risk of non-communicable diseases and injuries, ensuring safety in the workplace and environment, and fostering positive mental health among employees.

- Hana Lamphun received the **2025 Good Labor Practices** certificate from the Lamphun Office of Labour Protection and Welfare, Ministry of Labour, for the fourth consecutive years presenting a voluntary framework for improving employment conditions and working environments in compliance with labour laws. It focuses on enhancing workers quality of life and preventing issues related to child labour, forced labour, discrimination, and human trafficking, reflecting the Companys commitment to ethical business conduct and social responsibility.
- Hana Lamphun received the **Outstanding Workplace in Drug Prevention and Solution to Drug Problems Remediation** certificate for 2025 from the Lamphun Provincial Labour Protection and Welfare Office. This recognition highlights the Companys commitment to voluntary drug prevention and intervention for employees, along with the establishment of a sustainable monitoring system to address and prevent drug-related issues in the workplace.
- Hana Lamphun received the certificate of recognition as a **Workplace Participating in the Advancement of Organizational Road Safety Measures** for 2025. The award was presented by the Lamphun Provincial Labour Protection and Welfare Office to honor organizations, workplaces, and agencies with outstanding achievements in promoting road safety measures. The recognition emphasizes the Companys proactive approach to managing safety, aiming to reduce work-related fatalities and accidents while serving as a model for other organizations in implementing effective road safety practices.
- Hana Ayutthaya was awarded the **SAN (Sanitation Accountability Network) Food Sanitation Standard** certification, Clean, Safe, and Standardized, by the Department of Health in recognition of its effective sanitation management practices, reinforcing high standards of hygiene, safety, and consumer trust.



## Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	6,450	5,783	5,418
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
<b>Total employees (persons)</b>	6450	5783	5418
Male employees (persons)	2080	1899	1803
Percentage of male employees (%)	32.25	32.84	33.28
Female employees (persons)	4370	3884	3615
Percentage of female employees (%)	67.75	67.16	66.72
<b>Total of workers who are not employees (Person)</b>	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

## Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	891	898	803
Percentage of employees under 30 years old (%)	13.81	15.53	14.82

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	4,638	4,224	3,934
Percentage of employees 30-50 years old (%)	71.91	73.04	72.61
Total number of employees over 50 years old (Persons)	921	661	681
Percentage of employees over 50 years old (%)	14.28	11.43	12.57

#### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	267	282	277
Percentage of male employees under 30 years old (%)	12.84	14.85	15.36
Total number of male employees 30-50 years old (Persons)	1,485	1,350	1,270
Percentage of male employees 30-50 years old (%)	71.39	71.09	70.44
Total number of male employees over 50 years old (Persons)	328	267	256
Percentage of male employees over 50 years old (%)	15.77	14.06	14.20

#### Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	624	616	526
Percentage of female employees under 30 years old (%)	14.28	15.86	14.55

	2023	2024	2025
Total number of female employees 30-50 years old (Persons)	3,153	2,874	2,664
Percentage of female employees 30-50 years old (%)	72.15	74.00	73.69
Total number of female employees over 50 years old (Persons)	593	394	425
Percentage of female employees over 50 years old (%)	13.57	10.14	11.76

#### Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	6,237	5,569	5,200
Percentage of employees in operational level (%)	96.70	96.30	95.98
Total number of employees in management level (Persons)	207	208	212
Percentage of employees in management level (%)	3.21	3.60	3.91
Total number of employees in executive level (Persons)	6	6	6
Percentage of employees in executive level (%)	0.09	0.10	0.11

#### Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	1,945	1,763	1,665
Percentage of male employees in operational level (%)	93.51	92.84	92.35

	2023	2024	2025
Total number of male employees in management level (Persons)	130	131	133
Percentage of male employees in management level (%)	6.25	6.90	7.38
Total number of male employees in executive level (Persons)	5	5	5
Percentage of male employees in executive level (%)	0.24	0.26	0.28

#### Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	4,292	3,806	3,535
Percentage of female employees in operational level (%)	98.22	97.99	97.79
Total number of female employees in management level (Persons)	77	77	79
Percentage of female employees in management level (%)	1.76	1.98	2.19
Total number of female employees in executive level (Persons)	1	1	1
Percentage of female employees in executive level (%)	0.02	0.03	0.03

#### Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
CEO Office	6

Department / Line of work / Unit / Business group	Number of employees (persons)
Customer Service and Business Development	55
Finance and Accounting	35
Human Resources/Administration/ Training	150
Management Information System (MIS)	62
Operation Support	419
Production	4,176
Quality Assurance	466
Supply Chain Management	49
Total number of employees	5,418

### Significant changes in the number of employees

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

### Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities ( persons)	89	88	82
Percentage of disabled workers to total employment (%)	1.38	1.52	1.51

	2023	2024	2025
<b>Total number of employees with disabilities (Persons)</b>	39	39	37
Total male employees with disabilities (persons)	21	20	18
Total female employees with disabilities (persons)	18	19	19
Percentage of disabled employees to total employees (%)	0.60	0.67	0.68
<b>Total number of workers who are not employees with disabilities (persons)</b>	50	49	45
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
<b>Contributions to empowerment for persons with disabilities fund</b>	No	Yes	No

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	2,521,603,440.00	2,426,142,634.00	2,344,526,936.00
Total male employee remuneration (baht)	1,099,598,673.00	1,085,467,890.00	1,058,747,347.00
Percentage of remuneration for male employees (%)	43.61	44.74	45.16
Total female employee remuneration (baht)	1,422,004,767.00	1,340,674,744.00	1,285,779,589.00
Percentage of remuneration for female employees (%)	56.39	55.26	54.84
Average of remuneration of employees (Baht/persons)	390,946.27	419,530.11	432,729.22

	2023	2024	2025
Average of remuneration for male employees (Baht/persons)	528,653.21	571,599.73	587,214.28
Average of remuneration for female employees (Baht/persons)	325,401.55	345,178.87	355,679.00
Rate of average of remuneration between female employees and male employees	0.62	0.60	0.61

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

#### Provident Fund Management Policy

The Company recognizes the importance of employees long-term financial security and regards the provident fund as a key scheme for promoting savings and investment, supporting employees quality of life, financial stability after retirement, and long-term employee retention.

The Company's management actively supports and encourages employees to participate in the provident fund and maintain consistent savings. The Company has set up the provident fund in accordance with the Provident Fund Act B. E. 2530 on 29 April 1990, during the period when the Company operated as a private limited company and has continued to operate the fund following its transformation into a public limited company, to serve employees of the Company and its subsidiaries in Thailand.

The Company appoints a licensed asset management company to manage the fund's investments and supports the Provident Fund Committee in conducting its duties in accordance with the Investment Governance Code for Institutional Investors (I Code) to ensure prudent investment management is appropriate to the level of risk, and subject to proper oversight. These practices further support the Sustainable Development Goals (SDGs), particularly SDG 8: Decent Work and Economic Growth.

In addition, the Fund Committee places importance on regularly monitoring, overseeing, evaluating, and reviewing the fund's operations to ensure compliance with established policies, while ensuring that these operations are conducted with transparency and auditability and with a focus on supporting the long-term interests of fund members.

#### Fund Management Practices

To ensure that the provident fund is managed effectively and in the best interests of its members, the Company has established clear fund management practices and guidelines. These practices focus on promoting employees long-term financial security, ensuring prudent investment management, maintaining transparency and accountability, and providing members with appropriate information and tools to manage their retirement savings effectively. The key practices are as follows:

- Promoting equal opportunities for employees at all levels to participate in the provident fund to support financial security, a good quality of life, and long-term employee retention.

- Encouraging continuous savings by determining appropriate member contribution rates and employer matching contributions to enhance financial readiness after retirement and strengthen employee engagement with the organization.
- Providing a range of investment plan options, enabling members to select plans that are appropriate to their age, length of service, savings objectives, and individual risk tolerance.
- Selecting and appointing a licensed asset management company to manage the funds investments, based on its expertise, experience, performance, and compliance with the Investment Governance Code (I Code) and disclosing the selection criteria to members in order to enhance understanding and confidence in the funds management.
- Encouraging members to use the asset management companys online system to access information on their contributions, employer matching contributions, investment returns, make changes to their investment plans, and monitor the funds performance on an ongoing basis, while summary reports are provided to members at least twice a year.
- Continuously overseeing the funds operations, including arranging for an annual audit by an external auditor, to ensure compliance with applicable laws and established policies.

### Operations During the Past Year

Over the past year, the Fund Committee has continuously managed the fund in accordance with the established policies, with an emphasis on transparency, auditability, and the best interests of the members. Key actions undertaken include:

- Encouraging both new and existing employees to enroll as members of the provident fund.
- rganizing training sessions and providing information to fund members and employees who have not yet enrolled, covering topics such as the provident fund, investment planning, and post-retirement financial management.

### Fund Management Development Plan

In 2026, the Company plans to improve the conditions for re-enrollment in the provident fund to promote savings, enhance financial security, and support long-term employee retention.

### Overview of methods for determining employee and employer contribution Rates

The Company sets employee contribution rates at between 3.00% and 7.50% of wages, depending on the employees length of service. The employers matching contribution is set at the same rate as the employee contribution, ranging from 3.00% to 7.50% of wages, to ensure alignment with and suitability for employees savings capacity at different stages of their working life.

This contribution and matching structure reflect flexibility and appropriateness in promoting continuous employee savings, support the establishment of long-term financial security, and form part of the Companys commitment to enhancing employees quality of life and social security after retirement.

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

### Participation in provident fund membership

## Details of provident fund participation

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

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	6071	5498	5128
Number of employees joining in PVD (persons)	5688	5248	4961
Number of PVD members / Total employees (%)	88.19	90.75	91.57
Number of PVD members / Total eligible employees (%)	93.69	95.45	96.74

### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	91,419,081.16	89,442,225.50	87,911,125.25
Total amount of provident fund contributed by employee (baht)	91,419,081.16	89,442,225.50	87,911,125.00

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

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	Yes	5,418	5,128	4,961	91.57	96.74

### Remark: Details of employees enrollment in the PVD over the past year

#### Summary of PVD

The provident fund information presented in the table above represents consolidated data of Hana Microelectronics Public Company Limited and its subsidiary in Thailand, namely Hana Semiconductor (Ayutthaya) Co., Ltd.

### Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings : Facilitating automatic PVD enrollment for new employees,

through the provident fund for non-participating employees (PVD)

Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies

### Facilitating automatic PVD enrollment for new employees

- The Company provides automated email notifications to new employees upon completion of one year of service, together with the Provident Fund enrollment form, to facilitate participation. Information on the provident fund and related benefits is also communicated to employees during the orientation process to ensure early awareness and understanding.
- HR Department conducts ongoing one-on-one communication and follow-up with existing employees who have not yet enrolled in the provident fund, to encourage membership and provide education on appropriate investment policy options.

### Initiatives to encourage employees to achieve sufficient retirement savings

- The Company provides training programs for both fund members and employees who have not yet enrolled in the Provident Fun focusing on savings, provident fund benefits, investment planning and post-retirement financial management through the Money Management program.
- In cases where members intend to withdraw from the Provident Fund, HR offers individual consultations, including guidance on available options and various financial support measures. This aims to ensure that members are fully aware of the potential impacts of withdrawal and to encourage them to maintain their membership. Such efforts help reduce fund withdrawals and promote continuous and sufficient savings until retirement age.

### Providing education or information on selecting appropriate investment policies

The Company provides information on each type of investment policy through Fund Fact Sheets, enabling members to select investment plans that align with their individual needs, age, savings objectives, and risk tolerance. A range of investment plans is available to meet members different needs.

## Information on employee development

### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	58.00	57.00	53.00
Total amount spent on employee training and development (Baht)	511,537.68	123,061.00	227,957.88

	2023	2024	2025
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000021	0.000005	0.000011
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000019	0.000005	0.000011

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

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

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	9,634,340.00	9,063,000.00	9,002,580.00
Total number of hours worked by employees (Hours)	9,634,340.00	9,063,000.00	9,002,580.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0

	2023	2024	2025
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.00	0.00	0.00

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

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

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	1326	1033	973
Total number of male employee turnover leaving the company voluntarily (persons)	422	286	238
Total number of female employee turnover leaving the company voluntarily (persons)	904	747	735
Proportion of voluntary resignations (%)	20.56	17.86	17.96
Percentage of male employee turnover leaving the Company voluntarily (%)	31.83	27.69	24.46
Percentage of female employee turnover leaving the Company voluntarily (%)	68.17	72.31	75.54

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

### Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Labor relations committee, Employee

committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

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

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://www.hanagroup.com/AboutUs/Privacy>

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Others : The Company's criteria and responsibility for Communicating Product and Service Information to Customers
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Others : Communicating product and service information to customers in a clear and transparent manner

### Information on customer management plan

#### Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Hana places the highest value on our customers, with the long-term relationships we have built serving as a testament to this commitment. The Company aims to meet or exceed our customer expectations for product quality, delivery, reliability, and competitive prices. The Company and its subsidiaries continue to support supply chain management solutions particularly for customers, coordinating business activities and processes to minimize their total costs while maximizing their effectiveness in the marketplace.

### **Policy on Product and Service Development for Consumer Health and Safety**

Hana is dedicated to ensuring the safety and health of customers and consumers through high-quality material sourcing and assembly processes. As an Electronics Manufacturing Services (EMS) and Outsourced Semiconductor Assembly and Test (OSAT), Hana works closely with its customers to ensure that all products meet relevant safety, quality, and regulatory standards throughout production, prioritizing the safety and well-being of end consumers.

**1. Material Sourcing:** Hana ensures that all materials sourced for assembly meet the required safety and quality standards. We work closely with our suppliers to ensure that all components comply with customer specifications and relevant regulations, including:

- RoHS (Restriction of Hazardous Substances): Limits the use of specific hazardous materials in electrical and electronic products, aiming to reduce environmental and health risks.
- REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals): Regulates the safe use of chemicals within the European Union, particularly those that could harm human health or the environment.
- Persistent Organic Pollutants (POPs): Refers to substances that are hazardous to human health and the environment due to their long-lasting effects. This regulation aims to eliminate or restrict their use.
- PBT (Persistent, Bioaccumulative, and Toxic) under TSCA section 6(h): Addresses chemicals that are persistent, bioaccumulative, and toxic, regulating their use to protect human health and the environment.
- California Proposition 65: Requires businesses to warn consumers if their products expose them to chemicals known to cause cancer or reproductive harm.
- PFAS (Per- and Polyfluoroalkyl Substances): A group of chemicals that are persistent in the environment and human body, potentially posing health risks. Regulations focus on reducing exposure to these chemicals.
- Conflict-free Minerals: The use of minerals that are sourced in a way that does not armed conflict or human rights abuses, particularly in regions like the Democratic Republic of the Congo (DRC) and surrounding areas in order to meet the requirements of the Responsible Business Alliance (RBA) to uphold human rights across our supply chain.

These compliances ensure that the products we assemble are safe for end consumers and comply with health, safety, and environmental protection standards.

**2. Assembly Process:** Although Hana does not design products, we ensure that all products are assembled according to customer specifications, which include health, safety, and environmental standards for the end consumer. We follow stringent assembly procedures and industry standards to ensure that the final product meets all relevant safety and health regulations. In addition to our core commitment to product safety, Hana is certified with the following ISO standards, which reinforce our dedication to maintaining high-quality and safe assembly processes:

- ISO 9001: General Quality Management System focusing on customer satisfaction, process efficiency, and continual improvement
- ISO 13485: Medical Devices Quality Management System focusing on safety, regulatory compliance, and risk management related to medical devices
- IATF 16949: Automotive Quality Management System focusing on defect prevention, waste reduction, and continuous improvement in the automotive supply chain
- ISO 14001: Environment Management System focusing on pollution prevention, waste reduction, energy efficiency, and compliance with regulations
- ISO 45001: Occupational Health and Safety Management System focusing on risk identification, hazard control, employee well-being, and legal compliance

- ISO/IEC 27001: Information Security Management System focusing on data security, risk management, access control, and compliance with regulations

**3. Quality Control:** Hana implements quality control measures at every stage of the assembly process, starting from the inspection of incoming materials, through final assembly, testing, and delivery to customers. This process includes detailed inspections, performance testing, and reliability monitoring to ensure that each product meets the required safety and quality standards, as well as specific customer requirements.

#### **4. Operations and Initiatives:**

**Process Improvements for Safe Product Assembly:** Hana continuously enhances its assembly processes by integrating Industry 4.0 technologies, lean manufacturing principles, and other improvement methodologies such as Poka Yoke, Quality Control Circles (QCC), Equipment Management Systems (EMS), Smart Manufacturing Platforms, and Kaizen. These principles help enhance productivity, reduce human errors, optimize efficiency, and ensure continuous improvement, while maintaining high standards of safety, quality, and performance.

**New Product Assembly:** While Hana does not design products, the Company supports the assembly of new products that may have specific safety or health considerations. This could include working with customers in the medical device, automotive, or consumer electronics industries, where safety is paramount.

**5. Cybersecurity Measures:** Hana takes steps to ensure data protection and cybersecurity, especially when handling sensitive customer or product data. This is particularly important for preventing unauthorized access and cyberattacks to product designs or tampering with assembly instructions that could compromise confidentiality, integrity or product safety.

#### **Responsibility for Communicating Product and Service Information to Customers**

Hana adopts a clear and transparent approach in communicating product and service information to customers. As a contract manufacturer, the Company assembles products based on customer specifications, ensuring that all relevant details, including product labels and shipment information, are provided in accordance with customer requirements.

Our Customer Service Department plays a key role in addressing customer complaints, resolving issues, and collecting valuable feedback. We work with our customers to provide problem solving solutions regarding customer complaints, listen to their recommendations, meeting their needs, and honoring our commitments. Customer partnership is a foundation of success that also requires commitment to nurture new relationships and build and foster long-term relationships by creating synergies of knowledge, security, sustainability, and adaptability for both parties.

In the case of quality complaints or product returns, Hana follows a structured process to address the issue. Our team promptly investigates the matter, identifies the underlying cause, and implements immediate corrective actions. A comprehensive review of the production process and related procedures is carried out to ensure that necessary improvements are made. Additionally, we have strengthened our inspection protocols to ensure the highest level of product quality before delivery. Customers are informed about the corrective actions taken and the rationale behind these measures.

Our dedicated customer service department ensures that we address all concerns promptly, resolve issues effectively, and maintain the highest standards of product quality and service to guarantee customer satisfaction.

#### **Product and Customer Responsibility**

**Quality Assurance** Hana is accredited with ISO standards as our commitment to adhere to the industry best practice in aspects of quality management, environmental management, information security management, process improvement, regulation compliance, and continuous monitoring to maintain a high level of quality of the products and our manufacturing operations. Below is our key ISO certification.

- ISO 9001 is a quality management system where the Company can demonstrate procedures to consistently provide products that meet customer, applicable statutory and regulatory requirements.
- IATF 16949 is a quality management system for automotive industry which focuses on the technical production of high-quality automotive parts, defect prevention, waste reduction, and continuous improvement.
- ISO 13485 is a quality management system used in the medical device industry which mostly focuses on the products quality and safety for the consumers and related personnel.
- ISO 14001 is the environmental management system (EMS) as part of the management system used to manage environmental aspects, making businesses strive beyond environmental compliance by focusing on pollution prevention, waste reduction, energy efficiency and environmental preservation.
- ISO 45001 is an occupational health and safety management system emphasizing the importance of preventing accidents and occupational diseases to reduce the risk in the workplace, hazard control and create safe working environment for employees and those who are involved.
- ISO/IEC 27001 is an international standard to manage information security and access control emphasizing requirements for establishing, implementing, maintaining, and continually improving information security management systems.

**Responsible Sourcing** The Company's product is manufactured to meet all applicable standards and the customer's specification and requirements. Hana established the responsible sourcing of raw materials policy to ensure procurement of material not containing Conflict Minerals (Tin, Tantalum, Tungsten, Gold, Cobalt, Mica and other relevant minerals) contributing to abuses of human rights in Democratic Republic of Congo and adjoining countries and being consistently followed the guidelines of relevant regulations. Hana also requires our suppliers not to supply aforesaid minerals acquired from these conflict areas by collaboration with the customers and suppliers to identify their sources of origin in compliance with the requirements throughout the supply chain as well as communicating our Conflict Minerals Policy on the principle of the Responsible Minerals Initiative (RMI)/Conflict Minerals.

**Quality Improvement and Innovation Development** - Hana is committed to sustainable growth in recognizing the importance of the quality of our products supplied and services rendered as to meet customer expectations and satisfactions as well as end-consumer product safety by ensuring the quality put in place throughout the value chain starting from raw material procurement, production process until delivery and after-sales service. By integrating people's development and continuous improvement, the Company continues its efforts towards Continuous Improvement Program (CIP) as a fundamental framework to achieve improvements of processes and product quality. Quality Control Circle (QCC) by small group activity is a systematic and step-by-step process for solving problems whereby creating an effective incentive program for employees. Poka-Yoke measurement system is also implemented and developed both in mechanics and software to eliminate all human dependent factors and to get high quality and reliability. In addition, the Kaizen principle has been implemented to continuously develop and improve their own work processes efficiency. This is a clear policy and concrete support from the management that results in the success of Hana. Our quality improvement programs have been continuously developed and recognized by both internal and external organizations. Hana also places importance on corporate innovation development to increase competitiveness in business including with expansion of creativity and innovation towards sustainable growth.

**Customer Relationship Management** - Customer satisfaction surveys are conducted annually to improve the Company's products, services and other business processes in order to meet or exceed the customer's needs and requirements enabling the Company to maintain and expand its customer base in the long term. Our guiding principle to our customers is to operate our business in compliance with applicable laws, rules and regulations as well as compliance with Responsible Business Alliance (RBA), which is the code of conduct for electronic industry's best practices.

## Setting customer management goals

Does the company set customer management goals : Yes

### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction	2025: Target: 85%	2025: Actual Performance: 91%

### Note

#### Goal setting

Setting year-by-year goals.

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

### Achievement of Quality Control and Innovation Development Project Implementation

**Customer Recognition:** Regarding our responsibility for our products and customers, we are committed to developing, improving and being ultimately responsible for the highest standard of product quality and safety to enhance customer satisfaction and trust as to robustly grow further as a reliable partner along with our customers journey. Hana never stops innovating to improve production processes to serve the customers beyond their expectation, enhancing the utmost satisfaction.

In 2025, Hana Lamphun successfully received awards from leading global customers in its core industries, including the **Engineering Test and Measurement** and **Lighting** sectors. The awards recognized Excellence in Process Improvement and Innovation Development.

These recognitions reflect the Companys continuous advancement in manufacturing engineering, alongside the effective application of innovation and technology to enhance production efficiency. This has contributed to improved product quality, reduced defect rates, and minimized operational risks. The achievement underscores Hanas commitment to consistently meeting customer expectations, maintaining high quality standards, and strengthening its long-term competitiveness.

**Employee Engagement and Achievements in Quality Improvement at Hana Lamphun** - Our employees participated in group activities for Thailand Quality Prize and Thailand Kaizen Award organized by Technology Promotion Association (Thailand-Japan) whereby Hana Microelectronics Public Co., Ltd. have been received 123 awards since 2009 to 2025 with long journey of striving for organization of excellence, efficiency, sustainable growth and quality administration.

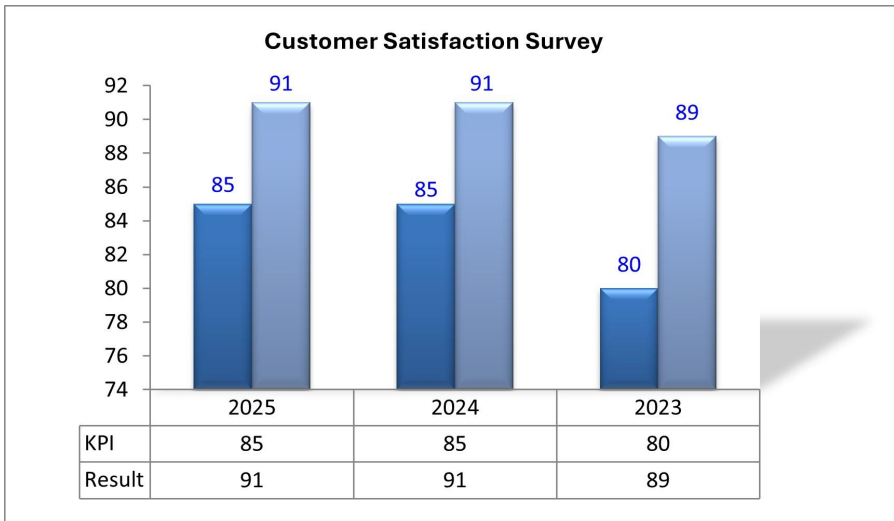
In 2025, the Company received totally 9 prizes consisting of 2 Diamond Prizes and 2 Golden Awards of Thailand Quality Prize Award (QCC); and 1 Diamond and 4 Golden Awards for Thailand Kaizen Award (Kaizen). Those are the performance of small groups of staff working together to contribute to the improvement of production processes

aiming for waste reduction or zero-defect enabling cost reduction to the Company more than 102 million Baht per year. The group activity program leads to employees involvement and participation at all levels working toward common goals for continuous quality improvement as an approach to identify, investigate, analyze and solve their work-related problems so enhance productivity and quality while achieving customer satisfaction. CIP program is also a tool to increase the morale of employees, promote human relations, reduce accidents at work, improve two-way communication with the management and encourage both employees and management at all levels to focus on continuous improvement of our manufacturing processes.



**Customer Relationship Management** - Customer satisfaction surveys are conducted annually. The survey results, compared with the KPI for 2025 and the previous year, are detailed as follows:

Customer Satisfaction Survey	2025	2024	2023
KPI	85	85	80
Result	91	91	89



The results of the customer satisfaction survey are evaluated so we can provide further improvement on the key items our customers find important. The continuous improvement metrics we use to increase our customer satisfaction are as follows.

**Quality Excellence & Capability Upgrades through Hana 4.0 Strategy:** To maintain our core direction while strengthening execution Hana 4.0 discipline, automation depth, and process continuity across all teams.

### 1. Smart Manufacturing Lines

- Upgrade to fully integrated Smart Lines with real-time monitoring and traceability
- Improve line stability, yield performance, and response time through predictive controls
- Reduce variability and ensure consistent, high-reliability output

### 2. Process Excellence & Automation

- Expand automation in critical and high-risk processes to minimize human variation
- Standardize best practices across front-end and back-end operations
- Drive faster problem containment and structured root cause elimination

### 3. AI-Driven Quality Systems

- Strengthen AI-based AOI and inspection systems for early defect detection
- Enhance closed-loop feedback between inspection, engineering, and production
- Improve outgoing quality performance and customer confidence

### 4. Data-Driven Continuous Improvement

- Leverage real-time analytics for proactive risk management
- Institutionalize structured follow-up to prevent recurrence
- Expand Continuous Improvement (CIP) ownership across all functions

### 5. Sustained Technology Investment

- Continue strategic CAPEX to support scalability, flexibility, and advanced capability
- Ensure readiness for customers future technology roadmap

**Supply Chain Strengthening & Service Excellence:** To further elevate customer confidence and delivery reliability, we will maintain our established supply chain strategy while strengthening execution rigor, integration, and responsiveness across all functions.

### 1. Local & Resilient Supply Network

- Deepen local supplier partnerships and expand qualified vendor base
- Reinforce dual-sourcing strategy for critical components to mitigate risk
- Enhance supply continuity aligned with geopolitical risk mitigation

### 2. Smart Inventory & Visibility

- Strengthen Warehouse Management System (WMS) through smart store project
- Improve demand-supply synchronization to reduce stock-outs and excess inventory
- Enhance forecasting discipline and cross-functional planning alignment

### 3. Strategic Procurement & Scale Leverage

- Further integrate centralized purchasing to maximize economies of scale
- Standardize procurement processes for speed, cost competitiveness, and transparency
- Improve supplier performance monitoring and cost management discipline

### 4. Drive New Business Development through Cost Leadership

- Improve cost competitiveness through, local supply chain, design-to-cost collaboration
- Accelerate NPI readiness and ramp-up capability to shorten time-to-market

- Build scalable capacity roadmap aligned with high-growth segments and strategic accounts

**Sustainability & Compliance Initiatives:** To strengthen established sustainability framework by enhancing compliance discipline, environmental performance, and long-term workforce responsibility.

**1. Regulatory Compliance & Responsible Sourcing**

- Reinforce RoHS & REACH compliance through stricter supplier audits and material transparency
- Strengthen environmental management systems aligned with ISO 14001 and global standards

**2. Resource Efficiency & Emission Reduction**

- Drive zero-waste initiatives through material optimization, recycling, and closed-loop practices
- Expand renewable energy adoption and energy-efficient equipment to reduce emissions and operational footprint

**3. Carbon Transparency & Customer Alignment**

- Provide structured carbon footprint reporting to support customers ESG targets
- Collaborate on decarbonization roadmap and sustainable manufacturing initiatives

**4. Workforce & Community Sustainability**

- Invest in employee well-being, skills development, and future engineering talent
- Strengthen community engagement to support long-term social responsibility

**Customer satisfaction**

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

**Channels for receiving complaints from customers/consumers**

Company's channels for receiving complaints from : Yes  
customers/consumers

Telephone : 025511297-8

Fax : 025511299

Email : -

Company's website : <https://www.hanagroup.com/Contact>

Address : -

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

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

The Company encourages employees at all levels to actively participate in community and social initiatives, fostering a strong spirit of volunteerism and reinforcing the importance of caring for both the internal and external environment to enhance better quality of life through social contributions.

Our sustainable development strategies emphasize self-reliance as a key approach to effective social and community development. Through our community investment focus, we prioritize initiatives that enhance educational opportunities, support career development, improve the quality of life for vulnerable groups, and promote the protection of natural resources and the environment. By empowering employees to engage in volunteer programs and community partnerships, we cultivate a culture of shared responsibility and positive social impact.

Aligned with our business strategy, these efforts strengthen local talent, support sustainable resource management, and foster resilient communities creating long-term social value while reinforcing the Company's sustainable growth.

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

#### Setting of community and social management goals

Does the company set community and social management goals : Yes

#### Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
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Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Employment and professional skill development</li> <li>• Education</li> </ul>	Support quality education, career advancement, and better quality of life for both internal and external stakeholders including persons with disabilities and underprivileged	2025: Target 10,000 people per year	2025: Actual Performance: 50,859 people

**Note**

**Goal setting**

Setting year-by-year goals.

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

**Performance and outcomes of community and social management**

Performance and outcomes of community and social management : Yes

In 2025, the Company encourages employees to participate in activities to support community and social development participation. The Company has set goals to support society and community development by promoting quality education, career advancement, and an improved quality of life for both internal and external stakeholders, including individuals with disabilities and those from underprivileged backgrounds. The target and execution results are as follows:

- **Target:** 10,000 people
- **Actual Performance:** 50,859 people

The Company has conducted various projects and activities for social and community development in the following areas:

**Promotion of Knowledge and Education:**

**Knowledge Sharing and Community Engagement Program** - Hana continues to promote employee engagement in knowledge sharing with society, communities, and industry partners. In 2025, initiatives were implemented to support education, enhance local business capabilities, and strengthen regional supply chains, as follows:

- Hana Lamphun The General Manager was invited as a keynote speaker at *Lamphun Tech Week 2025*, where he shared strategic perspectives on the Hana 4.0 transformation, including key technology trends shaping the electronics industry and their implications for business adaptation, competitiveness, and future industry development.
- Hana Lamphun Purchasing and Procurement representative organized training on quality management systems and Hana 4.0 for 24 companies within Lamphuns industrial network, with a total of 36 participants, focusing on Material Localization to enhance competitiveness and promote sustainable development, under the Large Enterprise and SME Development and Networking Project.
- Hana Ayutthaya Human Resources representatives conducted the program *Preparing for the Workforce After Graduation* for over 2,500 students from five universities, covering business operations, corporate culture, engineering roles, and job application skills. The program also provided practical insights into workplace expectations and career

readiness, while strengthening collaboration with academic institutions and enhancing the Company's visibility among prospective future talents.

These initiatives reflect the Company's commitment to knowledge sharing, capacity building, and the sustainable development of local communities and industry.



**Internship Program** Hana recognizes the importance of education, career readiness, and creating pathways to employment for young people. As part of our commitment to supporting youth employment initiatives, we provide internship opportunities to college and undergraduate students, enabling them to apply academic knowledge in a practical work environment and develop essential workplace skills. The program offers practical work experience, skills development, and exposure to real business operations, supporting students' transition from education to the workforce and enhancing their employability. In 2025, Hana Lamphun and Hana Ayutthaya provided a total of 55 internship placements, contributing to the development of a skilled local talent pipeline, which brings benefits to both students and the organization as follows:

**Value Added from the Internship Program** In 2025, Hana Lamphun's internship program has initiated one work development project, as follows:

- **Development of an Automatic Workpiece Testing Machine** This project aimed to enhance the accuracy and efficiency of workpiece testing in the production process through the application of automation, innovative technology, and control systems. Interns studied the existing process and identified key issues, then designed improvements and participated in the development and assembly of an automatic workpiece testing machine. They also helped implement a system to track testing results, standardizing the process, reducing redundant steps, and increasing the speed of testing and transferring workpieces along the production line.

While Hana Ayutthaya interns initiated and implemented a total of six work improvement projects. Key projects included the following:

- **Yield Improvement: Reducing Epoxy Fillet Height Over Specification** This practical study addressed issues in the production line where the epoxy fillet height exceeded specifications, resulting in a significant reduction in product yield. Through experimentation and analysis, the interns developed a set of machine parameter adjustments that kept the epoxy height within specifications, effectively reducing product defects and improving overall yield.

- **Converting Encapsulation Process from Casting to Transfer for a Specific Customer** This project involved an applied study to collect data and evaluate a process change in injection molding operations, converting from the existing casting method to a transfer molding process for a specific customer. Using engineering study methods, the interns provided reliable data to support the customers investment decision in process modification. The result increased the good product yield from 77% to 95%, reduced rework, and shortened production cycle times per lot.
- **Extending the Tool Life of Machine Parts in the Trim & Form Process** This project focused on analyzing and determining optimal usage lifetimes for machine components in the trim and form process. By applying engineering study methodologies, the interns identified ways to extend machine capability without damaging products. The initiative increased production capacity while reducing costs for spare machine parts by up to 30% compared to the same period in 2024.
- **Packing Material Control System** This project involved a study and feasibility analysis to prevent errors caused by employee oversight during material issuance for packaging. The interns proposed a computer-based system to control the quantity of materials used and reduce mistakes in packing processes.
- **Market Research & Analysis for Power Products** This project conducted business and market research to identify strategic opportunities for market development in energy-related products. The analysis provided the Company with actionable insights for negotiating production capacity and pricing with customers.
- **Improvement of Handler and IoT SCADA System** This practical study focused on enhancing the performance and capability of the handling equipment by integrating IoT technology with the SCADA system. The project is currently ongoing and is scheduled for completion in March 2026, within the 11-month internship and cooperative education program timeframe.

The Companys internship program provides students with opportunities to develop technical skills, engineering problem-solving abilities, process design and improvement expertise, as well as communication, time management, and presentation skills, preparing them for the workforce. At the same time, the Company benefits from the support of a new generation of talent in implementing production process improvements, enhancing operational efficiency, and applying automation technologies in line with organizational strategies.

The program also strengthens collaboration with educational institutions and reinforces the Companys reputation for workforce development. These initiatives encourage systematic thinking, hands-on practice, and effective data analysis, aligning with national efforts to develop human capital in the electronics industry a key sector driving Thailand's economic growth.

### **Career Advancement**

The Company promotes social engagement and development with the strategy aiming the communities to be self-reliant in a sustainable manner as follows.

**Occupational Promotion for Persons with Disabilities under Act Section 35 Project** The Company implemented this initiative as part of its commitment to social responsibility and inclusive growth, aiming to promote equitable employment opportunities for underprivileged groups, particularly persons with disabilities. This initiative aligns with the Companys ESG strategy in the Social dimension, focusing on community development, reducing social inequality, and strengthening communities in the long term. It seeks to enable vulnerable groups to become self-reliant, earn stable incomes, and achieve a sustainably improved quality of life.

Under this project, the Company provides financial support, resources, and capacity-building to empower persons with disabilities to pursue sustainable livelihoods. In the past year, the Company supported chicken farming and cattle raising initiatives in Ban Hong and Mae Tha Districts of Lamphun Province. The project has benefited 8 participants (2 families) and is expected to generate approximately 240,000 Baht in annual income.

**Smart Farm for Sustainable Community Project** In 2025, the Company implemented the Smart Farm for Sustainable Community project in collaboration with Pa Tan Ban Thi Pittaya School and nearby communities in Ban Thi District, Lamphun Province. The project established a smart vegetable farming learning center, where knowledge on solar energy innovations and automation systems is transferred to enhance agricultural productivity within the community. The learning center also serves as a source of school lunches, promoting food security while utilizing clean solar energy to support energy sustainability. In addition, the initiative functions as a hub for vocational skill development, creating opportunities for employment and increasing community income. The project is expected to benefit approximately 9,733 people and generate around 100,000 Baht in annual income for the community. Overall, this project reflects the Companys commitment to creating sustainable economic, social, and environmental value.

**Hana Smart Vegetable Farm for Sustainable Communities Project** - The Company, in collaboration with Lamphun College of Agriculture and Technology and the community in Mae Tha District, Lamphun Province, established a Smart Vegetable Farm Learning Center within the college. The center serves as a learning hub for students and the surrounding community, focusing on knowledge transfer in agricultural innovation, particularly the application of solar energy and automation systems to enhance agricultural productivity while promoting food security. The project can support the colleges lunch and advance energy sustainability with renewable energy. The Company provided automated water systems, water tanks, and pumps for five greenhouses and conducted practical training on automated water system installation to build vocational skills and create opportunities for supplementary income for students and the community. The knowledge gained can be continuously applied and expanded.

The project is expected to benefit approximately 10,851 individuals and generate an estimated 80,000 Baht in annual income. This initiative demonstrates the Companys commitment to sustainable community development across economic, social, and environmental dimensions.

#### **Promoting Quality of Life and Well-Being Community**

- **Financial Support for Hospitals** - The Company provided financial support for the purchase of medical equipment and enhance healthcare capabilities at Lamphun Hospital, Lamphun Province, and San Sai Hospital, Chiang Mai Province. Through this initiative, the Company supports the improvement of medical services and ensures that vulnerable patients have greater access to essential healthcare, contributing to community well-being.
- **Blood, Organ, and Body Donation Activities** The Company actively encourages employees to contribute to society. Employees from Hana Ayutthaya and Hana Lamphun have continuously participated in blood, organ, and body donation activities in collaboration with the Thai Red Cross Society to support patients and strengthen public healthcare. In 2025, a total of 1,087 employees participated in blood donation, contributing 1,087 units of blood. In addition, 48 employees pledged to donate their eyes, 48 employees registered for organ donation, and 18 employees pledged to donate their bodies. These efforts clearly reflect the strong sense of social responsibility demonstrated by both employees and the organization.
- **Community Development Volunteer Program** - Hana Lamphun actively promotes employee participation in sustainable social development through its community volunteer initiative. The program delivers a wide range of activities aimed at improving the quality of life in surrounding communities. Key activities include repairing educational equipment and installing water filtration systems for remote communities in Mae Taeng District, Chiang Mai. The Company also upgraded solar energy systems by replacing damaged solar control units and batteries. In addition, public information boards were developed, and health education sessions were conducted for students at Lamphun Agricultural and Technology College and nearby communities. These sessions covered topics such as influenza prevention and control, heart disease, colorectal cancer, HIV/AIDS, and contraception. Furthermore, the Company supported the renovation of restroom facilities at Wat Nong Lom School in Mueang District, Lamphun Province, and donated essential supplies, drinking water, and daily necessities to flood-affected communities in southern Thailand. These initiatives reflect the Companys ongoing commitment to creating sustainable value for society and local communities.

## Promoting Environmental Conservation

- **SET Environmental Conservation Project** - The Company seeks to contribute to improving the quality of life and reduce inequities for the underprivileged in society. Mr. Terrence Philip Weir, an executive director, made the cash donation and 890 old desk calendars which were donated by employees from Hana HQ, Lamphun and Ayutthaya, to the Education Technology for the Blind Center, Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen. For those old desk calendars, the Foundation will use them to produce Braille word cards as well as educational materials for students at the Bangkok Blind School. This project is one of the projects that help reduce waste in the organization with the principles of 3Rs - Reduce, Reuse, Recycle, in line with the Stock Exchange of Thailand environmental project.
- **SAY NO TO FOAM & NO PLASTIC PROGRAM** - The Company joined the government sector in signing a Memorandum of Understanding Ceremony for reducing or banning foam food. The Company has further enhanced the project HANA NO PLASTIC PROGRAM along with awareness raising and communication campaign including training provided to all employees to reduce plastic consumption such as plastic cups, plastic bags and switch to use reusable cups/bags/bottles to promote a healthy and safe environment.
- **General Waste Management Project** - The Company promotes waste and energy reduction to increase green spaces and reduce greenhouse gas emissions by raising awareness to employees to realize the environment is not far away and is a matter for everyone. All must take care of the globe for sustainability. Throughout 2025, we have enhanced the process of bringing waste to recycle disposal and other non-recyclable materials turn into fuel.
- **Sustainable Waste Management Project** The Company encourages employees to participate in sustainable waste management to address the issue of leftover packaging materials from the production process that cannot be reused or recycled. Previously, these materials were delivered for landfill disposal in Saraburi Province, resulting in high costs for transportation, disposal, labor, and contributing to environmental pollution. Employees then analyzed the problem and developed an improvement plan by designing a high-quality packaging waste compactor, enabling environmentally friendly waste disposal. As a result, the Company reduced costs by 46% compared to pre-improvement levels and was able to repurpose waste as fuel and cement components. This approach reduces landfill emissions, minimizes community impact, lowers CO<sup>2</sup> emissions from transportation, and moves the Company closer to its goal of achieving zero landfill waste.
- **Forest Fire Prevention Initiative** Hana Lamphun, in collaboration with the Lamphun Provincial Industrial Estate Office, organized a volunteer activity to benefit society, the community, and the environment by creating firebreaks around Mae Tip Reservoir, Makuea Chae Subdistrict, Mueang District, Lamphun Province. The initiative aimed to prevent and reduce the risk of forest fires, with approximately 13,850 beneficiaries expected to benefit from this initiative.
- **Natural Weir Construction and Reforestation with the Community** Hana Lamphun worked with the Lamphun Provincial Industrial Estate Office and Thung Yao community to plant trees and construct water retention weirs following the royal initiative along Mae Tip Reservoir (Makuea Chae Subdistrict) and Thung Yao Community Forest (Sri Bua Ban Subdistrict), Mueang District, Lamphun Province. This project aims to restore natural resources and improve ecosystem moisture, with approximately 14,941 beneficiaries expected to benefit from this project.
- **Clean-up Canal Activity** - Hana Lamphun supported the provision of drinking water for a river dredging activity along the Kuang River, Sri Bun Yuen Subdistrict, Mueang District, Lamphun Province, in collaboration with the Lamphun Provincial Industrial Estate Office, to mitigate flooding in surrounding communities, with approximately 1,421 individuals expected to benefit from this activity.

In summary, the Company contributed a total of 862,700 Baht in donations and community investments to registered not-for-profit organizations in 2025, supporting projects in career advancement, the enhancement of quality of life and community well-being, as well as environmental conservation.



**Community and Social Management and SDGs Alignment:**

Hanas community and social management focuses on enhancing quality of life, promoting education and career development, and supporting sustainable livelihoods for local communities. These initiatives are aligned with the United Nations Sustainable Development Goals (SDGs), with a focus on the following core and supporting goals:

**Core SDGs**

- **SDG 4: Quality Education**

The Company promotes education through internships, vocational training, and knowledge-sharing programs to enhance skills and prepare individuals for the workforce.

- **SDG 8: Decent Work and Economic Growth**

Hana supports career development and employment opportunities for students, communities, and vulnerable groups, contributing to inclusive and sustainable economic growth.

- **SDG 10: Reduced Inequalities**

The Company promotes inclusive access to education, employment, and career development, particularly for disadvantaged groups, including persons with disabilities.

**Supporting SDGs**

- **SDG 1: No Poverty**

The Company supports income generation through community initiatives such as the Smart Farm project, which helps households develop sustainable income and improve economic resilience.

- **SDG 2: Zero Hunger**

Through agricultural development initiatives, Hana supports local food production, enhances food security, and promotes community self-sufficiency.

- **SDG 3: Good Health and Well-being**

The Company supports community well-being through activities aimed at improving the quality of life of surrounding communities.

- **SDG 11: Sustainable Cities and Communities**

Through community development projects, employee volunteer programs, and partnerships with local stakeholders, Hana contributes to improving quality of life and strengthening community resilience.

## Summary Awards of ESG Performances and Achievements in 2025

- **2025 Corporate Governance Report Rating (CGR)** Hana achieved **Excellent** in Corporate Governance Rating (CGR) or 5-star corporate governance assessment in 2025 honored by the Thai Institute of Directors Association (IOD) for the twelfth consecutive years, reaffirming Hanas continuous development of good corporate governance to steer the organization towards sustainable growth and enhance investor confidence.
- **ASEAN Corporate Governance Scorecard (ACGS)** Hana has consistently been recognized in the ASEAN Corporate Governance Scorecard (ACGS) evaluation at the ASEAN Asset Class PLCs level, an award given to listed companies achieving a score of 97.5 or higher. This prestigious recognition is supported by the ASEAN Capital Markets Forum (ACMF) and the Asian Development Bank (ADB), reflecting Hanas excellence in effective and transparent corporate governance and its commitment to elevating governance standards to drive sustainable growth in the region.
- **2025 SET ESG Ratings** Hana received the highest-level **AAA** rating in the 2025 SET ESG Ratings by the Stock Exchange of Thailand (SET). This rating reflects the Companys strong commitment to sustainable business practices, environmental responsibility, social accountability, and sound corporate governance.
- **2025 AGM Checklist Rating** - Hana achieved a perfect 100 score for the fifth consecutive years in the Annual General Meeting Assessment (AGM Checklist) in 2025, assessed by the Thai Investors Association and the Federation of Thai Capital Market Organizations.
- **2025 Sustainability Disclosure Acknowledgement** - Hana was honoured with the Sustainability Disclosure Acknowledgement 2025 from the Thaipat Institute, marking the fifth consecutive years of recognition. This award reflects the Companys strong commitment to transparent ESG disclosure, providing valuable information to stakeholders and supporting the achievement of Sustainable Development Goal (SDG) 12.6 on corporate sustainability reporting.
- **Eco-World Class Recognition** Hana Lamphun was awarded a certificate as a Workplace Supporting the Development of Eco-Industrial Cities at the Eco-World Class Level by the Ministry of Industry. The recognition highlights the Companys efforts in energy management according to green building standards and energy conservation practices within its facilities, demonstrating an environmentally friendly approach to its operations.
- **Low Emission Support Scheme (LESS)** Hana Lamphun received a certificate of recognition under the Low Emission Support Scheme (LESS) from the Thailand Greenhouse Gas Management Organization (Public Organization), Ministry of Natural Resources and Environment. This program raises awareness of greenhouse gas reduction by combining technical and scientific analysis with a giver-to-receiver approach, where support from organizations and businesses is directed toward communities and society to promote sustainable environmental impact.
- **CSR-DIW Continuous Award** Hana Lamphun received the CSR-DIW Continuous Award from the Department of Industrial Works for the ninth consecutive years, recognizing its commitment to corporate social responsibility and sustainable development through the application of CSR-DIW standards across various dimensions of social responsibility.



**SET AAA**  
ESG Ratings 2025



**Benefit from implementing social development project**

Financial benefits

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

	2023	2024	2025
Scholarships (Baht)	2,000,000.00	2,800,000.00	2,200,000.00
Donations / Grants (Baht)	350,000.00	350,000.00	500,000.00
Average household income (Baht)	541,280.00	512,760.00	420,000.00

#### Non-financial benefits

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

#### Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	N/A	N/A	862,700.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	N/A	N/A	0.004201
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	N/A	N/A	0.004063

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

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

# ESG Performance

Company Name : HANA MICROELECTRONICS PUBLIC COMPANY LIMITED      Symbol : HANA

Market : SET      Industry Group : Technology      Sector : Electronic Components

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The long-term success of the Company depends on the trust and support of its employees, customers, business partners, investors, local communities, and other stakeholders. Hana recognizes that strong corporate governance is a key foundation for transparency, accountability, and sustainable business practices. The Company is committed to conducting its business in accordance with good corporate governance practices in order to create long-term value for shareholders while taking into account the interests of all stakeholders. The Company continuously seeks to enhance its governance framework to support sustainable long-term growth.

The Board of Directors oversees the Company's business in accordance with good corporate governance principles to promote efficiency, transparency, and accountability. The Board has established and approved the Corporate Governance Policy and the Code of Conduct as guidelines for directors, executives, and employees in performing their duties and responsibilities.

The corporate governance policy is based on the five principles of good corporate governance for listed companies (2012) issued by the Stock Exchange of Thailand (SET). In addition, the Company annually reviews and applies the eight principles of the corporate governance code for listed companies (2017) (CG Code) issued by the Securities and Exchange Commission (SEC), as appropriate to its business and operations. The Company's governance framework is aligned with these principles, as outlined below.

#### SETs CG Principles

Principle 1: Rights of Shareholders

Principle 2: Equitable Treatment of Shareholders

Principle 3: Role of Stakeholders

Principle 4: Disclosure and Transparency

Principle 5: Responsibilities of the Board

#### Compliance with the SECs CG Code

Principle 1: Establish Clear Leadership Role and Responsibilities of the Board

Principle 2: Define Objectives that Promote Sustainable Value Creation

Principle 3: Strengthen Board Effectiveness

Principle 4: Ensure Effective CEO and People Management

Principle 5: Nurture Innovation and Responsible Business

Principle 6: Strengthen Effective Risk Management and Internal Control

Principle 7: Ensure Disclosure and Financial Integrity

Principle 8: Ensure Engagement and Communication with Shareholders

Reference link for the full version of corporate governance policy and guidelines : <https://www.hanagroup.com/File/ViewDoc/97>

Page number of the reference link : 3 - 18

## Policy and guidelines related to the board of directors

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

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

## Nomination of directors

**Guidelines Related to the Board of Directors:** Nomination of directors, determination of directors remuneration, independence of the Board of Directors from the management, director development, Board performance evaluation, corporate governance of subsidiaries and associated companies, other guidelines related to the Board of Directors

## Nomination of Directors

The Board is responsible for the corporate governance, management and strategic direction of the organization and for delivering accountable corporate performance in accordance with the organizations goals and objectives. The Board has a fiduciary duty with respect to the shareholders and must act in the best interest of the Company.

The Board of Directors of Hana consists of 8 directors of whom four are executive directors and 4 are independent directors, which accounts for 50% of the Board. The Chairman of the Board is not the same person who holds the Chief Executive Officer position and the Chairman is an independent director.

The Board of Directors has appointed 5 subcommittees as follows:

1. The Executive Committee
2. The Audit Committee
3. The Corporate Governance and Sustainability Committee
4. The Nomination Committee
5. The Risk Management Committee

Those consist of directors with knowledge, ability and experience in the performance of duties in accordance with the responsibilities. All directors have freedom to express their opinions on the Companys operations. The Board shall annually review the structure in terms of size, composition, proportion of independent directors and the boards diversity to ensure its leadership role in achieving the Companys objectives.

## Director Selection and Succession Plan

For the director nomination, a director shall be a person whose qualifications are completely pursuant to the Public Limited Companies Act and other qualifications not contrary to any regulations of the Securities Exchange of Commission or the Companys policies and business strategies. When recruiting new directors, the sources could be from professional search firms, the IOD director pool, or from personal recommendations as considered by the Nomination Committee.

The Company also considers the Board Skills Matrix by requiring the Nomination Committee to review and ensure that the Board selection process is appropriate and that candidates are qualified before proposing to the Board and/or shareholders for approval.

The selection procedure for CEO shall be considered from both employees and external candidates. The criteria for nomination and appointment are listed herewith:

1. Specific qualifications as specified in the job description
2. Ethical and leadership skills
3. No prohibited characteristics

The Company's succession plan on the key executive positions has been set up and reviewed by the Nomination Committee and proposed to the Board annually to ensure the proper transition planning of the Company. In 2025, the Nomination Committee reviewed the succession plan and reported progress to the Board of Directors' Meeting on 12 December 2025.

### **Board Diversity**

The Company is open wide to the diversity of the structure of the Board of Directors. The diversity policy has been adopted to promote a diverse and inclusive membership of the Board. The person who will serve as a director should provide complementary qualifications for the existing directors for the necessary skills which are still lacking on the Board as well as professional areas of expertise, specialized experiences, gender diversity, age, regardless of nationality or race. The increase proportion of female member is the ultimate goal in terms of gender diversity, with a commitment to have at least 2 female representation on the Board.

Reference link for Nomination of directors : <https://www.hanagroup.com/File/ViewDoc/1333>

Page number of the reference link : 1 - 2

### **Determination of director remuneration**

The remuneration for directors (excluding executive directors who receive compensation in their capacity as employees of the Company) is reviewed and approved annually by the shareholders meeting. The determination of directors remuneration takes into consideration the Company's performance, the responsibilities of each director, and the appropriateness of the remuneration level to ensure that it remains suitable for the Company's business operations.

The Company provides remuneration to independent directors in the form of meeting allowances and bonuses, with the rates determined based on the level of responsibility of each director. No additional benefits are provided.

The Company has not established a remuneration committee. In this regard, the Nomination Committee has been assigned to consider directors remuneration to ensure appropriateness in line with the Company's size, business complexity, and governance structure. The process emphasizes transparency, fairness, and alignment with the Company's performance. In 2025, the Nomination Committee reviewed the remuneration of independent directors and proposed its recommendation to the Board for consideration prior to submission to the shareholders for approval at the Annual General Meeting.

Reference link for Determination of director remuneration : <https://www.hanagroup.com/File/ViewDoc/97>

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### **Independence of the board of directors from the management**

The roles and responsibilities of the Board and management are clearly defined as ensuring independence and ensure that business is efficiently, accurately and transparently administered by the management.

Reference link for Independence of the board of directors from the management : <https://www.hanagroup.com/File/ViewDoc/97>

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### **Director development**

The Board development policy is to ensure the directors gain more understanding and enable them to fulfill their roles. The Company supports directors development in forms of orientation, undertaking specific training for continual improvement, updating best practices/director manual, providing access to relevant papers and reports, annual

evaluation and factory tours. The Board promotes the directors to receive training through seminars, webinars, forums, workshops, events that enhance the effectiveness of the board roles on an annual basis, such as SET, SEC, IOD or the audit firm, etc.

In 2025, the directors attended the training courses/seminars as disclosed in Attachment 1 - Details of the Board of Directors, Executives, and the Corporate Secretary.

Reference link for Director development : <https://www.hanagroup.com/File/ViewDoc/97>

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## **Board performance evaluation**

### **Performance Assessment of the Board of Directors**

The Board has conducted its annual performance for individual and as a group evaluation by adopting the self-assessment method from the Stock Exchange of Thailand to assess performance in the latest year.

The Board self-assessment questionnaire allowed the Board to assess their effectiveness in 6 aspects:

1. Board structure and qualifications
2. Roles, duties and responsibilities of the Board
3. The Board meeting
4. Duties of directors
5. Relationship with management
6. Directors self-improvement and management training

Further, the Board also can provide feedback in the assessment form to improve the Boards performance. The Corporate Secretary concluded the Boards group performance and reported to the Board meeting. In 2025, the overall performance of the Boards group was assessed at very good ranking, equivalent to 91.97%.

The Board also conducted the performance evaluation of an individual director using the self-assessment method with evaluation criteria. In 2025, the Corporate Secretary concluded the Boards individual performance and reported to the Board meeting with the average performance equivalent to 90.63%.

### **Performance Assessment of the Subcommittees**

The Board also annually conducted performance evaluations of all subcommittees that are the Audit Committee, the Nomination Committee, the Corporate Governance and Sustainability Committee and the Risk Management Committee. Those Committees evaluate their own assessment, and the Corporate Secretary reports the result to the Board. In 2025, each subcommittee got the average score as very good, equivalent to 93.96%.

### **Performance Assessment of CEO**

On an annual basis, the performance of the CEO is evaluated by the independent directors, using the key performance indicators (KPIs) that cover both financial and non-financial indicators. The financial KPIs include earnings per share (EPS) and the dividend payment rate, aligned with the Company's policies. Non-financial KPIs focus on ESG performance, covering corporate governance, greenhouse gas reduction, and employee and customer satisfaction.

The areas assessed for the CEO's performance, based on the evaluation criteria derived from the guidance of the Stock Exchange of Thailand, include:

1. Leadership and vision
2. Strategy formulation
3. Strategy execution
4. Financial planning and performance
5. Relationships and communication with the Board
6. External relations
7. Human resources management and employee relations

8. Succession plan
9. Product and service knowledge
10. Personal qualities

This framework ensures that the CEO's performance is evaluated based on KPIs that are directly the Company's goals and objectives.

In 2025, the independent directors assessed the CEO with an average score of 94.83%.

Reference link for Board performance : <https://www.hanagroup.com/File/ViewDoc/97>  
evaluation

Page number of the reference link : 15

### Corporate governance of subsidiaries and associated companies

The Board has its mechanisms to manage and oversight the subsidiaries and associated companies. The Board has delegated to the Executive Committee to oversee and is responsible for the operations of its subsidiaries and associated companies, including appointing the representative to be a director or a controlling person and shall report to the Board accordingly. From the Boards resolution No. 6/2013, the Board has resolved that the appointed person must be approved by the Board prior to vote on important matters in the same approval levels of the Company that has to be approved by the Board. This includes the connected transaction and the acquisition or disposition of assets by the rules relating to the disclosure of information and the transaction is in line with the rules of the Company. In addition, the maintenance of information and accounting records of the subsidiaries can be verified, and financial statements can be consolidated within timelines.

Reference link for Corporate governance of : <https://www.hanagroup.com/File/ViewDoc/97>  
subsidiaries and associated companies

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### Service on Other Boards

In order to give proper attention and contribution to the assigned responsibilities, the Board has the policy that the directors including the CEO shall limit their services to not more than 3 boards of publicly traded companies with no exception.

Reference link for the other policy and : <https://www.hanagroup.com/File/ViewDoc/97>  
guidelines

Page number of the reference link : 15

### Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and : Yes  
stakeholders

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

### Shareholder

The Company attempts to achieve long-term growth in earnings for its shareholders. Board members and executive management are selected based on their qualifications and a clear understanding of their roles in corporate governance. They exercise sound business judgment in the best interests of both the Company and its shareholders,

including the accurate, complete, and timely preparation and disclosure of financial and non-financial information. They are committed to dedicating the necessary time and expertise to fulfill their responsibilities.

Our approach to shareholder treatment aligns with principles of good corporate governance, ensuring the rights and equitable treatment of all shareholders. Disclosures will be made consistently, completely, and truthfully, providing transparent information regarding the Company's status, operating results, financial standing, accounts, and other relevant reports. There will be no disclosure of inside information of individuals connected with management or directors that could harm the shareholders.

Reference link for Shareholder : <https://www.hanagroup.com/File/ViewDoc/97>

Page number of the reference link : 4 - 6, 9

## Employee

Employees, as internal stakeholders, play a crucial role in contributing to the long-term success and performance of the Company. Our employment policy is established with the principles of non-discrimination and human rights. The Company is committed to ensuring equality of opportunity for all employees in all aspects of personnel matters, including recruitment, training, promotion, transfer, and dismissal, without regard to race, color, religion, gender, national origin, or disability status. All employees will be treated as individuals, based solely on their abilities to meet job requirements. Furthermore, the Company ensures reasonable accommodation for employees' religious practices.

Compensation provided to employees fully complies with all applicable wage laws, including those relating to minimum wages, overtime payment, working and overtime hours, and legally mandated benefits. The Company also offers long-term welfare benefits designed to retain and motivate employees, particularly through retirement benefits and a provident fund to allow employees to save a portion of their salary for retirement, disability, illness, or unemployment. The Company's provident fund serves as a retirement savings scheme, where employees contribute a percentage of their salary, and the Company matches that contribution. Employees benefit from the growth of their savings through investment management provided by the fund.

Additionally, the Company has established a human resource management policy on salary management, with clear criteria for employee compensation. These criteria take into account factors such as job assignments, duties and responsibilities, competency, performance evaluation results, cost of living, and compensation benchmarks within the local industry. The Company also considers its financial capacity when determining compensation. This policy ensures that compensation is equitable, transparent, fair, and impartial, following approved procedures for assessment and approval.

The Company's compensation guidelines are designed to align with both short-term performances, such as bonuses, and long-term career growth. These guidelines are supported by the Career Development Program, which is tailored to help employees enhance their skills, knowledge, competencies, and capabilities according to their individual needs. The Company also offers opportunities for individual career advancement in line with corporate growth. These personnel development initiatives benefit both employees and the organization as a whole. Additionally, the Company has established policies and committees to assess and verify individual employees' core competencies. Assessment methods have been defined, along with their advantages and disadvantages, to ensure that employees are appropriately matched to their roles and positioned for future advancement. The Company also provides training plans and other development tools to support continuous employee growth.

The Company is committed to prioritizing the quality of life, a healthy environment, and the occupational health and safety of its employees. The Company systematically implements policies, operational guidelines, and occupational health and safety management system standards to prevent potential hazards across all activities and work areas. These preventive actions aim to reduce negative impacts and protect labor rights by ensuring employees have access

to a safe and decent working environment that meets international standards. The Company closely monitors pandemic trends to establish appropriate measures and guidelines for minimizing infection risks in the workplace. Additionally, the Company regularly promotes employee well-being through various health promotion initiatives.

Reference link for Employee : <https://www.hanagroup.com/File/ViewDoc/97>

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## Customer

Hana places the highest value on our customers, with the long-term relationships we have built serving as a testament to this commitment. The Company aims to meet or exceed our customer expectations for product quality, delivery, reliability, and competitive prices. The Company and its subsidiaries continue to support supply chain management solutions particularly for customers, coordinating business activities and processes to minimize their total costs while maximizing their effectiveness in the marketplace.

## Policy on Product and Service Development for Consumer Health and Safety

Hana is dedicated to ensuring the safety and health of customers and consumers through high-quality material sourcing and assembly processes. As an Electronics Manufacturing Services (EMS) and Outsourced Semiconductor Assembly and Test (OSAT), Hana works closely with its customers to ensure that all products meet relevant safety, quality, and regulatory standards throughout production, prioritizing the safety and well-being of end consumers.

**1. Material Sourcing:** Hana ensures that all materials sourced for assembly meet the required safety and quality standards. We work closely with our suppliers to ensure that all components comply with customer specifications and relevant regulations, including:

- **RoHS (Restriction of Hazardous Substances):** Limits the use of specific hazardous materials in electrical and electronic products, aiming to reduce environmental and health risks.
- **REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals):** Regulates the safe use of chemicals within the European Union, particularly those that could harm human health or the environment.
- **Persistent Organic Pollutants (POPs):** Refers to substances that are hazardous to human health and the environment due to their long-lasting effects. This regulation aims to eliminate or restrict their use.
- **PBT (Persistent, Bioaccumulative, and Toxic) under TSCA section 6(h):** Addresses chemicals that are persistent, bioaccumulative, and toxic, regulating their use to protect human health and the environment.
- **California Proposition 65:** Requires businesses to warn consumers if their products expose them to chemicals known to cause cancer or reproductive harm.
- **PFAS (Perand Polyfluoroalkyl Substances):** A group of chemicals that are persistent in the environment and human body, potentially posing health risks. Regulations focus on reducing exposure to these chemicals.
- **Conflict-free Minerals:** The use of minerals that are sourced in a way that does not armed conflict or human rights abuses, particularly in regions like the Democratic Republic of the Congo (DRC) and surrounding areas in order to meet the requirements of the Responsible Business Alliance (RBA) to uphold human rights across our supply chain.

These compliances ensure that the products we assemble are safe for end consumers and comply with health, safety, and environmental protection standards.

**2. Assembly Process:** Although Hana does not design products, we ensure that all products are assembled according to customer specifications, which include health, safety, and environmental standards for the end consumer. We follow stringent assembly procedures and industry standards to ensure that the final product meets all relevant safety and health regulations. In addition to our core commitment to product safety, Hana is certified with the following ISO standards, which reinforce our dedication to maintaining high-quality and safe assembly processes:

- **ISO 9001:** General Quality Management System focusing on customer satisfaction, process efficiency, and continual improvement

- ISO 13485: Medical Devices Quality Management System focusing on safety, regulatory compliance, and risk management related to medical devices
- IATF 16949: Automotive Quality Management System focusing on defect prevention, waste reduction, and continuous improvement in the automotive supply chain
- ISO 14001: Environment Management System focusing on pollution prevention, waste reduction, energy efficiency, and compliance with regulations
- ISO 45001: Occupational Health and Safety Management System focusing on risk identification, hazard control, employee well-being, and legal compliance
- ISO/IEC 27001: Information Security Management System focusing on data security, risk management, access control, and compliance with regulations

**3. Quality Control:** Hana implements quality control measures at every stage of the assembly process, starting from the inspection of incoming materials, through final assembly, testing, and delivery to customers. This process includes detailed inspections, performance testing, and reliability monitoring to ensure that each product meets the required safety and quality standards, as well as specific customer requirements.

**4. Operations and Initiatives:** Process Improvements for Safe Product Assembly: Hana continuously enhances its assembly processes by integrating Industry 4.0 technologies, lean manufacturing principles, and other improvement methodologies such as Poka Yoke, Quality Control Circles (QCC), Equipment Management Systems (EMS), Smart Manufacturing Platforms, and Kaizen. These principles help enhance productivity, reduce human errors, optimize efficiency, and ensure continuous improvement, while maintaining high standards of safety, quality, and performance.

**New Product Assembly:** While Hana does not design products, the Company supports the assembly of new products that may have specific safety or health considerations. This could include working with customers in the medical device, automotive, or consumer electronics industries, where safety is paramount.

**5. Cybersecurity Measures:** Hana takes steps to ensure data protection and cybersecurity, especially when handling sensitive customer or product data. This is particularly important for preventing any unauthorized access and cyberattacks on product designs or tampering with assembly instructions that could compromise confidentiality, integrity or product safety.

#### **Responsibility for Communicating Product and Service Information to Customers**

Hana adopts a clear and transparent approach in communicating product and service information to customers. As a contract manufacturer, the Company assembles products based on customer specifications, ensuring that all relevant details, including product labels and shipment information, are provided in accordance with customer requirements.

Our Customer Service Department plays a key role in addressing customer complaints, resolving issues, and collecting valuable feedback. We work with our customers to provide problem solving solutions regarding customer complaints, listen to their recommendations, meeting their needs, and honoring our commitments. Customer partnership is a foundation of success that also requires commitment to nurture new relationships and build and foster long-term relationships by creating synergies of knowledge, security, sustainability, and adaptability for both parties.

In the case of quality complaints or product returns, Hana follows a structured process to address the issue. Our team promptly investigates the matter, identifies the underlying cause, and implements immediate corrective actions. A comprehensive review of the production process and related procedures is carried out to ensure that necessary improvements are made. Additionally, we have strengthened our inspection protocols to ensure the highest level of product quality before delivery. Customers are informed about the corrective actions taken and the rationale behind these measures.

Our dedicated Customer Service Department ensures that we address all concerns promptly, resolve issues effectively, and maintain the highest standards of product quality and service to guarantee customer satisfaction.

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### Business competitor

The Board focuses on operating its business with open and fair competition, adhering to ethical standards and ensuring that no unfair practices are employed against competitors. The Company refrains from engaging in actions such as dumping, persecution, or exerting undue influence to undermine competition. It also avoids any actions that would violate the intellectual property or copyrights of competitors and does not use dishonest methods to discredit competitors or engage in trade secret violations. The Company strictly complies with competition laws, antitrust laws, and other relevant regulations both domestically and internationally. This includes adherence to laws, policies, and guidelines on trade competition in the countries where the Company operates, as well as during any mergers or acquisitions.

In 2025, there were no disputes or lawsuits between the Company and any competitors.

Reference link for Business competitor : <https://www.hanagroup.com/File/ViewDoc/97>

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### Business partner

Ethical business practices are embedded in Hanas corporate culture. The Company promotes and communicates the importance of ethical conduct and commitments across the organization. The Company promotes and communicates the importance of ethical conduct and commitments across the organization. These principles serve as core values guiding its operations. The Company maintains long-term relationships with key suppliers and business partners based on trust and mutual cooperation.

To ensure that suppliers comply with applicable laws and ethical standards, the Company has established a Supplier Code of Conduct. Suppliers are expected to operate responsibly with respect to society and the environment. The Supplier Code of Conduct is communicated to suppliers, who are required to acknowledge and comply with its guidelines.

**Supplier Selection** - Hana is committed to promoting and practicing fair and open competition in the procurement of goods and services. The selection of suppliers and the purchasing of goods and services are based on following principles:

- **Price:** Suppliers must offer competitive and fair pricing that aligns with the product specifications, quality, performance, and other relevant factors.
- **Quality:** Suppliers are expected to consistently meet high-quality standards to ensure that products and services meet or exceed customer requirements and expectations.
- **Delivery:** Timely and reliable delivery is essential. Suppliers must meet delivery deadlines and demonstrate the ability to provide on-time shipments or services to ensure smooth business operations.
- **Flexibility:** Suppliers should be adaptable and capable of accommodating changes in demand, product specifications, or delivery requirements to meet evolving business needs.
- **Reliability:** Suppliers must consistently meet performance expectations, demonstrating dependability in providing products and services without significant disruptions.
- **Responsiveness:** Suppliers should be proactive in addressing inquiries, issues, or changes in requirements promptly and efficiently, ensuring effective communication and prompt problem resolution.
- **Compliance with Laws and Respect for Human Rights:** Suppliers must comply with all applicable laws, regulations, and industry standards, including environmental, safety, and labor laws, while respecting human rights by ensuring fair labor practices, safe working conditions, and preventing child labor, forced labor, and discrimination.

**Supply Chain Management** Suppliers play a vital role in Hana's sustainability. We prioritize fostering transparent communication and strong partnerships to align our goals, expectations, and values with those of our suppliers. The following principles guide our approach to supply chain management:

- **Impartial and Fair Selection:** The selection process ensures impartiality, fairness, and equal opportunity for all capable and responsible suppliers.
- **Maximizing Competition:** The Company strives to maximize competition and avoids antitrust or anti-competitive practices.
- **Environmental, Social, and Governance (ESG) Standards:** We collaborate with suppliers who take practical steps towards reducing their environmental impact, ensuring fair labor practices, and upholding ethical business standards.
- **Continuous Improvement:** We support suppliers who demonstrate innovation and a commitment to continuous improvement. This ensures that the supply chain remains agile, adaptable, and capable of meeting evolving market demands.
- **Collaboration and Mutual Growth:** Our supply chain is built on collaboration, where both Hana and its suppliers work together towards shared goals of growth, cost efficiency, and enhanced performance.

**Supplier Risk Management** The Company has implemented a supplier risk management framework to systematically identify, assess, and mitigate risks across the supply chain. Risk assessments are conducted for both potential and existing suppliers, covering operational and environmental, social, and governance (ESG) risks.

Suppliers are classified according to their level of criticality and risk exposure. Those identified as high-risk are subject to enhanced due diligence, audits, and ongoing monitoring. This structured approach strengthens supply chain resilience, promotes responsible sourcing practices, and ensures compliance with the Company's Supplier Code of Conduct and the RBA Code of Conduct.

Hana has established criteria to categorize suppliers into different tiers, including Critical Tier 1 and Critical Non-Tier 1 suppliers. This classification enables the Company to evaluate risk exposure more effectively and implement tailored mitigation measures and action plans appropriate to each supplier category.

#### **Criteria for Classifying Critical Tier 1 and Critical Non-Tier 1 Suppliers:**

##### **1. Critical Tier 1 Suppliers**

- **Direct Suppliers:** Critical Tier 1 partners are those suppliers that supply key products or services directly to Hana. These suppliers are crucial to Hana's core operations and product manufacturing.
- **Essential Contribution to Operations:** These partners provide key components or raw materials that are integral to our production processes or the finished products. Without those parts, the Company cannot meet its operational needs or deliver products to our customers.
- **High Impact of Disruption:** Any disruption in the supply chain from a Tier 1 partner will directly affect the Company's production, delivery schedules, and ability to meet customer demands.
- **Volume and Consistency of Supply:** Tier 1 partners provide a large volume of goods with a consistent supply that is critical to the production line. Any fluctuation or shortage in supply would directly impact operations.

##### **2. Critical Non-Tier 1 Suppliers**

- **Indirect Supplier Relationship:** Critical Non-Tier 1 partners supply goods, services, or materials to Tier 1 suppliers, who in turn provide critical components to Hana. Although they do not directly supply Hana, their operations are integral to the supply chain.
- **Risk of Indirect Impact:** A failure or disruption in the operations of these partners could delay the production process or lead to shortages, impacting Hana's ability to deliver products on time. The risk is more indirect but still significant.

- **Critical to the Supply Chain Continuity:** Even though these partners are not directly involved with Hana, they are crucial in ensuring the smooth functioning of the supply chain. Their products or services support key processes that affect Hana's ability to maintain consistent production and meet customer demands.

By categorizing suppliers into Critical Tier 1 and Critical Non-Tier 1 suppliers, this approach enables the Company to assess risks and develop action plans for each supplier group to ensure business continuity and stability within the supply chain as follows:

- **Critical Tier 1 Suppliers:** We work closely with our Critical Tier 1 suppliers, who are essential to our core operations, to mitigate potential disruptions by monitoring their performance, conducting risk assessments regularly, and opening communication to ensure continuity of supply and minimize risks that could impact production schedules or product quality.

- **Critical NonTier 1 Suppliers:** We also recognize the importance of Critical Non-Tier 1 suppliers, who indirectly support our operations by supplying critical materials or services to our Tier 1 suppliers. To manage the risks associated with these suppliers, we monitor the performance of our Tier 1 suppliers and assess the potential impact of disruptions in their supply chain. Additionally, we work with our Tier 1 suppliers to ensure they have contingency plans in place and provide support to help mitigate risks that may arise from their reliance on Critical Non-Tier 1 suppliers.

**Localized Sourcing** Hana has implemented local supply chain management by acquiring second-source suppliers or new suppliers for specific production materials. Our localization strategy aims to reduce reliance on overseas suppliers, lower material and supply chain costs, increase flexibility, ensure faster delivery, enhance customer satisfaction, and foster a self-sufficient local ecosystem by strengthening capabilities of local partners and promoting employment and domestic economic development.

In 2025, Hana Lamphun strengthened its business partnership with local suppliers through additional project collaborations and a development support program. This program includes a training curriculum that benefits both parties by facilitating knowledge sharing, material sourcing, process capability and new technology studies, production technology enhancement, and risk management. As a result, the localized supply chain provides the following benefits to the Company in 2025:

**Number of Project Accomplishment:** 108 Projects

**Cost Saving:** THB 39 million

**Target Achievement:** 100%

**Supplier Audit** Hana regularly conducts supplier audits, utilizing both self-assessment and site visits, to develop and strengthen relationships with strategic suppliers, particularly those classified as tier 1. These audits are a key tool for identifying, assessing, and mitigating potential risks within the supply chain, such as raw material shortages or other emerging threats. Critical suppliers are required to implement business continuity plans, and Hana also reviews the risks associated with the geographic concentration of critical suppliers. In response, we re-evaluate the possibility of qualifying suppliers in different geographical regions to ensure supply chain flexibility and continuity.

For supplier assessment, suppliers are required to meet our sustainability criteria covering social and environmental aspects/GI2 (Green Industry Level 2) or equivalent standards, such as occupational health, safety and environment, the RBA Code of Conduct which covers labor practices, human rights, health and safety, environment, ethics and management system, as well as in compliance with our Supplier Code of Conduct.

Audit results are reviewed and disclosed as appropriate, and any non-compliance is addressed through corrective actions, improvement plans, or other measures to ensure adherence to our standards.

In 2025, Hana Lamphun and Hana Ayutthaya selected suppliers for On-site Audits based on various factors, such as being new suppliers, customer recommendations, or those requiring re-evaluation from previous assessments. We successfully completed On-site Audits with 8 suppliers, meeting our target for the year.

**Supplier Development** In 2025, Hana Lamphun and Hana Ayutthaya strengthened partnerships with 10 suppliers through training courses aimed at sharing technical knowledge on process design, material selection, material processes and properties, and the latest technology updates. These sessions also covered new software tools relevant to Hanas needs, as well as defect features and attributes. This collaboration enabled Hana to enhance its ability to manage defects, minimize waste, leverage technological advantages, enhance competitiveness by optimizing processes to achieve sustainable cost efficiencies and increase productivity.

**Green Procurement** To promote sustainability, Hana actively supports programs that are environmentally friendly and focus on community impact. By partnering with key partners, we aim to minimize both environmental and social impacts. Green Procurement is a proactive approach to combat climate change and promote environmental sustainability. The Company integrates the partners environmental performance considerations into the procurement decision-making process, with clear quantitative targets. The Company has encouraged the local and overseas first-tier suppliers with the top 500 purchase amount of products and services to acquire Green Industry Level 2 or higher or ISO 14001.

In 2025, 58% of our first-tier suppliers meeting the above criteria consequently acquired the aforesaid certification in Level 2 or higher or ISO 14001 which exceeded the target set at 55%.

**Note:** To certify as a green industry, the supplier must be an industry that adheres to environmentally friendly operations by passing 3 assessment criteria; improving the efficiency of the production process, environmental management for continuous improvement, and corporate social responsibility both internally and externally throughout the supply chain. The green industry certificate rating level 2 so called Green Activity must have an environmental policy, communicating environmental policy in the organization, and environmental planning covering objectives, targets, action steps, responsible persons and completed time frame as well as environmental execution to achieve such results.

Reference link for Business partner : <https://www.hanagroup.com/File/ViewDoc/97>

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### **Creditor**

The Company treats creditors with responsibility, honesty, equality, and fairness, ensuring a fair return for both parties and adhering to the terms of agreements, including any guarantees, loan repayment conditions, and cash flow management to meet payment obligations. The Company will inform creditors of any payment defaults and comply with the Consumer Protection Law and other applicable regulations. In case of default, the Company will notify creditors in advance and collaborate to find solutions to remedy the situation and prevent losses. The Companys policy ensures responsible management of guaranteed conditions, loan repayment terms, and measures in case of payment defaults.

In 2025, there were no disputes or lawsuits between the Company and any creditors.

Reference link for Creditor : <https://www.hanagroup.com/File/ViewDoc/97>

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### **Government agencies**

Hana requires its directors, executives, and employees to understand and comply with applicable laws, regulations, policies, and procedures in the performance of their duties, including the proper payment of taxes to the government. The Board of Directors has established a corporate tax policy to provide a framework for tax management and practices, ensuring compliance with legal requirements and tax regulations in each country where the business operates. This policy is aligned with principles of good corporate governance, business ethics, and social responsibility.

Reference link for Government agencies : <https://www.hanagroup.com/File/ViewDoc/99>

## Community and society

Hana conducts its business with a sustainable commitment to responsibility toward communities, society, and the environment. This includes the efficient use of resources, energy conservation, the adoption of renewable energy, effective waste management, and efforts to reduce waste and pollution, carbon emissions, and greenhouse gases, as well as addressing climate change. The Company strictly adheres to all applicable health, safety, and environmental laws and regulations in the countries and communities where it operates.

Our policy emphasizes the manufacturing, handling, and disposal of waste in compliance with relevant laws, ensuring that these activities are carried out responsibly without posing risks or harm to human health, communities, society, or the environment. Sustainability is a key focus for the Company, and we have set it as one of our long-term strategies to respond proactively to future challenges, such as energy transitions and climate change.

Hana has been certified with ISO 14001:2015 Environmental Management Systems (EMS), which provides practical tools for managing not only the Companys environmental responsibilities but also its business development. By focusing on pollution prevention and environmental protection, this certification helps reduce the overall environmental impact while also contributing to the reduction of operating costs for the business.

Hana is also an ISO 45001:2018 certified company for Occupational Health and Safety Management Systems. The Companys policy reflects a strong commitment to not only addressing health and safety within the workplace but also implementing measures to prevent health problems and accidents, ensuring the well-being of both employees and the surrounding communities.

The Company encourages the efficient use of resources and the adoption of renewable energy by implementing various energy-saving projects, including the installation of solar rooftops. The Board supports training for all employees to foster a better understanding of environmental issues and raise awareness.

In 2025, a range of environmental training courses were provided to 2,807 employees, facilitated by both internal and external instructors. These courses included:

**Environmental Aspects Assessment:** This training focuses on identifying environmental issues arising from the Companys activities, products, and services within the scope of the environmental management system. It helps the Company plan for improvements by evaluating the environmental aspects and impacts associated with its operations.

**ISO 14001 Environmental Management:** This training aims to develop the knowledge and skills required to effectively implement and maintain the ISO 14001 environmental management system, ensuring that employees understand the standards and practices necessary for environmental compliance and continuous improvement.

**Energy Conservation Awareness:** The purpose of this training is to raise awareness about natural resource issues and the importance of energy conservation. It equips employees with the knowledge and skills needed to apply energy-saving practices both in the workplace and in their daily lives, in line with the Companys relevant policies and environmental goals.

**Intensive Use of Chemical Safety:** This training is designed for employees involved in work related to chemicals, emergency teams, and other relevant functions. It ensures that employees understand the chemical hazards present in the workplace, their effects on health and the environment, and the necessary control measures for managing hazardous chemicals.

**Safety, Occupational Health, and Working Environment:** This training aims to provide management, staff, and contract workers on-site with knowledge and awareness of safe work practices and preventive measures. The goal is to reduce occupational risks, minimize hazards, prevent accidents, injuries, and diseases, and improve overall workplace health and safety.

**Basic Fire Safety Training Course:** This course raises awareness of fire hazards in the workplace and trains employees on how to act safely in the event of a fire emergency. It also covers the preparation of fire prevention and suppression plans to ensure safety during such situations.

By offering these courses, the Company can better prioritize and set objectives to eliminate hazards, reduce risks, and foster continuous improvement. Additionally, the Company benefits from the efficient use of resources and more effective environmental management.

Reference link for Community and society : <https://www.hanagroup.com/File/ViewDoc/97>

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## Intellectual Property

Hana has a policy on intellectual property and copyrights in order to safeguard the tangible and intellectual property of those with whom we do business, which may be used in fulfilling work assignments, and we will comply with all regulations or contractual requirements governing the use of such property. Any reward and copyrights received from the assignment/work given by the Company or any byproduct assignment/work that originated or resulted from training/tutoring by the Company shall belong to the Company.

Directors, management and employees shall use computer and information technology related work according to Computer-Related Crime Act and other local intellectual property and copyright laws. All employees are required to sign for acknowledgement of the agreement of compliance with intellectual property and copyrights and related laws.

## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

The Board of Directors attempts to operate its business worldwide in accordance with the highest ethical standards and relevant laws. The Company expects and requires that its directors, executives and employees perform their duties with the highest standards of integrity in the conduct of business. The Board ensures implementation and enforces compliance with the Code of Conducts by setting adequate mechanisms to be in place through the processes as follows.

#### 1. Policy Establishment

The corporate Code of Conduct has been written as the Companys policy and procedure in order to provide general guidance for those in recognizing and resolving ethical and legal issues while conducting the Companys business.

#### 2. Training and Education

Conduct regular training sessions to educate employees about the Code of Conduct and its importance. In 2025 to ensure that employees have the knowledge and understanding of the policies and practices of business ethics, the Company conducted training for employees and provided the post tests to evaluate the training results. For the newly hired employees, 100% have been trained for the Code of Conduct as part of orientation whereas 100% for monthly employees were trained in 2025.

#### 3. Ethical Hotline and Whistleblower Protection

Implement a confidential reporting mechanism to encourage employees and stakeholders to report any ethical concerns or violations.

#### 4. Regular Audits and Assessments

Conduct periodic audits and assessments to evaluate the effectiveness of the Code of Conduct. Internal Audit Department also monitored the implementation and compliance for the Code of Conduct.

### 5. Leadership Accountability

The Board, executives and management lead by example and demonstrate a commitment to ethical behavior and ensure they are actively promoting ethical practices throughout the organization. The compliance to the Code of Conduct is regularly monitored by senior management. All the directors and executives (accounted for 100%) are required to sign a certification of acknowledgement and compliance with the Code of Conducts of the Board of Directors.

### 6. Continuous Improvement

Regularly review and identify any gaps or areas for improvement and take appropriate actions to prevent re-occurrence.

### 7. Reporting

The summary of the Code of Conduct monitoring and compliance is reported to the Audit Committee at least once a year.

**Violation:** The Company shall not tolerate any illegal or unethical acts. Anyone violating the Code of Conduct will be disciplined including termination of employment. For the available whistleblowing channels, there was no case of compliant or dispute regarding a breach of the Code of Conduct.

The Audit Committee was reported no violation of the Code of Conduct from Internal Audit Department in 2025.

Reference link for the full version of business code of conduct : <https://www.hanagroup.com/File/ViewDoc/82>

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

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

### Prevention of Conflicts of Interest

The Company has a policy in place of dealing with conflicts of interest. The Board of Directors has established the policy and procedure for directors and executives to report on conflicts of interest to ensure that they are abided by their fiduciary duties in the way that they must not have personal interest, whether directly or indirectly, in the matter under their decision. Directors and executives are required to disclose any material interest in transactions or matters affecting the Company and its subsidiaries through the established form approved by the Board of Directors. The Corporate Secretary is responsible for receiving reports from directors and executives who disclose their interests and those of their related parties to the Chairman of the Audit Committee and the Chairman of the Board respectively.

Related party transactions between the Company and a director or executive and/or connected persons, which may lead to potential conflicts of interest, must be considered by the Audit Committee. For material related party

transactions, such transaction must be approved by the Board of Directors and/or the shareholders meeting depending on the nature and the size of transaction as required by Notification of the Capital Market Supervisory Board where those directors and executives shall be excluded from decision making involving transactions in which they have vested interests or are connected.

In 2025, there was no conflict of interest from directors and executives or connected persons reported to the Board.

Reference link for Prevention of Conflicts of Interest : <https://www.hanagroup.com/File/ViewDoc/86>

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### Anti-corruption

**Anti-Corruption Policy** - The Company established the anti-corruption policy and has been approved and reviewed by the Board yearly. The anti-corruption policy is as follows.

Hana has a zero tolerance of bribery and corruption. The Company prohibits the Board of Directors, management, employees or third parties in their relationship with the Company, being involved in any act of corruption in any form in all business transactions to benefit directly or indirectly and shall comply with the applicable laws and regulations in all the countries in which the Company operates.

**Risk Assessment** - The Risk Management Committee assessed the potential corruption risks by conducting the corruption risks separate from other risks. The risk profile was reported to the Board by having the Compliance Unit perform compliance audit in mitigated risks with the established policy.

**Training and Communication** - The Company communicated and provided training to employees regarding its anti-corruption policy and related policies, i.e., corporate Code of Conducts, gifts and hospitality policy, conflict of interest policy, etc. Employees can get access to the policies via the Companys bulletin boards and intranet website. The supplier Code of Conduct covering the anti-corruption policy has been communicated with both overseas and local suppliers for their acknowledgment and compliance.

**Monitoring and Review** - The Audit Committee reviews the anti-corruption policy on an annual basis and proposes any amendment to the Board for approval. The Audit Committee also monitors the implementation of the policy and makes recommendations accordingly. Internal control systems and procedures shall be reviewed periodically by Internal Audit Department to ensure that they are effective in countering bribery and the audit results are to be discussed with relevant operational personnel and reported to senior management and the Audit Committee. In 2025, the risk assessment included the anti-corruption was reported to the Board for consideration.

**Certification** - The Company has been re-certified for the third consecutive time as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) in 2025. This re-certification reflects the Companys continued commitment and sustained efforts in supporting private sector initiatives to combat corruption since 2013. The certification is valid until the end of 2027.

**Collective Impact** - Hana encourages our business partners and subcontractors to become a part of CAC by inviting our business partners through an open letter posted on the Company website. With the collaboration for impact, this can help reduce corruption risks and help promote a transparent and sustainable business environment. In addition, the Company and its subsidiaries yearly announce No Gift Policy and communicate with its business partners and disclose to the public as guidelines for directors and employees not to accept or give gifts by cooperating with other business sectors for the fight against corruption.

Reference link for Anti-corruption : <https://www.hanagroup.com/File/ViewDoc/84>

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### Whistleblowing and Protection of Whistleblowers

## Whistleblowing and Channels of Complaints

The Board provides channels for stakeholders to communicate any concerns about illegal, any suspected fraud or corruption, human right violation, unethical conduct or violation of good corporate governance, any suggestion or any complaints regarding activities or conduct of the Company or any of its staff or business partners relating to the Company. Stakeholders can report such complaints or concerns in good faith directly to following channels.

### List of Contact Persons

- Mr. John Thompson, Chairman of the Board of Directors and the Audit Committee [john@ntasset.com](mailto:john@ntasset.com)
- Mr. Terrence Philip Weir, Chairman of the Risk Management Committee [terry@hanabk.th.com](mailto:terry@hanabk.th.com)
- Mr. Richard David Han, Chief Executive Officer [richardh@hanabk.th.com](mailto:richardh@hanabk.th.com)
- Mrs. Tappawong Na Tarlang, Senior Director Corporate Human Resources Business Partners/Training & Administration [tappawong@hanabk.th.com](mailto:tappawong@hanabk.th.com)
- Ms. Jirapa Kongmanee, Corporate Secretary and Head of Internal Audit Department [jirapak@hanabk.th.com](mailto:jirapak@hanabk.th.com)

**Mailing Address** - Hana Microelectronics Public Co., Ltd., 65/98, Soi Vibhavadi-Rangsit 64 Junction 2, Kwang Talad Bangkhen, Khet Laksi, Bangkok 10210, Thailand.

Any whistleblower in Hana group should initially make a complaint or report any act of misconduct or suspicions through the respective channels such as through an employees direct supervisor (manager level and above), the head of Human Resources Department of each Hana location or a suggestion/red box available at each Hana location. If employees cannot go to their respective channels, they could report to the above channels.

**Handling of Complaints** - The Company will decide how to respond in a responsible and appropriate manner. An investigation will be conducted as speedily and sensitively as possible in accordance with all relevant laws and regulations. Internal Audit Department will report the details of complaints and investigation results to the Executive Committee or the Audit Committee and the Board depending on the complaint, dispute or issue raised.

**Protection of Reporting Individual including Witness and Concerned Personnel** - It is a policy that the Company will not discharge, demote, suspend, threaten, harass or in any other actions against any person reporting any such complaint that made in good faith.

**Violation** - In 2025, the Board did not receive any complaints about corruption/fraud, breach of business ethics and corporate governance, a civil action or fines from SEC, human right violation or no complaint that damage to the Companys reputation due to the administration of the Board of Directors, as well as no legal dispute concerning labour, human rights, and the environment.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.hanagroup.com/File/ViewDoc/100>

Page number of the reference link : 3 - 5

## Prevention of Misuse of Inside Information

The Company has a policy to prevent directors and executives complying with the notification of the Securities and Exchange Commission from taking advantage of inside information, from dishonest dealing for themselves and their related parties. Insider trading is prohibited. Hana has established a system to prevent the use of inside information for personal benefits as follows.

- Communicate the compliance of the policy of Business Code of Conduct of the Board of Directors and executives. The directors and executives are required to sign acknowledgement of the policy on an annual basis.
- Inform the Board and executives by a circular letter that those who may gain inside information shall avoid trading the Companys securities for the period of one month before the Company announces its financial statements to the public and at least 24 hours after the information is widely spread out to the public.

- Require the Board and executives to inform the Board or the Corporate Secretary at least 1 day in advance before actual trading of the Company's securities.
- Inform the Board and executives for the duties to report the Company securities holdings and movements to the Securities and Exchange Commission (SEC) under the Securities and Exchange Act B.E. 2535 and the Stock Exchange of Thailand's regulations.
- Confirm the shareholding status with individual director and executive through the Corporate Secretary on a monthly basis.
- Report to the Board for the shareholding status of individual director and executive at every Board meeting.

In 2025, no director or executive traded the Company's shares by using inside information, and during the silent periods.

Reference link for Prevention of Misuse of Inside Information : <https://www.hanagroup.com/File/ViewDoc/86>

Page number of the reference link : 3

### Money laundering prevention

Directors, executives and employees must comply with the applicable laws in the strictly-practices, transparent and responsible manner. The Company shall comply with all laws on preventing money laundering and the financing of terrorism. Money laundering involves obfuscating illegal sources of funds by introducing such funds into legal business and financial systems. All payments must comply with tax laws, accounting principles, as well as anti-money laundering and anti-corruption regulations worldwide.

Reference link for Money laundering prevention : <https://www.hanagroup.com/File/ViewDoc/82>

Page number of the reference link : 10 - 11

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

Directors, executives and employees must comply with the applicable laws in the strictly-practices, transparent and responsible manner. Directors, executives and employees shall be aware of offering gifts and shall not accept any offer, gift or anything of value from customers, suppliers, shareholders and stakeholders that is perceived as intended to influence any business decision, any act or failure to act or any commission of fraud.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://www.hanagroup.com/File/ViewDoc/84>

Page number of the reference link : 4

### Compliance with laws, regulations, and rules

To ensure that the Company's operations comply with relevant laws, regulations and rules, the Company requires its executives, directors and employees to understand and abide by the laws, regulations, policies, and procedures that apply to them in the performance of their job duties with honesty, integrity and morality.

Reference link for Compliance with laws, regulations, and rules : <https://www.hanagroup.com/File/ViewDoc/82>

Page number of the reference link : 10

### Information and assets usage and protection

Safeguarding HANA's assets is the responsibility of all directors, executives, employees and the Company representatives. Directors, executives and employees must use and maintain such assets with care and respect while guarding against waste and abuse. HANA's ability to serve its customers requires the efficient and proper use of the Company's assets and resources, including property information, technology data, software, information system resources, land, buildings, equipment, components, raw materials, inventory, and cash.

Reference link for Information and assets usage and protection : <https://www.hanagroup.com/File/ViewDoc/82>

Page number of the reference link : 8

### Anti-unfair competitiveness

The Board focuses on operating its business with open and fair competition and have a practical guidance for the competitors by not involving in the competition by the dumping, persecution or deprivation influence in order to avoid competition, not taking any action that violates the intellectual property or copyright of competitors, not using dishonest methods to discredit a competitor or no trade secret violations, strictly complying with competition laws, antitrust laws, and related laws while doing business both domestic and abroad in compliance with laws, regulations, policies and guidelines regarding trade competition of the countries in which the Company do business with including any case of mergers and acquisitions.

In 2025, there was no dispute or lawsuit between the Company and any competitors.

Reference link for Anti-unfair competitiveness : <https://www.hanagroup.com/File/ViewDoc/82>

Page number of the reference link : 10

### Information and IT system security

#### Cyber Security and Personal Data Protection

The Board is committed to protecting the data privacy and information security, maintaining the confidentiality of information, data integrity of the Companys physical assets and all electronic information in order to ensure that the safe and responsible use of information technology to meet operational and contractual confidentiality obligations and continuous improvement.

**Data Privacy Protection** - The Company has realized the importance of the safety of personal information from using the service and protection of the personal information of all stakeholders responsibly. The data privacy policy has been established and disclosed to the public for transparency in supervision of the responsible personal data protection and supervision of the operational framework administration unit in accordance with the Personal Data Protection Act (PDPA) in order to gain confidence in the security of information to our stakeholders. There are 5 guidelines for personal data protection as follows:

#### 1. Definition of personal data

Understand the overall strategy of data security, both important information of the Company and personal information according to the Act, then define the scope of the target including developing data model structures and classification of data into categories.

#### 2. Find out what data is being used

Search, analysis and classification of various types of information including understanding the data environment, structure and lifecycle in order to set measures to protect each type of data effectively.

#### 3. Establish basic guidelines for the protection of confidential information

Establish a baseline for the protection of importance of the Companys data and personal data in accordance with the Act, evaluate processes and necessary control measures as well as conducting risk assessments and performing gap analysis to determine solutions to cope with associated risks.

#### 4. Plan, design and implement data security protection

Plan and prioritize processes to protect sensitive the Companys data and personal information both technical and business processes. Then, design and implement actions to secure those data to be consistent with business goals.

#### 5. Observe the protection of sensitive data

Develop the good governance framework, risk metrics and surveillance processes to ensure that the practices and controls implemented are working objectively and efficiently. In addition, the strategy and methods of data protection shall be regularly reviewed.

**Protect Confidential Information** - The Board is committed to protecting customers personal information and privacy, including business partners confidentiality by operating in adherence to applicable laws and regulations of personal information when personal data is collected, stored, processed, transmitted and shared. The practice is to sign an agreement on confidentiality information with every customer and/or business partner. The Company shall not disclose any information to anyone or other agencies without official authorization from the customers or business partners.

**IT and Cyber Security Governance Structure** - To ensure proper policy management as well as at the operational level, the Company has a 3-level governance structure consisting of (1) supervisory level, (2) management level, and (3) operational level.

**(1) Supervisory level**

- The Board of Director
- The Audit Committee

**(2) Management level**

- The Executive Committee
- Executive Vice President and Chief Financial Officer

**(3) Operational level**

- Data Protection and Cyber Security, Information Technology (IT) Department

**Information and Cybersecurity Awareness Training** The Company recognizes the potential impact and damage that may arise from cyber threats; therefore, the Company places strong emphasis on comprehensive risk management to prevent cyberattacks, data breaches, and to safeguard the personal data of all stakeholders.

Information Technology Department, in collaboration with Training Section, continuously provides information and cybersecurity awareness training to employees and executives at all levels. The training covers key topics, including:

- The importance of information security systems and the secure use of information resources
- Methods and measures for data protection and responding to cyber threats
- Knowledge of the Information Security Management System (ISMS) in accordance with ISO/IEC 27001 standards
- Guidelines for the use and protection of personal data in compliance with the Personal Data Protection Act (PDPA) and other relevant laws

The objective is to ensure that employees and executives possess the necessary knowledge and understanding to carry out cybersecurity practices correctly and consistently across the organization.

In 2025, Hana Lamphun recorded a total of 2,819 employees participating in the training program, with a 100% post-test pass rate. Similarly, Hana Ayutthaya had 2,743 employees attend the training, and all participants also achieved a 100% pass rate on the post-test. These results reflect the effectiveness of the Companys knowledge transfer and information and cybersecurity awareness initiatives, as well as the strong cooperation and commitment of employees across the organization to strictly adhere to cybersecurity policies and practices.

**Channels for Contacting and Complaining about Personal Data** - In the event that the owner of the personal data wants to inspect the collection of personal data/purpose of data use/controller and the office of the personal data controller, can address to our Human Resources Management Department as follows:

**1. Hana Microelectronics Public Co., Ltd. - Headquarters**

65/98 Soi Vibhavadi-Rangsit 64, Junction 2, Kwang Talad Bankhen, Khet Laksi, Bangkok 10210

Telephone No.: 02 551 1297-8

## 2. Hana Microelectronics Public Co., Ltd. - Lamphun Branch 1

101/2 Moo 4, EPZ Northern Region Industrial Estate, Chiangmai Lampang Road, T. Baan-Klang, A. Muang Lamphun, Lamphun 51000  
Telephone No.: 053 581 567-73

## 3. Hana Microelectronics Public Co., Ltd. - Lamphun Branch 2

123 Moo 5, Saha Group Industrial Park, T. Pa Sak, A. Muang Lamphun, Lamphun 51000  
Telephone No.: 053 521 361

## 4. Hana Semiconductor (Ayutthaya) Co., Ltd.

100 Moo 1, T. Baan Lane, A. Bang Pa-in, Ayutthaya 13160  
Telephone No.: 035 350 805

### Implementation Outcome

1. Hana Semiconductor (Ayutthaya) Co., Ltd. and Hana Microelectronics (Jiaxing) Co., Ltd., subsidiaries of the Company, are ISO/IEC 27001:2022 certified, with 100% of data center technology infrastructure covered under the Information Security Management System (ISMS).
2. No incidents of breaches and data leaks.

### Information Security/Cybersecurity in 2025 (Target = 0)

- Number of data breach incidents such as information leakage, theft and loss of data of customers = 0
- Number of employees and customers who are impacted from information leakage = 0
- Number of fines or penalties arising of breach of security information or other cybersecurity incidents = 0

### Personal Data Protection

- Customer complaints with supporting evidence of customers personal data breach = 0
- Complaints from third party = 0
- Complaints from government agencies = 0

Reference link for Information and IT system security : <https://www.hanagroup.com/AboutUs/Privacy>

### Environmental management

To ensure sustainable development and response to climate change that threatens both economic and social sustainable development, Hanas environmental policy is approved by management to suit the context and support the strategic direction of the organization in showing its commitment to protect the environment, use resources efficiently, reduce the impact on the environment including complying with legal requirements and continuously promoting employee participation in environmental management initiatives.

Reference link for Environmental management : <https://www.hanagroup.com/File/ViewDoc/82>

Page number of the reference link : 11

### Human rights

Hana places importance on and respect human rights in all aspects and conducts business with due care to prevent human rights violations and discrimination, while respecting the equality, diversity and inclusion of all stakeholders regardless of their race, nationality, origin, ethnicity, religion, gender, sexual orientation, language, age, color, education, disability, beliefs, political opinions, marital status, pregnancy status, social status, culture, traditions or any other status protected by law. The Company has complied with applicable laws and international standards with a particular focus on the Universal Declaration of Human Rights (UDHR), United Nations Global Compact (UNG), United Nations Guiding

Principles on Business and Human Rights (UNGP) and the International Labor Organization Declaration on Fundamental Principles and Rights at Work (ILO) to ensure that the Company's operations are free from human rights violations of stakeholders throughout the business value chain.

Reference link for Human rights : <https://www.hanagroup.com/File/ViewDoc/1336>  
Page number of the reference link : 3 - 5

### **Safety and occupational health at work**

The Company is committed to providing and managing a safe and healthy work environment, while conducting its business in an environmentally responsible manner. The Company strives to ensure that the workplace is free from safety and health hazards, or that such hazards are effectively controlled to acceptable levels.

Worker exposure to potential safety hazards shall be controlled through proper design, engineering and administrative controls, preventative maintenance, safe work procedures, and ongoing safety training. Where hazards cannot be controlled through these means, workers should be provided with appropriate, well maintained personal protective equipment. Workers shall not be disciplined for raising safety concerns. Emergency situations and events are to be identified and assessed, their impact minimized by implementing emergency plans and response procedures. This should include emergency reporting, employee notification and evacuation procedures, worker training and drills, appropriate fire detection and suppression equipment, adequate exit facilities and recovery plans.

Procedures and systems are to be in place to prevent, manage, track and report occupational injury and illness, including provisions to; encourage worker reporting, classify and record injury and illness cases, provide necessary medical treatment, investigate cases and implement corrective actions to eliminate their causes, and to facilitate the return of workers to work.

Reference link for Safety and occupational health at work : <https://www.hanagroup.com/File/ViewDoc/82>  
Page number of the reference link : 9 - 10

### **Promotion of compliance with the business code of conduct**

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

The Board of Directors, executives and management support the promotion of ethical conduct throughout the organization. Compliance with the Code of Conduct is regularly monitored by senior management. All directors and executives (representing 100%) are required to sign a certification acknowledging their understanding of and compliance with the Company's Code of Conduct.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.hanagroup.com/File/ViewDoc/86>  
Page number of the reference link : 2 - 5

## Participation in anti-corruption networks

- Participation or declaration of intent to join anti- : Yes  
corruption networks
- Anti-corruption networks or projects the company : Thai Private Sector Collective Action Against Corruption  
has joined or declared intent to join (CAC)
- CAC membership certification status : Certified
- Certification document of CAC membership status : CAC -  
Anti-Corruption Certificate 2024 - 2027 (Third Renew).pdf

## Diagram of participation in anti-corruption networks



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

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

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

Material changes and developments in policy and guidelines over the past year : No

During the past year, there were no material changes to the Company's corporate governance policies and guidelines. The Board of Directors recognizes the importance of conducting the Company's business in accordance with good corporate governance principles and ensures that the Corporate Governance Policy and related guidelines are reviewed regularly, at least annually, to ensure their continued appropriateness, compliance with applicable regulations, and alignment with evolving governance practices.

## Implementation of the CG Code for listed companies

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

In 2025, the Company applied the principles of corporate governance best practices. However, certain recommendations have been implemented through alternative approaches that the Board considers appropriate for the Company's business structure, operational requirements, and organizational size.

The key areas in which the CG Code recommendations are applied through alternative practices are summarized as follows.

### 1. Proportion of Independent Directors

The CG Code recommends that the Board of Directors should consist of more than 50% independent directors.

#### Rationale:

Currently, the Board consists of four independent directors and four executive directors, representing 50% independent directors. The Company believes that this composition provides an appropriate balance of independence, industry expertise, and operational experience while ensuring effective management oversight.

In addition, the Company maintains important governance safeguards, including the following:

- The Chairman of the Board and the Chief Executive Officer (CEO) are not the same person.
- The Chairman of the Board is an Independent Director.
- The roles of Chairman of the Board and Chief Executive Officer (CEO) are separated.
- The Chairman of the Board and the CEO are not immediate family members.
- The Chairman of the Board is not involved in the management team.

The Company will continue to review the composition of the Board to ensure that it remains appropriate for the Company's governance structure and business operations.

### 2. Appointment of a Remuneration Committee

The CG Code recommends that the Company establish a Remuneration Committee, comprising a majority of independent directors, with clearly defined duties and responsibilities, and holding at least two meetings per year.

#### Rationale:

The Company has not established a separate remuneration committee. The Board of Directors has determined a remuneration structure specifically for independent directors, while executive directors receive remuneration in their capacity as senior executives of the Company. In this regard, the Board of Directors as a whole is responsible for establishing the policy and structure of directors remuneration. The process is conducted with transparency, taking into account industry benchmarks, the Company's performance, and the roles and responsibilities of each director.

In 2025, the Nomination Committee reviewed the remuneration of independent directors and provided its recommendation to the Board of Directors for consideration prior to submission to the shareholders for approval at the Annual General Meeting in 2026. All forms of directors remuneration are subject to approval by the shareholders at the Annual General Meeting on an annual basis. The Company believes that this approach ensures an appropriate level of transparency and oversight and remains suitable for its current organizational structure.

### 3. Disclosure of the Chief Executive Officers Remuneration

The CG Code encourages the disclosure of remuneration of individual directors and the Chief Executive Officer (CEO).

#### **Rationale:**

Currently, the Company discloses the remuneration of directors and executives in aggregate form. The CEO receives remuneration in his capacity as a senior executive of the Company. The Company believes that the current level of disclosure appropriately balances transparency with the protection of sensitive remuneration information. The Company has disclosed the remuneration policy for executives as well as the performance evaluation process for the CEO.

The Board will continue to review the level of disclosure to ensure alignment with evolving corporate governance practices and regulatory expectations.

### Other corporate governance performance and outcomes

#### 2025 Corporate Governance Report

Hana achieved an Excellent Corporate Governance Rating (CGR), or 5-star rating, in the 2025 Corporate Governance Report of Thai Listed Companies conducted by the Thai Institute of Directors Association (IOD) for the 12th consecutive year. This recognition reflects the Company's continued commitment to strengthening good corporate governance practices to support sustainable and responsible business growth and to enhance investor confidence.

The Company aims to create sustainable long-term value for its shareholders. The Board of Directors and executive management possess appropriate qualifications for their respective positions and clearly understand their roles and responsibilities in corporate governance. They exercise sound business judgment in the best interests of the Company and its shareholders while ensuring the accurate, complete and timely preparation and disclosure of both financial and non-financial information. The Board and management devote sufficient time and effort to effectively perform their duties and responsibilities.

The Company treats shareholders in accordance with the principles of good corporate governance to ensure the protection of shareholders rights and equitable treatment of all shareholders. The Company discloses information regarding its operating results, financial position and other relevant matters in a consistent, complete and transparent manner. The Company strictly prohibits the disclosure of inside information to directors, executives or related persons in a manner that could create unfair advantage or cause damage to shareholders as a whole.

#### 1. Rights of Shareholders

Hana recognizes the importance of shareholders rights and treats all shareholders either individual investors or institutional investors equitably, fairly and in line with relevant laws where no actions shall be taken to materially diminish shareholders rights. The Company shall not obstruct or cause obstacles for communication opportunities

among shareholders. If any shareholder agreement is to be executed by any shareholder, the Company shall endeavor to ensure that such shareholder agreement will not materially affect the Company or other shareholders.

### **Rights to Attend the Shareholders Meeting and Vote**

One of the basic rights of shareholders is the right to attend and vote at shareholders meetings. To encourage shareholders to exercise their rights in shareholders meetings, the Company takes following actions:

#### **Before the meeting day:**

The Company sets the date, time and place of the meeting by taking into consideration the convenience of shareholders in attending and encouraging shareholders, including institutional investors, to attend the meeting. The Company holds the Annual General Meeting of Shareholders (AGM) within 4 months after financial year ends. In 2025, the Company held the AGM on 30 April 2025 at 14:00 hrs. at its head office located at 65/98 Soi Vibhavadi-Rangsit 64, Junction 2, Kwang Talad Bangkok, Khet Laksi, Bangkok, making it convenient for shareholders including institutional investors to travel and attend the meeting. The Company arranged with the Thailand Securities Depository Co., Ltd. (TSD) which is the Company's securities deposit registrar send the notice of the shareholders meeting by post on 8 April 2025 which was 21 days prior to the meeting in order to provide sufficient time for shareholders and institutional investors to review the details of information disclosed in the notice of meeting. The notice of meeting expressly indicated the matters to be tabled at the meeting, whether for acknowledgement, approval or consideration, including the Board's opinion on each agenda. Other supporting information and documents were also attached to the notice.

In addition to the direct delivery, the notice of meeting was made available to the shareholders through the Company website ([www.hanagroup.com](http://www.hanagroup.com)) on 31 March 2025 which was 30 days in advance and the notice of meeting was published through SET's information system or SET Link in both Thai and English versions, which were the same as the original notice mailed to shareholders.

The Company also provides opportunities for shareholders to submit questions or enquiries prior to the meeting with the procedures enclosed in the notice of meeting and available on the Company website. Further, the Company encourages the exercising of voting rights by shareholders who cannot attend the shareholders meeting by appointing their proxies to participate in the meeting or appoint the Company's independent directors on their behalf to attend the meeting and vote by providing the proxy form B on which shareholders are able to specify their votes, with the notice of meeting.

#### **On the meeting day:**

The Board of Directors is to ensure that the meeting is conducted transparently and efficiently as well as to facilitate the exercise of shareholders rights. The quorum including the total number of shareholders in attendance in person or by proxies, voting procedures and voting count method are clearly advised to the meeting prior to the discussion of the agenda items. Each shareholder has one vote for each share and a resolution passed by a majority of votes, except where it requires otherwise in accordance with the Company's Articles of Association. In case of directors and/or shareholders who have vested interests or involvement in any particular agenda, the directors with vested interests or involvement in aforesaid agenda shall leave the meeting room and abstain from voting and the votes are not allowed for shareholders who have vested interests or involvement related to any particular agenda item.

The Chairman shall convene the meeting according to the terms and conditions in line with the Company's Articles of Association and manage appropriate time for each agenda set forth in the meeting invitation. During the meeting, shareholders are given the opportunities to raise questions, recommendations as well as providing their opinions on the Company's performance or other concerns on an equitable basis.

In regard to the AGM conducted in 2025, all 8 directors (100%) attended the meeting which included the Chairman of the Board, the Chairman of all subcommittees, Chief Executive Officer, Chief Financial Officer and Chief Operating Officers. The external auditor also attended the meeting with the directors so that they could listen to shareholders opinions or suggestions and also answer any questions.

The Company uses a barcode system for shareholder registration and vote counting to enhance accuracy and ensure that voting results are announced in a timely manner. Each agenda item requires the use of barcode voting cards, allowing shareholders to cast their votes as they deem appropriate. Ballots indicating objections, abstentions or invalid votes are collected and retained for verification and record purposes.

In addition, the Company arranges the lawyer as the inspector who is an independent person to count and check the votes in the meeting and clearly inform the voting results as agree, disagree, abstain and invalid ballot. Duty stamps are made available to shareholders with no charge.

#### **After the meeting day:**

The meeting minutes recording the course of the meeting, the list of directors and executives attending the meeting, voting procedures, vote counting methods, the agenda discussed, the results of shareholder voting counts on each agenda and the decisions made by the meeting with the number of votes of shareholders casting affirming, opposing, abstaining and invalid votes including shareholders questions and answers are made available within the appropriate time to shareholders.

The minutes of the 2025 AGM has been disclosed both in Thai and English on the Company website ([www.hanagroup.com](http://www.hanagroup.com)) within the following business day after the meeting and at the same time sent to the Stock Exchange of Thailand under section Investor Relations > SET News, on the subject - Minutes of Annual General Meeting of Shareholders year 2025. If shareholders have any inquiries or comments on the minutes, they can contact the Corporate Secretary. The minutes are maintained at the Companys head office for further reference.

#### **Rights in Addition to Voting Rights**

The Company provides shareholders with rights in addition to voting rights as follows:

- The right to be recognized as a shareholder, including the right to buy, sell or transfer shares and the right to inspect shareholder records.
- The right to receive fair and equitable returns without discriminatory treatment from any group of shareholders.
- The right to access the Companys information, such as quarterly financial results, minutes of shareholders meetings and other relevant disclosures, as well as the opportunity to request company visits where appropriate.
- The right to participate in decision-making on significant matters of the Company, including the appointment or removal of directors, approval of directors remuneration, the appointment of auditors and approval of auditors remuneration.
- The right to monitor the performance of the Board of Directors, who act as representatives of shareholders, through access to the Companys disclosed information and public filings, including the 56-1 One Report and other relevant reports.
- The right to seek redress or remedies in the event that their rights are violated.

In 2025, the Company did not undertake any actions that violated or restricted shareholders rights. The Company did not change or add agenda items without prior notification to shareholders, nor did it limit shareholders access to publicly disclosed information. In addition, the Company did not prevent or obstruct opportunities for shareholders to communicate with one another.

## **2. Equitable Treatment of Shareholders**

Hana recognizes the importance of protecting the interests of its shareholders and ensuring equitable treatment for all shareholders, regardless of the size of their shareholdings or whether they are individual, institutional, foreign or minority shareholders. The Company is committed to providing equal rights and opportunities to all shareholders in accordance with good corporate governance principles.

#### **Treat all classes equally:**

All shareholders holding the same class of shares are entitled to the same rights and benefits, including equal dividend payments and equal rights in the event of capital increases.

The Company's shareholders meetings are open to all shareholders, and each share carries one vote in accordance with the principle of one share, one vote, ensuring that shareholders can exercise their rights in a fair and transparent manner.

**Protect minority shareholders rights:**

The Company has policies to promote the rights of minority shareholders by allowing minority shareholders to propose agenda items and nominate candidates to be elected as directors in advance at the AGM. During October - December, shareholders have the right to submit proposals for the upcoming AGM to the Board of Directors for consideration. The procedures and criteria to propose agenda items and nominate the directors to the Board of Directors have been posted on the Company website ([www.hanagroup.com](http://www.hanagroup.com)) under section Investor Relations on the subject - Procedures to Propose AGM Agenda Items and Nomination of Board Members. However, in 2025 there were no shareholder proposals sent to the Board of Directors for consideration.

The consideration of agenda items and voting procedures at the 2025 Annual General Meeting of Shareholders were conducted strictly in accordance with the agenda specified in the meeting notice. No material changes were made, nor were any additional agenda items introduced without prior notification to shareholders. This ensured that shareholders had sufficient time to review the relevant information before making their decisions. Furthermore, the Board of Directors allowed shareholders to vote for the election of each director individually to enhance transparency and ensure that shareholders could exercise their voting rights effectively.

**3. Disclosure and Transparency**

The Company ensures the timely disclosure of all material matters, and all relevant information is reported to the Stock Exchange of Thailand in accordance with applicable disclosure requirements. The Company recognizes that providing comprehensive information enables investors and stakeholders to continuously evaluate the Company's performance and make informed investment decisions. The Company therefore endeavors to disclose information broadly and proactively through communication channels that provide equal access to all market participants. Any new information that may materially affect the valuation of the Company's shares is disclosed to the market promptly. The information disclosed to investors is accurate, complete, not misleading and sufficient for decision-making purposes.

In addition to disclosures made in accordance with relevant regulations through the channels of the Stock Exchange of Thailand and the 56-1 e-One Report, the Company also discloses information in both Thai and English through other channels, including the Company's website, where information is regularly posted and updated. The Company has established a Communication and Disclosure Policy to ensure that all material information is disclosed appropriately, fairly and in a timely manner.

During the past years, the Company has complied with all applicable disclosure rules and regulations and has not been subject to any violations relating to information disclosure. The Company's financial reports have been disclosed within the required timeframe.

The Company has not established a separate Investor Relations Department. However, the Company's executive directors actively perform the investor relations function on an ongoing basis, as the Company believes that their ability to communicate clearly and build confidence with investors is as important as their technical and managerial capabilities. In addition, the Corporate Affairs Department is available to provide basic information to investors and stakeholders upon request. The Company has also established an Investor Relations Code of Conduct to provide clear guidance and support effective communication among the Company, investors, shareholders, the financial community and other stakeholders.

The Company normally organizes analyst meetings on a quarterly basis to inform the investor community of its financial results and to respond to inquiries from institutional investors, fund managers and analysts attending the meetings. In addition, company visits by interested analysts can be arranged by appointment.

In 2025, the Company participated in the following investor relations activities:

- Analyst Meetings 4 times (online)
- SET Opportunity Day 4 times (online)
- Meetings with Foreign Investors 29 times (online)
- Meetings with Local Investors 77 times (online)
- Company Visits 9 times

Investors can access the Companys financial and non-financial information through the SETs Public Disclosure System and the Companys website ([www.hanagroup.com](http://www.hanagroup.com)). Investors may also contact the following persons for further information:

- Ms. Jirapa Kongmanee / Corporate Affairs

Email: [jirapak@hanabk.th.com](mailto:jirapak@hanabk.th.com)

Tel: +66 2 551 1297 ext. 117

- Ms. Penpimol Kotchabhakdi / Corporate Affairs

Email: [penpimol\\_k@hanabk.th.com](mailto:penpimol_k@hanabk.th.com)

Tel: +66 2 551 1297 ext. 226

- Ms. Sopida Klinklao / Corporate Affairs

Email: [sopidak@hanabk.th.com](mailto:sopidak@hanabk.th.com)

Tel: +66 2 551 1297 ext. 195

## Corporate Governance Structure

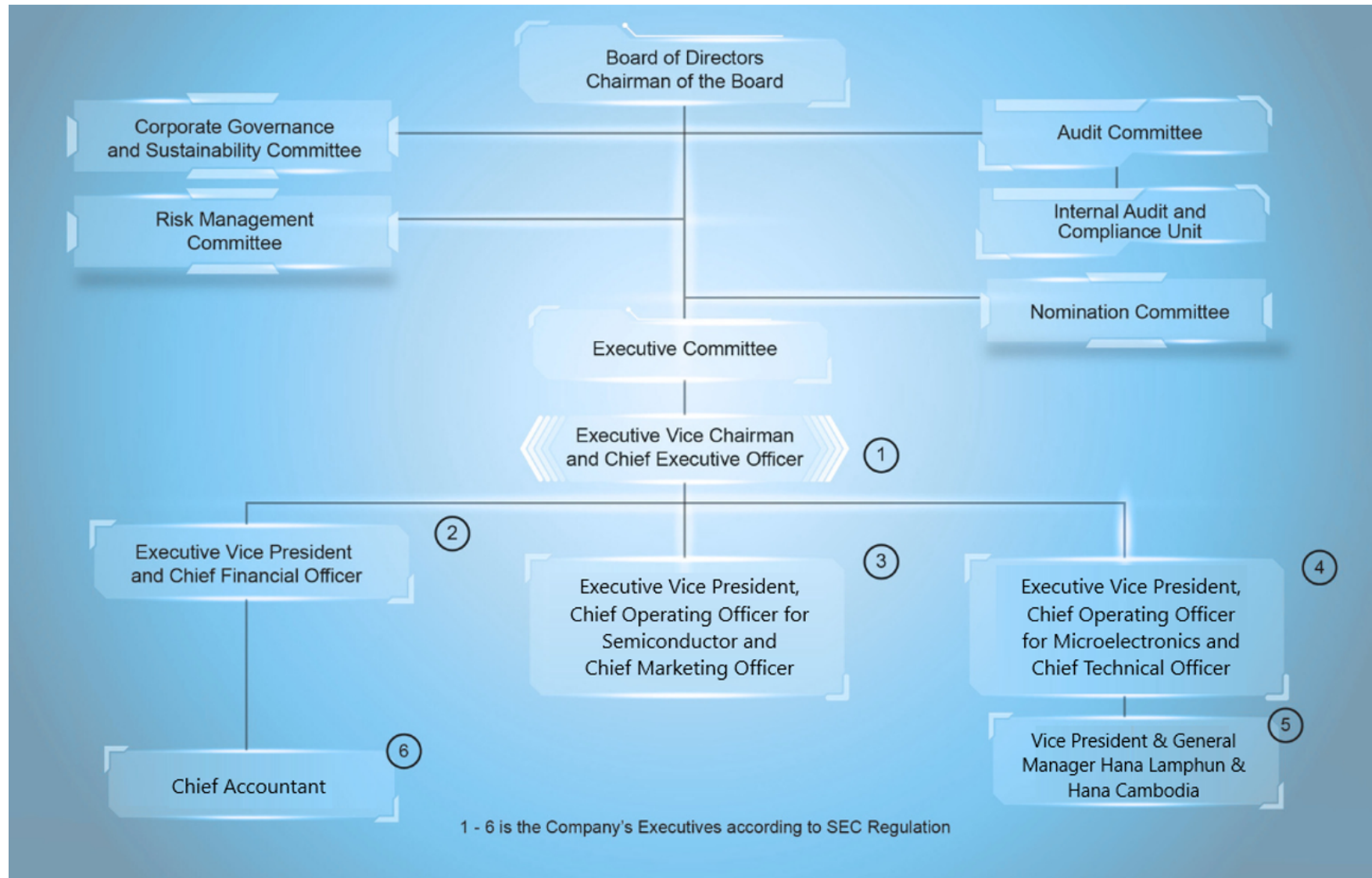
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



## Information on the board of directors

### Information on the board of directors

#### Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
<b>Total directors</b>	8		8		8	
	6	2	6	2	6	2
Executive directors	4		4		4	
	4	0	4	0	4	0
Non-executive directors	4		4		4	
	2	2	2	2	2	2
Independent directors	4		4		4	
	2	2	2	2	2	2
Non-executive directors who have no position in independent directors	0		0		0	
	0	0	0	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	75.00	25.00	75.00	25.00	75.00	25.00
Executive directors	50.00		50.00		50.00	
	50.00	0.00	50.00	0.00	50.00	0.00
Non-executive directors	50.00		50.00		50.00	
	25.00	25.00	25.00	25.00	25.00	25.00
Independent directors	50.00		50.00		50.00	
	25.00	25.00	25.00	25.00	25.00	25.00
Non-executive directors who have no position in independent directors	0.00		0.00		0.00	
	0.00	0.00	0.00	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	61		62		63	
	62	61	63	62	64	63

[The information on each director and controlling person](#)

[List of the board of directors](#)

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. John Thompson  Gender: Male  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>1 Jan 2017</p>	<p>Accounting, Risk Management, Strategic Management, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. Richard David Han  Gender: Male  Age : 68 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : No  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,040,000 Shares (0.117465 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	26 Jul 1993	Electronic Components, Marketing, Leadership, Strategic Management, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Terrence Philip Weir  Gender: Male  Age : 66 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Economics  Thai nationality : No  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 600,000 Shares (0.067769 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	26 Jul 1993	Risk Management, Accounting, Strategic Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. Pornphan Abhamongkol Gender: Female Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Jan 2022	Strategic Management, Risk Management, Accounting, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. Sanjay Nirendra Mitra Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	29 Apr 2022	Electronic Components, Strategic Management, Risk Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. Insuk Klm  Gender: Male  Age : 62 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : No  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>29 Apr 2022</p>	<p>Strategic Management, Electronic Components, Leadership, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mrs. Sunun Thongbai  Gender: Female  Age : 64 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Dec 2022	Accounting, Strategic Management, Leadership, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. Stephanus Josephus Hendrikus Brader Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Physical Electronics (honors) Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Dec 2022	Electronic Components, Risk Management, Strategic Management, Leadership

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. John Thompson	Chairman of the board of directors		✓	✓		✓
2. Mr. Richard David Han	Director	✓				✓
3. Mr. Terrence Philip Weir	Director	✓				✓
4. Ms. Pomphan Abhamongkol	Director		✓	✓		✓
5. Mr. Sanjay Nirendra Mitra	Director	✓				✓
6. Mr. Insuk Klm	Director	✓				✓
7. Mrs. Sunun Thongbai	Director		✓	✓		✓
8. Mr. Stephanus Josephus Hendrikus Brader	Director		✓	✓		✓
<b>Total (persons)</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>8</b>

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
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Skills and expertise	Number (persons)	Percent (%)
1. Electronic Components	4	50.00
2. Marketing	1	12.50
3. Accounting	4	50.00
4. Leadership	8	100.00
5. Strategic Management	8	100.00
6. Risk Management	8	100.00

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

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting, Others : There's

is segregation between roles and responsibilities between the Board and management clearly in Charter of the Board of Directors

### **Segregation of Duties between the Board of Directors and Management**

The roles and responsibilities between the Board and management are clearly segregated, including the following:

#### **Board of Directors**

- To be responsible for the Company's long-term prosperity and sustainable growth
- To review and approve major projects, significant investments, material transactions, and key policies
- To oversee the Company's overall performance and monitor the implementation of approved policies and strategic plans

#### **Duties and Responsibilities of the Chairman of the Board of Directors:**

The Chairman of the Board has additional responsibilities more than those of other directors as follows.

1. To steer, oversee and ensure that the Board efficiently carries out its duties to achieve the Company's objectives
2. To convene meetings of the Board of Directors and shareholders together with the CEO, and to determine the meeting agendas, ensuring that significant matters are included.
3. To allocate sufficient time to discuss important matters and encourage directors to exercise independent judgment
4. To act as a chairperson at the meetings of the Board and shareholders including review and sign minutes of meetings
5. To cast a vote to break a tie for the Board and shareholders meetings
6. To ensure that all directors promote the Company's ethical culture and good corporate governance
7. To foster constructive relationship between independent directors and executive directors, and between the Board and management

#### **Management**

- To manage the Company's business operations and implement business strategies in accordance with the authority delegated by the Board
- To approve day-to-day operational expenditures, investments, commercial agreements, and other operational matters within the limits authorized by the Board
- To report the Company's performance and operating results to the Board

#### **The Board delegates authority and responsibility for the conduct of the Company's business to the CEO, whose responsibilities include:**

1. To manage and monitor the Company's daily operations and performance consistent with the Company's objectives, strategies and relevant policies
2. To recommend to the Board any significant operational changes and major capital expenditures beyond delegated authority
3. To propose appropriation of earnings for interim and/or annual dividend payments to the Board
4. To assign responsibilities to senior management and supervise the work of executive directors
5. To execute legally binding transactions on behalf of the Company in accordance with applicable laws and the Company's policies and procedures
6. To perform the duties in accordance with the resolutions of the Board and/or shareholders meetings

The Board has approved the delegation of authority to management, including approval limits for day-to-day operational expenditures. However, such delegation does not extend to transactions in which the authorized person may have a conflict of interest with the Company or its subsidiaries.

Reference link for the measures for balancing the power between the board of directors and the management : <https://www.hanagroup.com/File/ViewDoc/64>

Page number of the reference link : 3

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

Board charter : Have

The Board of Directors has established the Charter of the Board of Directors to define its roles and responsibilities, board composition, and other related matters, based on the principles of good corporate governance and in compliance with applicable laws.

Reference link for the board charter : <https://www.hanagroup.com/File/ViewDoc/64>

Page number of the reference link : 1

### Information on subcommittees

#### Information on subcommittees

#### Information on roles of subcommittees

### Roles of subcommittees

#### Audit Committee

##### Role

- Audit of financial statements and internal controls

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

1. To review the Company's financial reporting process in order to ensure that it is accurate and adequate
2. To review the Company's internal control system and internal audit system to ensure that they are suitable and efficient, to determine an internal audit unit's independence, as well as approving the appointment, transfer and dismissal of the head of an internal audit department
3. To review the Company's compliance with the laws on securities and exchange, the regulations of the SET and other laws relating to the Company's business
4. To consider, select and nominate external auditors including propose their remuneration including considering the performance of auditors and dismissal as well as attending the meeting at least once a year with the external auditors without executive management being present
5. To review the connected transactions or transactions that may lead to conflicts of interest in order to ensure that they are in compliance with the SET regulations and applicable laws, and are reasonable and for the highest benefit of the Company
6. To prepare and disclose in the Company's annual report, an Audit Committee's report which shall be signed by

the Chairman of Audit Committee and consisted of at least the following information:

- 6.1 an opinion on the accuracy, completeness and creditability of the Companys financial report;
- 6.2 an opinion on the adequacy of the Companys internal control system;
- 6.3 an opinion on the compliance with related laws i.e. the Securities and Exchange Act, the SET regulations, or the laws relating to the Companys business;
- 6.4 an opinion on the suitability of an auditor;
- 6.5 an opinion on the transactions that may lead to conflicts of interests;
- 6.6 the number of the Audit Committee meetings, and the attendance of such meetings by each committee member;
- 6.7 an opinion or overview comment received by the Audit Committee from its performance of duties in accordance with the charter;
- 6.8 other transactions which, according to the Audit Committees opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Board of Directors
7. To support and monitor the risk management systems and ensure the measures of the Company are appropriate
8. To review the Companys compliance with private sectors anti-corruption and certification program, including the Collective Action Coalition Against Corruptions Self-Evaluation Tool
9. In its performance of duties, if it is found or suspected that there is a transaction or any of the following acts which may materially affect the Companys financial condition and operating results, the Audit Committee shall report it to the Board of Directors for rectification within the period of time that the Audit Committee thinks fit:
  - 9.1 a transaction which causes a conflict of interest;
  - 9.2 any fraud, irregularity, or material defect in an internal control system;
  - 9.3 an infringement of the SET regulations or any law relating to the Companys business
10. If the Board of Directors or management fails to make a rectification within the period of time under the first paragraph, any Audit Committee may report on the transaction or act under the first paragraph to the SEC and the SET.
11. To perform any other duties as assigned by the Board of Directors
12. To review and revise the Audit Committee Charter and propose any revision to the Board of Directors for approval

#### **Reference link for the charter**

<https://www.hanagroup.com/File/ViewDoc/68>

### **Nomination Committee**

#### **Role**

- Director and executive nomination

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

1. To ensure that the nomination and appointment process for new directors and key executive management is conducted in a formal, transparent, and appropriate manner
2. To identify and select qualified candidates who meet the established criteria and propose them to the Board of Directors for consideration
3. To propose and review the succession plan for executive management
4. To review and propose the remuneration budget for executive management to the Board of Directors for approval, with the allocation of such budget delegated to the Executive Committee, and to review and propose the remuneration of directors to the Board for consideration prior to submission to the Annual General Meeting of Shareholders for approval
5. To review annually the size and composition of the Board of Directors and recommend any appropriate changes to the Board

### Reference link for the charter

<https://www.hanagroup.com/File/ViewDoc/1333>

## Corporate Governance and Sustainability Committee:

### Role

- Corporate governance
- Sustainability development

### Scope of authorities, role, and duties

Corporate Governance Oversight:

1. To consider, review and revise the corporate governance policy continually at least once a year to keep the company's corporate governance policy updated and in line with the international standards, laws, criteria, rules and regulations
2. To monitor and evaluate at the end of each year, the performance of the directors and executives in compliance with best practices as specified in the corporate governance policy
3. To prepare the annual report on corporate governance including any necessary opinions and suggestions and propose to the Board
4. To perform any other duties assigned by the Board

Sustainability Development Oversight:

1. To establish the Company's sustainability policy framework, goals, strategies, and implementation plans covering ESG dimensions
2. To approve the budget related to sustainability initiatives
3. To appoint working teams to support the Committee, as well as consultants or experts, as necessary
4. To monitor the implementation of sustainability strategies to ensure alignment with the policy framework and specified goals
5. To monitor sustainability performance and related disclosures, and report progress to the Board of Directors on a regular basis

### Reference link for the charter

<https://www.hanagroup.com/File/ViewDoc/70>

## Risk Management Committee

### Role

- Risk management
- Climate-related risks and opportunities governance

### Scope of authorities, role, and duties

The Risk Management Committee is responsible for implementing the risk management policy as approved by the Board of Directors, reviewing the effectiveness of the Company's risk management framework, and overseeing the identification and assessment of the Company's overall risks. The Committee also proposes appropriate risk mitigation measures to ensure that the Company's risks are managed within acceptable levels and reports the results to the Board of Directors on a regular basis.

### Reference link for the charter

<https://www.hanagroup.com/File/ViewDoc/60>

## Executive Committee

### Role

- Others
- Perform and manage the Company's business

### Scope of authorities, role, and duties

1. To oversee and manage the Company's business operations in accordance with the policies, mission, and business plans approved by the Board of Directors
2. To determine the Company's budget and the authority levels of management
3. To monitor and follow up on the implementation of the Company's policies to ensure operational efficiency
4. To monitor the Company's performance to ensure alignment with the approved business plans
5. To approve day-to-day operational expenditures within the limits specified in the Company's approval authority policy, and to review major investment projects, such as joint ventures or the construction of new plants. Any significant transaction exceeding THB 100,000,000 shall be proposed to the Board of Directors for approval
6. To perform other duties as assigned by the Board of Directors

### Reference link for the charter

-

## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. John Thompson <sup>(*)</sup> Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director)  Director type : Continuing director (Full term of directorship and being re-appointed as a director)	1 Jan 2017	Accounting, Risk Management, Strategic Management, Leadership

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>2. Ms. Pornphan Abhamongkol<sup>(*)</sup>  Gender: Female  Age : 61 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : Yes</p>	<p>Member of the audit committee  (Non-executive directors, Independent director)   Director type : Existing director</p>	1 Jan 2022	Strategic Management, Risk Management, Accounting, Leadership
<p>3. Mrs. Sunun Thongbai<sup>(*)</sup>  Gender: Female  Age : 64 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Expertise in accounting information review : Yes</p>	<p>Member of the audit committee  (Non-executive directors, Independent director)   Director type : Existing director</p>	1 Dec 2022	Accounting, Strategic Management, Leadership, Risk Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
4. Mr. Stephanus Josephus Hendrikus Brader Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Physical Electronics (honors) Thai nationality : No Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	1 Dec 2022	Electronic Components, Risk Management, Strategic Management, Leadership

Additional explanation :

(\*) Directors with expertise in accounting information review

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

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. Richard David Han Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : Yes	The chairman of the executive committee	26 Jul 1993

List of committee members	Position	Appointment date of executive committee member
2. Mr. Terrence Philip Weir Gender: Male Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	26 Jul 1993
3. Mr. Sanjay Nirendra Mitra Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	29 Apr 2022
4. Mr. Insuk Klm Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	29 Apr 2022

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

#### Other Subcommittees

Subcommittee name	Name list	Position
Nomination Committee	Ms. Pornphan Abhamongkol	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. Richard David Han	Member of the subcommittee
	Mrs. Sunun Thongbai	Member of the subcommittee (Independent director)
	Mr. Stephanus Josephus Hendrikus Brader	Member of the subcommittee (Independent director)
Corporate Governance and Sustainability Committee:	Mr. Stephanus Josephus Hendrikus Brader	The chairman of the subcommittee (Independent director)
	Mr. Terrence Philip Weir	Member of the subcommittee
	Ms. Pornphan Abhamongkol	Member of the subcommittee (Independent director)
	Mrs. Sunun Thongbai	Member of the subcommittee (Independent director)
Risk Management Committee	Mr. Terrence Philip Weir	The chairman of the subcommittee
	Ms. Pornphan Abhamongkol	Member of the subcommittee (Independent director)
	Mrs. Sunun Thongbai	Member of the subcommittee (Independent director)
	Mr. Stephanus Josephus Hendrikus Brader	Member of the subcommittee (Independent director)

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

#### Note

#### Remuneration Committee

The Company has not established a separate remuneration committee. The Board of Directors as a whole is responsible for establishing the policy and structure of directors remuneration.

#### Information on the executives

#### Information on the executives

#### List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Richard David Han  Gender: Male  Age : 68 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : No  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : No  Accounting supervisor : No</p>	<p>President and Chief Executive Officer  (The highest-ranking executive)</p>	<p>26 Jul 1993</p>	<p>Electronic Components, Marketing, Leadership, Strategic Management, Risk Management</p>
<p>2. Mr. Terrence Philip Weir (*)  Gender: Male  Age : 66 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Economics  Thai nationality : No  Residing in Thailand : Yes  Highest responsibility in corporate accounting and finance : Yes  Accounting supervisor : No</p>	<p>Executive Vice President and Chief Financial Officer  (The highest-ranking executive)</p>	<p>26 Jul 1993</p>	<p>Risk Management, Accounting, Strategic Management, Leadership</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Sanjay Nirendra Mitra Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Executive Vice President, Chief Operating Officer for Semiconductor and Chief Marketing Officer (The highest-ranking executive)</p>	29 Apr 2022	Electronic Components, Strategic Management, Risk Management, Leadership
<p>4. Mr. Insuk Klm Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Executive Vice President, Chief Operating Officer for Microelectronics and Chief Technical Officer (The highest-ranking executive)</p>	29 Apr 2022	Strategic Management, Electronic Components, Leadership, Risk Management
<p>5. Mr. Wichai Sukprasertkul Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Vice President And General Manager Hana-Lamphun and Hana-Cambodia</p>	1 Jan 2022	Electronic Components, Engineering, Marketing, Corporate Management, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
6. Ms. Kwanrak Wongpin <sup>(**)</sup> Gender: Female Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Chief Accountant	1 Jan 2025	Accounting, Finance

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

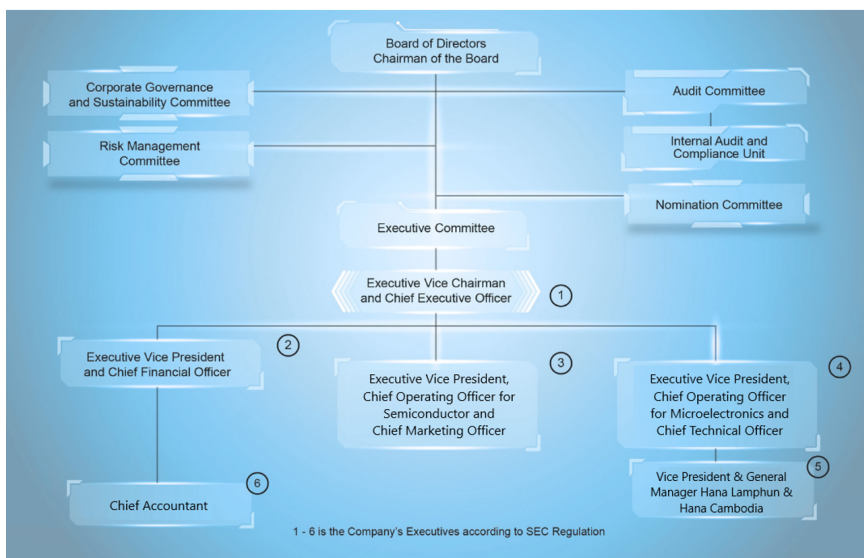
(\*\*) Accounting supervisor

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

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

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

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



## Remuneration policy for executive directors and executives

The Company is to ensure that key executive remuneration enhances its ability to attract, retain and motivate competent and experienced staff. Remuneration of executives for short and long terms is in accordance with performance of each executive. The remuneration of executives including CEO comprises of base salary, cash bonuses (annual and performance-based bonuses) and employee welfare such as provident funds, medical benefits, life insurance, etc. The provident fund is a part of the incentive programs to offer executives, management and employees a secure income in the case of death, disability, resignation or retirement. The Company contributes at the rate of 3 - 7.5 percent of their salaries depending on the length of service with the Company. Another long-term incentive program is the retirement benefit which is eligible to receive when retires from the Company.

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

The Board delegates the CEO compensation process to the executive committee. The short-term incentive depends on the groups financial performance and on the CEOs own success evaluated by the independent directors. For the long-term incentive, the CEO shall be eligible for long-term incentive programs with the same terms and conditions as employees. For other long-term incentives of the CEO if any, the executive committee shall seek recommendation from the Board.

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	34,377,265.00	31,660,804.00	31,863,847.20
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht) <sup>(1)</sup>	34,377,265.00	31,660,804.00	31,863,847.20

Remark: <sup>(1)</sup> Note: Executive directors are included in the above total remuneration of executives.

## Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	1,532,665.00	1,566,108.00	1,434,474.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Executive directors and executives receive remuneration in the form of salary, bonus and provident fund, there is no other compensation.

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

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

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

#### Other significant information

#### Other significant information

#### Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Kwanrak Wongpin	kwanrakw@hanabk.th.com	02 551 1297-8 #248

#### List of the company secretary

General information	Email	Telephone number
1. Ms. Jirapa Kongmanee	jirapak@hanabk.th.com	02 551 1297 - 8 #117

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

General information	Email	Telephone number
1. Ms. Jirapa Kongmanee	jirapak@hanabk.th.com	02 551 1297 - 8 #117

#### List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Jirapa Kongmanee	jirapak@hanabk.th.com	02 551 1297 - 8 # 117

#### Head of investor relations

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

#### List of the head of investor relations

General information	Email	Telephone number
1. Mr. Terrence Philip Weir	terry@hanabk.th.com	02 551 1297 - 8

#### Company's auditor

##### Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>EY OFFICE LIMITED  NO. 1875 ONE BANGKOK  TOWER 3, LEVEL 34 - 37,  RAMA 4 ROAD, LUMPHINI  PATHUM WAN Bangkok  10330  Telephone number +66  2264 9090</p>	<p>2,750,000.00</p>	<p>Types of non-audit service : 1. BOI audit services 2. Inventory destruction services 3. Tax consulting services</p> <p>Details of non-audit service : Amount paid during the fiscal year: 1. Inventory destruction services amounting to 40,000 baht 2. Tax consulting services amounting to 495,952 baht Amount to be paid in the future: 1. BOI audit services amounting to 630,000 baht 2. Tax consulting services amounting to 350,000 baht</p> <p>Amount paid during the fiscal year 535,952.00 baht  Amount to be paid in the future 980,000.00 baht  Total non-audit fee 1,515,952.00 baht</p>	<p>1. Mrs. SARINDA  HIRUNPRASURTWUTTI  Email: Sarinda.  hirunprasurtwutti@th.ey.com  License number: 4799</p> <p>2. Mr. WICHART  LOKATEKRAWEE  Email: Wichart.  Lokatekrawee@th.ey.com  License number: 4451</p> <p>3. Ms. NATTEERA  PONGPINITPINYO  Email: Natteera.  pongpinitpinyo@th.ey.com  License number: 7362</p>

#### Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>EY OFFICE LIMITED  NO. 1875 ONE BANGKOK  TOWER 3, LEVEL 34 - 37,  RAMA 4 ROAD, LUMPHINI  PATHUM WAN Bangkok  10330  Telephone number +66  2264 9090</p>	<p>6,165,636.00</p>	<p>Types of non-audit service : 1. BOI audit services 2. Inventory destruction services</p> <p>Details of non-audit service : Amount paid during the fiscal year 1. Inventory destruction services amounting to 20,000 baht Amount to be paid in the future 1. BOI audit services amounting to 270,000 baht</p> <p>Amount paid during the fiscal year 20,000.00 baht  Amount to be paid in the future 270,000.00 baht  Total non-audit fee 290,000.00 baht</p>	<p>1. Mrs. SARINDA  HIRUNPRASURTWUTTI  Email: Sarinda.  hirunprasurtwutti@th.ey.com  License number: 4799</p> <p>2. Mr. WICHART  LOKATEKRAWEE  Email: Wichart.  Lokatekrawee@th.ey.com  License number: 4451</p> <p>3. Ms. NATTEERA  PONGPINITPINYO  Email: Natteera.  pongpinitpinyo@th.ey.com  License number: 7362</p>

**Note**

**Subsidiaries' other audit fee**

Audit fee (Baht)	Other service fees
2,116,031.00	<p>Types of non-audit service:</p> <ol style="list-style-type: none"> <li>1. Tax advisory and tax filing services</li> <li>2. Tax audit and government examination support services</li> <li>3. Regulatory and compliance services</li> </ol> <p>Details of non-audit service:</p> <p>Amount paid during the fiscal year:</p> <ol style="list-style-type: none"> <li>1. Tax advisory and tax filing services amounting to 728,300 baht</li> <li>2. Tax audit and government examination support services amounting to 76,185 baht</li> <li>3. Regulatory and compliance services amounting to 300,554 baht</li> </ol> <p>Amount to be paid in the future:</p> <ol style="list-style-type: none"> <li>1. Tax advisory and tax filing services amounting to 93,997 baht</li> </ol> <p>Total non-audit fee: 1,199,036.00 baht</p>

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

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

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

## Performance Report on Corporate Governance

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

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

##### **Board of Directors Meetings**

The Board of Directors schedules its meetings in advance and informs directors of the annual meeting calendar prior to the year-end, enabling them to arrange their schedules accordingly. In 2025, the Company held six Board of Directors meetings to consider regular business matters. A quorum for a Board meeting requires the presence of not less than one half of the total number of directors.

The Chairman of the Board sets the agenda for Board meetings, taking into account input from the CEO. Directors may propose agenda items in advance and raise additional matters for discussion as appropriate. Relevant information and supporting materials are provided to directors in advance of the meetings, in accordance with the Companys policy to distribute such materials at least five days prior to the meeting. Directors are expected to review the materials beforehand to ensure effective participation. Should directors have any inquiries, they may contact the CEO, the Company Secretary, or designated executives.

At Board meetings, sufficient time is allocated to allow for thorough discussion of significant matters. Management presentations are arranged to ensure that an appropriate portion of meeting time is reserved for the Boards discussion and comments. For the consideration of each agenda item, the Company requires the presence of at least two-thirds of the total number of directors. Minutes of the Board of Directors meetings are properly prepared, capturing key information such as meeting start and end times, directors present and absent, significant discussions and resolutions, and the minute taker and certifier. The minutes are maintained at the Companys head office, and any amendments require prior Board approval.

##### **The Meeting without Attendance of Management**

The Board encourages non-executive directors to hold separate meetings without the presence of management to facilitate open and independent discussion. In 2025, the independent directors held one such meeting on 12 November 2025 without management in attendance.

The meeting included discussions with internal and external auditors on significant matters and other issues related to the audit of financial statements and internal control systems for the year 2025. The discussions also covered the review of any connected transactions that may give rise to conflicts of interest, any findings related to fraud, as well as the level of cooperation provided by management and staff in supporting the audit process, and any limitations encountered in the course of the audit. The outcomes of such discussions were subsequently reported to the Board of Directors.

##### **Reviewing Vision, Mission and Corporate Objectives**

The Board of Directors annually reviews and approves the Companys vision, mission and corporate objectives or the long-term goals as well as overseeing the implementation and monitoring the performance of the management.

In 2025, the Board reviewed and approved the Companys vision, mission, and long-term corporate objectives. The CEO reports to the Board on the progress of strategy execution on an annual basis, in addition to regular updates on operating performance at each Board meeting.

##### **Board Composition and Diversity**

In 2025, the Board maintained an appropriate balance of independence and diversity, with a broad range of expertise, experience, and perspectives. The Boards composition takes into account professional background, skills, industry experience, gender, age, and nationality.

The Board periodically reviews its composition to ensure alignment with the Company's strategic direction and business needs, with reference to a Board skills matrix. The Board has set a target of having at least two female directors, which was achieved in 2025.

### **Risk Management Oversight**

During the year, the Board oversaw the Company's risk management framework, including the review of the Company's risk profile, key risks, and mitigation measures, as well as the assessment of emerging risks and related contingency plans.

In addition, the Board reviewed the adequacy of the Company's internal control systems and ensured that key risks are managed in line with the Company's risk appetite, including risks related to fraud and corruption, with appropriate controls in place in accordance with the Company's policies and procedures.

### **Performance Monitoring and Accountability**

The Board regularly monitored the performance of the CEO and senior management, staying informed about the Company's progress toward its objectives. This was accomplished through quarterly performance reviews, which included discussions on business challenges, management strategies to overcome these challenges, and identification of opportunities for growth.

### **Sustainability Policy and Execution**

In 2025, the Board reviewed the Company's sustainability policy and ensured the integration of environmental, social, and governance (ESG) principles into business operations. The Company continued to implement sustainability initiatives across the organization, as appropriate, including responsible environmental practices, social contributions, and adherence to governance standards.

The Board also monitored the progress of these initiatives to ensure alignment with the Company's long-term objectives and commitment to sustainable growth.

### **Capital and Debt Structure Review**

During the year, the Board of Directors conducted an annual review of the Company's capital and debt structure, taking into consideration the Company's financial position, funding requirements, liquidity, and leverage levels. The Board assessed that the Company maintains a strong financial position, with an appropriate balance between debt and equity, and sufficient liquidity to support its operations and future investment plans.

The Board is of the view that the Company's capital and debt structure remains appropriate and aligned with its strategic objectives and risk appetite, while providing adequate financial flexibility to support sustainable business growth under changing economic conditions.

### **Overall Performance of the Board of Directors**

The Board considers that it has discharged its duties and responsibilities in accordance with applicable laws and good corporate governance principles, with due regard to the best interests of the Company and its stakeholders.

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

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

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

List of directors	Position	First appointment date of director	Skills and expertise
Mr. John Thompson	Chairman of the board of directors	1 Jan 2017	Accounting, Risk Management, Strategic Management, Leadership
Mr. Sanjay Nirendra Mitra	Director	29 Apr 2022	Electronic Components, Strategic Management, Risk Management, Leadership
Mr. Insuk Kim	Director	29 Apr 2022	Strategic Management, Electronic Components, Leadership, Risk Management

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

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

#### Selection of independent directors

##### Criteria for selecting independent directors

A person who serves as an independent director of the Company shall possess the knowledge, abilities and personal contribution. At least one member of the Audit Committee must have financial knowledge and other qualifications not contrary to any regulations of the Securities and Exchange of Commission (SEC) or the Company policies.

To ensure that the Board includes such directors who can exercise their best judgment, all independent directors shall be affirmatively determined that such director meets the requirements set by the Securities and Exchange Commission (SEC). In particular, an independent director is a director who:

1. holds shares of less than 0.5% of the total shares eligible to vote of the Company, subsidiaries, associates, or controlling parties, including shares held by the related parties of such an independent director (This shareholding threshold of the Company shares held by the independent directors is stricter than the minimum requirements of the SEC and SET).
2. is not an executive director, an employee, or a consultant who receives regular remuneration from the Company or any of its subsidiaries, and is also neither a controlling person of the Company or subsidiaries nor a related person, at least for the past two years.
3. is not the person who has relationship by means of descent or legal registration as parents, spouses, siblings, and children, including spouses of children of any other directors, management, major shareholders, controlling party/person or any person to be nominated as a director, management or controlling person of the Company or its subsidiaries.

4. has not or never has engaged in a business relationship with the Company, its subsidiaries, associates, major shareholders, controlling person that deprives his/her exercise of independent discretion including must never have been or be a significant shareholder or controlling person of related person/party who has business with the Company, its subsidiaries and associates, major shareholders or controlling person unless the foregoing status ended at least two years. This also includes normal business transactions for operation, rent or lease of fixed assets, asset or service transactions, financial assistance involving loan granting or receiving, guarantee, provision of assets as collateral or other related transactions obliged the Company or its contractual party for the liability to pay the other party that is accounting from 3% or more of net tangible assets of the Company or twenty million Baht whichever is lower.
5. never has been or is not an auditor for the Company, its subsidiaries, associates, major shareholders, or controlling person, and is not a significant shareholder, controlling person, or partner of an auditing firm in which an auditor of the Company, its subsidiaries, associates, major shareholders, or controlling person serves unless the foregoing status ended at least two years before.
6. never has been or is not a professional service provider, including legal or financial advisor with a service fee of more than two million Baht per year paid by the Company, its subsidiaries, associates, major shareholders, or controlling person, and is not a significant shareholder, controlling person, or partner of the above mentioned service firms unless the foregoing status ended at least two years before.
7. is not the director who is nominated to be the representative of directors of the Company, a major shareholder, or any other shareholder related to the Company's major shareholders.
8. does not conduct the same business and compete significantly with the Company or its subsidiaries, and is not a significant partner in partnerships or executive director, staff, employee, paid advisor or hold more than 1% of voting shares of other companies which have the same business and compete significantly with the Company or its subsidiaries.
9. does not have any other conditions that be unable to exercise independent opinions regarding the business operation of the Company.

#### **Term of service of independent directors**

The Board of Directors has set the term of service for independent directors to a maximum of nine years from their first appointment with re-appointment subject to a satisfactory evaluation of their performance and continued independence.

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

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

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

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

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

Method for selecting persons to be appointed as the : Yes

highest-ranking executive through the nomination  
committee

### Number of directors from major shareholders

Number of directors from each group of major : 1  
shareholders over the past year (persons)

### Rights of minority shareholders on director appointment

The Company has the policies to promote the right of minority shareholders by allowing minority shareholders to propose agenda items and nominate candidates to be elected as the directors in advance at the AGM. During October - December, shareholders have the right to submit proposals for the upcoming AGM to the Board of Directors for consideration.

The matters discussed in the AGM and voting were in sequence as given in the invitation letter without changing important information or adding agenda items without notifying shareholders in advance so shareholders had the opportunity to adequately study the information before making the decision. Further, the Board of Directors allowed shareholders to elect each director eligible for election on individual basis.

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

### Setting qualifications for the selection of directors

#### Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
--	---------------------

Qualifications, knowledge, or experience	Skill and expertise
<p>A person who serves as a director of the Company shall possess the knowledge, abilities, personal contribution and shall have at least the following qualifications:</p> <ol style="list-style-type: none"> <li>1. To have qualifications and have no prohibited characteristics as specified by the Public Limited Companies Act including have no manner indicating a lack of trustworthiness to manage the Company from the view of shareholders according to the regulations of Securities and Exchange Commission (SEC).</li> <li>2. To have knowledge, skills, expertise, experiences, education and gender as the Board deems appropriate for its composition, diversity and such qualifications can contribute to the Companys strategies. In addition, at least 1 director has experience in the electronic industry or related to the Companys business.</li> <li>3. To devote time especially for making key decisions and handling duties for the best interest of the Company and being able to participate in all the Board and shareholders meetings unless necessary or emergency.</li> <li>4. To have a moral, ethical, and any other features that may be required by laws or deemed appropriate by the Board.</li> </ol>	<p>Electronic Components, Accounting, Strategic Management, Risk Management, Governance/ Compliance</p>

## Information on the development of directors

### Development of directors over the past year

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

List of directors	Participation in training in the past financial year	History of training participation

List of directors	Participation in training in the past financial year	History of training participation
<p>1. Mr. John Thompson (Chairman of the board of directors, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2006: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: An In-Depth Analysis of Expectations for the Roles and Proper Conduct of the Audit Committee (AC) and the Chief Audit Executive (CAE) by SET and Federal of Accounting Professions</li> <li>• 2025: Audit Committee Seminar: In the Winds of Change by EY Office Limited</li> </ul>
<p>2. Mr. Richard David Han (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2006: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: 2026 Sustainability Priorities: compliance, strategy, innovation by Agendi</li> <li>• 2006: Understanding the Fundamental of Financial Statements (UFS) by Thai Institute of Directors (IOD)</li> </ul>
<p>3. Mr. Terrence Philip Weir (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2001: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Accounting for impairment by CPA Australia</li> <li>• 2025: Can you use AI and comply with your ethical obligations? by CPA Australia</li> <li>• 2025: Professional Ethics in Focus by CPA Australia</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
<p>4. Ms. Pornphan Abhamongkol (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: An In-Depth Analysis of Expectations for the Roles and Proper Conduct of the Audit Committee (AC) and the Chief Audit Executive (CAE) by SET and Federal of Accounting Professions</li> <li>• 2025: ESG Risks Mitigation: What directors need to know before risks become a turning point for the organization by SET and IOD</li> <li>• 2025: Governance and Risk Management for Using AI by SET</li> <li>• 2025: How the Global Minimum Tax impacts your financial reporting by EY Office Limited</li> <li>• 2025: How the Global Minimum Tax impacts your financial reporting by EY Thailand</li> <li>• 2025: Transforming One Report with IFRS S Integration by EY Thailand</li> </ul>
<p>5. Mr. Sanjay Nirendra Mitra (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Getting Ready for 2025 - Sustainability priorities for your business Webinar by thinkstep anz</li> </ul>
<p>6. Mr. Insuk Klm (Director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: 2026 Sustainability Priorities: compliance, strategy, innovation by Agendi</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
<p>7. Mrs. Sunun Thongbai (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: An In-Depth Analysis of Expectations for the Roles and Proper Conduct of the Audit Committee (AC) and the Chief Audit Executive (CAE) by SET and Federal of Accounting Professions</li> <li>• 2025: Audit Committee Seminar: In the Winds of Change by EY Office Limited</li> <li>• 2025: ESG Risks Mitigation: What directors need to know before risks become a turning point for the organization by SET and IOD</li> <li>• 2025: Governance and Risk Management for Using AI by the SET</li> <li>• 2025: How the Global Minimum Tax impacts your financial reporting by EY Office Limited</li> <li>• 2025: Transforming One Report with IFRS S Integration by EY Office Limited</li> </ul>
<p>8. Mr. Stephanus Josephus Hendrikus Brader (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2014: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Climate Compliance in Focus: GHG Accounting, SB 253, and Beyond by ISS-Corporate Climate Experts</li> </ul>

## Information on the evaluation of duty performance of directors

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

The Board has conducted its annual performance for individual and as a group evaluation by adopting the self-assessment method from the Stock Exchange of Thailand to assess performance in the latest year.

The Board self-assessment questionnaire allowed the Board to assess their effectiveness into 6 aspects:

1. Board structure and qualifications
2. Roles, duties and responsibilities of the Board
3. The Board meeting
4. Duties of directors
5. Relationship with management
6. Directors self-improvement and management training

Further, the Board also can provide feedback in the assessment form to improve the Boards performance. The Corporate Secretary concludes the Boards group performance and reports to the Board meeting.

### Evaluation of the duty performance of the board of directors over the past year<sup>(2)</sup>

In 2025, the overall performance of the Board as a group was evaluated with a very good ranking, achieving a score of 3.68/4, or 91.97%. This result reflects the Boards effective governance, strategic oversight, and alignment with the Companys objectives. Additionally, an individual performance evaluation was conducted with an average individual performance score for the directors in 2025 was 3.63/4, or 90.63%. These evaluations reflect the commitment of each director to their role, ensuring that they continue to effectively contribute to the Companys success.

The performance evaluation also extended to the sub-committees of the Board, including the Audit Committee, Nomination Committee, Corporate Governance and Sustainability Committee, Risk Management Committee, and the Executive Committee. The evaluation of the sub-committees was based on their respective responsibilities, and the results of these assessments were reviewed to ensure alignment with the Companys goals and objectives, further reinforcing the Boards and sub-committees commitment to effective governance.

*Remark: (2) \* The performance of Executive Committee and CEO were assessed by independent committee.*

### Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	3.68	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Audit Committee	Group assessment	3.81	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Nomination Committee	Group assessment	3.65	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainability Committee:	Group assessment	3.79	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	3.78	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	3.79	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

#### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

On an annual basis, the performance of the CEO is evaluated by the independent directors, using the key performance indicators

(KPIs) that cover both financial and non-financial indicators. The financial KPIs include earnings per share (EPS) and the

dividend payment rate, aligned with the Company's policy. Non-financial KPIs focus on ESG performance, covering corporate governance, greenhouse gas reduction, and employee and customer satisfaction.

The areas assessed for the CEO's performance, based on the evaluation criteria derived from the guidance of the Stock Exchange of

Thailand, include:

1. Leadership and vision,
2. Strategy formulation,
3. Strategy execution,
4. Financial planning and performance
5. Relationships and communication with the Board,
6. External relations
7. Human resources management and employee relations,
8. Succession plan
9. Product and service knowledge
10. Personal qualities

This framework ensures that the CEO's performance is evaluated based on KPIs that are directly the Company's goals and objectives.

In 2024, the independent directors assessed the CEO with an average score of 89.25%.

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

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

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

Number of the board of directors meeting over the	:	6
past year (times)		
Date of AGM meeting	:	30 Apr 2025
EGM meeting	:	No

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

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)

1. Mr. John Thompson (Chairman of the board of directors, Independent director)	6	/	6	1	/	1		/	
2. Mr. Richard David Han (Director)	6	/	6	1	/	1		/	
3. Mr. Terrence Philip Weir (Director)	6	/	6	1	/	1		/	
4. Ms. Pornphan Abhamongkol (Director, Independent director)	6	/	6	1	/	1		/	
5. Mr. Sanjay Nirendra Mitra (Director)	6	/	6	1	/	1		/	
6. Mr. Insuk Klm (Director)	6	/	6	1	/	1		/	
7. Mrs. Sunun Thongbai (Director, Independent director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. Stephanus Josephus Hendrikus Brader (Director, Independent director)	6	/	6	1	/	1		/	

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

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. John Thompson (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. Richard David Han (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. Terrence Philip Weir (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Ms. Pornphan Abhamongkol (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. Sanjay Nirendra Mitra (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. Insuk Klm (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mrs. Sunun Thongbai (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. Stephanus Josephus Hendrikus Brader (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
Average meeting attendance rate	100.00%	100.00%	N/A

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

### Remuneration of the board of directors

#### [Types of remuneration of the board of directors](#)

The Company provides remuneration to the independent directors while the executive directors receive the remuneration as the role of employees of the Company. Therefore, the Company has not established the Remuneration Committee as the Board considers and reviews the remuneration of the independent directors by the whole Board. The Company provides remuneration to the independent directors in forms of meeting allowances and bonus of which the rates are up to the responsibilities of the members. There is no other benefit. The remuneration for directors has been compared with the rate of the same industry and the structure of the remuneration of the Company. All types of remuneration of directors have always been approved by shareholders every year.

Remuneration of the board of directors<sup>(3)</sup>

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. John Thompson (Chairman of the board of directors, Independent director)</b>			<b>663,250.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	663,250.00	0.00	663,250.00	No	
Audit Committee (Chairman of the audit committee)	0.00	0.00	0.00	No	
<b>2. Mr. Richard David Han (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>3. Mr. Terrence Philip Weir (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee: (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>4. Ms. Pomphan Abhamongkol (Director, Independent director)</b>			<b>368,225.00</b>		<b>0.00</b>
Board of Directors (Director)	368,225.00	0.00	368,225.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Nomination Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainability Committee: (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>5. Mr. Sanjay Nirendra Mitra (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>6. Mr. Insuk Klm (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>7. Mrs. Sunun Thongbai (Director, Independent director)</b>			<b>368,225.00</b>		<b>0.00</b>
Board of Directors (Director)	368,225.00	0.00	368,225.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee: (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>8. Mr. Stephanus Josephus Hendrikus Brader (Director, Independent director)</b>			<b>368,225.00</b>		<b>0.00</b>
Board of Directors (Director)	368,225.00	0.00	368,225.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee: (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

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

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,767,925.00	0.00	1,767,925.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination Committee	0.00	0.00	0.00
5. Corporate Governance and Sustainability Committee:	0.00	0.00	0.00
6. Risk Management Committee	0.00	0.00	0.00

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

	2023	2024	2025
Meeting allowance (Baht)	1,767,925.00	1,767,925.00	1,767,925.00
Other monetary remuneration (Baht)	75,700.00	0.00	0.00
Total (Baht)	1,843,625.00	1,767,925.00	1,767,925.00

Remark: <sup>(3)</sup> The remuneration for independent directors is approved on an annual basis by the shareholders' meeting, while the executive committee members receive compensation as employees of the Company.

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

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

## Information on corporate governance of subsidiaries and associated companies

### Corporate governance of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

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

The Board has its mechanisms to manage and oversight the subsidiaries and associated companies. The Board has delegated to the Executive Committee to oversee and responsible for the operations of its subsidiaries and associated companies include appointing the representative to be a director or a controlling person and shall report to the Board accordingly. From the Boards resolution No. 6/2013, the Board has resolved that the appointed person must be approved by the Board prior to vote on important matters in the same approval levels of the Company that has to be approved by the Board. This includes the connected transaction and the acquisition or disposition of assets by the rules relating to the disclosure of information and the transaction is in line with the rules of the Company. In addition, the maintenance of information and accounting records of the subsidiaries can be verified, and financial statements can be consolidated within timelines.

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

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

#### Prevention of conflicts of interest

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

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

The Company has the policy in place to deal with conflicts of interest. The Board of Directors has established the policy and procedure for directors and executives to report on conflicts of interest to ensure that they are abided by their fiduciary duties in the way that they must not have personal interest, whether directly or indirectly, in the matter under their decision. Directors and executives are required to disclose any material interest in transactions or matters affecting the Company and its subsidiaries through the established form approved by the Board of Directors. The Corporate Secretary is responsible for receiving reports from directors and executives who disclose their interests and those of their related parties to the Chairman of Audit Committee and the Chairman of the Board respectively.

Related party transactions between the Company and a director or executive and/or connected persons, which may lead to the potential conflicts of interest, must be considered by the Audit Committee. For material related party transactions, such transaction must be approved by the Board of Directors and/or the shareholders meeting depending on the nature and the size of transaction as required by Notification of the Capital Market Supervisory Board where those directors and executives shall be excluded from decision making involving transactions in which they have vested interests or are connected.

In 2025, there was no conflict of interest from directors and executives or connected persons reported to the Board.

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

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

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

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

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

The Company has the policy to prevent directors and executives complying with the notification of the Securities and Exchange Commission from taking advantage of inside information, from dishonest dealing for themselves and their related parties. Insider trading is prohibited. Hana has established a system to prevent the use of inside information for personal benefits as follows.

- Communicate the compliance of the policy of Business Code of Conduct of the Board of Directors and executives. The directors and executives are required to sign acknowledgement of the policy on an annual basis.

- Inform the Board and executives by a circular letter that those who may gain inside information shall avoid trading the Company's securities for the period of one month before the Company announces its financial statements to the public and at least 24 hours after the information is widely spread out to the public.
- Require the Board and executives to inform the Board or the Corporate Secretary at least 1 day in advance before actual trading of the Company's securities.
- Inform the Board and executives for the duties to report the Company securities holdings and movements to the Securities Exchange Commission (SEC) under the Securities and Exchange Act B.E. 2535 and the Stock Exchange of Thailand's regulations.
- Confirm the shareholding status with individual director and executive through the Corporate Secretary on a monthly basis.
- Report to the Board for the shareholding status of individual director and executive at every Board meeting.

In 2025, no director or executive traded the Company's shares by using inside information, and during the silent periods.

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

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

### Anti-corruption action

#### Operations in anti-corruption in the past year

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

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

**Anti-Corruption Policy** - The Company established the anti-corruption policy and has been approved and reviewed by the Board yearly. The anti-corruption policy is as follows.

Hana has a zero tolerance of bribery and corruption. The Company prohibits the Board of Directors, management, employees or third parties in their relationship with the Company, being involved in any act of corruption in any form

in all business transactions to benefit directly or indirectly and shall comply with the applicable laws and regulations in all the countries in which the Company operates.

**Risk Assessment** - In 2025, the Risk Management Committee assessed the potential corruption risks by conducting the corruption risks separate from other risks. The risk profile was reported to the Board by having the Compliance Unit perform compliance audit in mitigated risks with the established policy.

**Training and Communication** - In 2025, the Company communicated and provided training to employees regarding its anti-corruption policy and related policies, i.e., corporate code of conducts, gifts and hospitality policy, conflict of interest policy, etc. Employees can get access to the policies via the Companys bulletin boards and intranet website. The supplier code of conduct covering the anti-corruption policy has been communicated with both overseas and local suppliers for their acknowledgment and compliance. In 2025, the Company received the signed acknowledgement from 1,265 suppliers, which accounted for 100% from the goal of 100%.

**Monitoring and Review** - The Audit Committee reviews the anti-corruption policy on an annual basis and proposes any amendment to the Board for approval. The Audit Committee also monitors the implementation of the policy and makes recommendations accordingly. Internal control systems and procedures shall be reviewed periodically by an internal audit department to ensure that they are effective in countering bribery and the audit results are to be discussed with relevant operational personnel and reported to senior management and the Audit Committee. In 2025, the risk assessment included the anti-corruption was reported to the Board for consideration.

**Certification** The Company has been re-certified for the third time as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), reflecting its continued commitment and efforts in supporting private sector participation in the fight against corruption since 2013. The certification is valid until 31 December 2027.

**Collective Impact** - Hana encourages our business partners and subcontractors to become a part of CAC by inviting our business partners through an open letter posted on the Company website. With the collaboration for impact, this can help reduce corruption risks and help promote a transparent and sustainable business environment.

In addition, the Company and its subsidiaries annually announce a No Gift Policy and communicate it to business partners, as well as disclose it to the public. This policy serves as a guideline for directors and employees to refrain from giving or accepting gifts, in line with the Companys commitment to collaborate with all sectors in the fight against corruption.

#### Number of cases or issues related to corruption

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

## Whistleblowing

## Operations related to whistleblowing over the past year

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

The Board provides channels for stakeholders to communicate any concerns about illegal, any suspected fraud or corruption, human right violation, unethical conduct or violation of good corporate governance, any suggestion or any complaints regarding activities or conduct of the Company or any of its staff or business partners relating to the Company. Stakeholders can report such complaints or concerns in good faith directly to following channels.

- **Mr. John Thompson** Chairman of the Board of Directors and the Audit Committee email: [john@tasset.com](mailto:john@tasset.com)
- **Mr. Terrence Philip Weir** Chairman of Risk Management Committee email: [terry@hanabk.th.com](mailto:terry@hanabk.th.com)
- **Mr. Richard David Han** President and Chief Executive Officer email: [richardh@hanabk.th.com](mailto:richardh@hanabk.th.com)
- **Mrs. Tappawong Na Tarlang** Corporate Human Resources Business Partners/Training & Administration Senior Director email: [tappawong@hanabk.th.com](mailto:tappawong@hanabk.th.com)
- **Ms. Jirapa Kongmanee** Corporate Secretary and Internal Audit Senior Manager email: [jirapak@hanabk.th.com](mailto:jirapak@hanabk.th.com)

**Mailing Address** - Hana Microelectronics Public Co., Ltd., 65/98, Soi Vibhavadi-Rangsit 64 Junction 2, Kwang Talad Bangkok, Khet Laksi, Bangkok 10210, Thailand.

Any whistleblower in Hana group should initially make a complaint or report any act of misconduct or suspicions through the respective channels such as through an employees direct supervisor (manager level and above), the head of Human Resource Department of each Hana location or a suggestion/red box available at each Hana location. If employees cannot go to their respective channels, they could report to the above channels.

**Handling of Complaints** - The Company will respond to complaints in a responsible and appropriate manner. An investigation will be conducted promptly and sensitively, in compliance with all relevant laws and regulations. The Internal Audit Department will report the details of complaints and the results of the investigation to the Executive Committee, Audit Committee, or Board, depending on the severity of the complaint, dispute, or issue raised.

**Protection of Reporting Individual including Witness and Concerned Personnel** - It is a policy that the Company will not discharge, demote, suspend, threaten, harass or in any other actions against any person reporting any such complaint that made in good faith.

**Violation** - In 2025, the Board did not receive any complaints about corruption/fraud, breach of business ethics and corporate governance, a civil action or fines from SEC, human right violation or no complaint that damage to the Companys reputation due to the administration of the Board of Directors, as well as no legal dispute concerning labour, human rights, and the environment.

## Number of cases or issues related to whistleblowing

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

**The monitoring of compliance with other corporate governance policy and guidelines**

The Board of Directors has assigned the Corporate Governance and Sustainability Committee to oversee compliance with relevant corporate governance policies and guidelines, ensuring alignment with good governance practices, where applicable.

The Board annually reviews and approves the Companys vision, mission, and corporate objectives, including long-term goals, to ensure alignment with the changing business environment. In this regard, the Board of Directors Meeting in 2025 reviewed and approved such matters.

The Board also oversees the implementation of the Companys strategies and receives regular updates on management performance and operating results. The CEO reports to the Board on the progress of strategy execution on an annual basis, in addition to regular updates at each Board meeting.

Furthermore, the Board receives reports from the Internal Audit function on audit findings related to the Companys Code of Conduct, as well as updates on whistleblowing matters, with no cases reported during the year. The Board also oversees the effectiveness of the Companys risk management and internal control systems through internal control assessments, based on updates provided by management and relevant functions.

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

**Meeting attendance of audit committee**

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. John Thompson (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Ms. Pornphan Abhamongkol (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mrs. Sunun Thongbai (Member of the audit committee)	4	/	4	4/4 (100.00%)
4 Mr. Stephanus Josephus Hendrikus Brader (Member of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The detail is shown in Attachment 6.

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

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

#### Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 6

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Richard David Han (The chairman of the executive committee)	6	/	6	6/6 (100.00%)
2 Mr. Terrence Philip Weir (Member of the executive committee)	6	/	6	6/6 (100.00%)
3 Mr. Sanjay Nirendra Mitra (Member of the executive committee)	6	/	6	6/6 (100.00%)
4 Mr. Insuk KIm (Member of the executive committee)	6	/	6	6/6 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Executive Committee

The Executive Committee, managing the Company's business under the authority delegated by the Board, has carried out its responsibilities in line with the Company's objectives and strategies. Below are the key results of their performance:

- perational Oversight and Performance Management:**The Executive Committee has effectively managed and monitored the Company's daily operations, ensuring alignment with strategic goals.
- perational Challenge and Capital Expenditure Decisions:** Significant operational challenges and major capital expenditure have been assessed and presented to the Board. These decisions have led to enhanced efficiency and growth potential, ensuring the company stays competitive in its market.
- Dividend Recommendations:**The Executive Committee has proposed interim and annual dividend payments based on earnings appropriations, ensuring financial stability and shareholder satisfaction.
- Management and Leadership Development:**The Executive Committee has delegated responsibilities to senior management and provided guidance to executive directors, fostering leadership development and improving organizational performance.
- Legal and Regulatory Compliance:**The Executive Committee has ensured that the Company's operations are aware of and prepared for any new or changes to applicable laws and regulations. By proactively addressing these changes, the Committee implement risk mitigation for potential impacts on the Company's business.
- Risk Management Support and Compliance:**The Executive Committee has supported the Board in overseeing key operational risks and ensuring that appropriate mitigation measures are implemented in accordance with the Company's risk management framework.
- Alignment with Strategic Resolutions:** The Executive Committee has conducted its duties in accordance with the resolutions passed during Board and shareholder meetings, achieving the Company's short-term and long-term objectives while ensuring accountability and transparency.

### Meeting attendance of Nomination Committee

Meeting Nomination Committee (times) : 2

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. Pornphan Abhamongkol (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. Richard David Han (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mrs. Sunun Thongbai (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
4 Mr. Stephanus Josephus Hendrikus Brader (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The detail is shown in Attachment 6.

#### Meeting attendance of Corporate Governance and Sustainability Committee:

Meeting Corporate Governance and : 2  
Sustainability Committee: (times)

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

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee:			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Stephanus Josephus Hendrikus Brader (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. Terrence Philip Weir (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Ms. Pornphan Abhamongkol (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
4 Mrs. Sunun Thongbai (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The detail is shown in Attachment 6.

#### Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Terrence Philip Weir (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Ms. Pornphan Abhamongkol (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Mrs. Sunun Thongbai (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
4 Mr. Stephanus Josephus Hendrikus Brader (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The detail is shown in Attachment 6.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

Hana recognizes that our long-term success depends on our ability to manage operations soundly and efficiently in an increasingly complex environment. We are committed to creating value for our stakeholders, contributing to society, and minimizing our environmental impact.

**Our Policy:** The Board of Directors is committed to ensuring that Hana conducts its business in accordance with Environmental, Social, and Governance (ESG) responsibilities, with respect for all stakeholders. It is the Board's policy to operate the business with the highest professional standards, guided by the principles of good corporate governance, to achieve continuous and sustainable growth.

We recognize the importance of protecting human rights, consumer rights, and environmental management, and we are dedicated to complying with applicable laws and regulations. Additionally, we are committed to contributing to community development to ensure the long-term success of the Company, society, and all stakeholders.

Our core commitment is to create long-term shared value that benefits both the environment and our stakeholders, fostering sustainability and a positive impact across all areas of our operations.

**Our Vision:** To operate our business in harmony with society and the environment, creating mutual benefits for our stakeholders, the community, and our planet.

**Our approach:** Hana operates in a highly competitive business environment, where continuous growth and improvement of production capabilities and productivity are key priorities. The Board, management, and staff are committed to sustainable development, carefully reviewing each change to ensure it aligns with our sustainability objectives, considering its economic, social, and environmental impacts.

To drive this commitment, the Company therefore has established a Corporate Governance and Sustainability Committee, supported by sub-committee representatives from various departments. The Committee is tasked with deploying the Company's sustainability policies, goals, action plans, and practices. Additionally, the Committee oversees the sustainability reporting process, ensuring that all content is thoroughly reviewed, discussed, and approved before being finalized. It is also responsible for monitoring progress, ensuring that sustainability initiatives are implemented, and driving continuous improvements across the organization.

Reference link for sustainability policy : <https://www.hanagroup.com/File/ViewDoc/3040>

Page number of the reference link : 1 - 2

#### Sustainability management goals

Does the company set sustainability management : Yes  
goals

At Hana, we are committed to sustainable business development by growing our business while balancing economic growth, environmental care, and social well-being. We integrate the United Nations Sustainable Development Goals (SDGs) into our organizational practices to ensure that sustainability is embedded in every aspect of our operations. Our goal is to ensure that as we grow, we contribute positively to society and the environment, creating long-term value for all stakeholders.

**A Responsible Business of Our Sustainable Future** - Hana is committed to conducting business with the highest standards of governance, integrity, and accountability. We manage business performance by driving profitable growth while ensuring positive returns for shareholders. Innovation is at the core of our strategy as we continuously focus on enhancing operational efficiency, improving product quality, and providing exceptional customer service. Additionally, we are dedicated to making a meaningful contribution to sustainable development across our value chain, ensuring that business growth goes together with social and environmental responsibility.

**A Society for Our Sustainable Future** Hana is committed to fostering a society that upholds human rights, non-discrimination, and inclusive growth. We prioritize employee development by providing opportunities for learning and growth, aiming to build a skilled and adaptable workforce. We focus on creating a healthy, safe, and inclusive workplace that supports well-being, diversity, and work-life balance. Additionally, we work to create opportunities for underprivileged communities through career development programs and support initiatives that improve skills and income prospects. By collaborating with local organizations, we aim to enhance education, public health, and social welfare, ultimately striving to create a more equitable and resilient society for the future.

**A Better Environment with Our Sustainable Future** Hana is dedicated to contributing to a sustainable environment by transitioning toward a circular, low-carbon economy. We are committed to managing and reducing our greenhouse gas emissions, improving resource efficiency, promoting the sustainable use of natural resources, waste reduction, and improving ecosystems, aiming to leave a positive impact on the environment for future generations.

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

## Note

### SDGs Goals

The Company's sustainability management framework aligns with the United Nations Sustainable Development Goals (SDGs), covering both environmental and social dimensions across its operations. The level of contribution varies by

SDG, and detailed disclosures are presented in the relevant sections of this report, including Environmental and Social dimensions.

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

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

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

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

-

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

### Business value chain

Hana operates an integrated value chain covering sourcing, manufacturing, delivery, and after-sales services, supported by strong corporate functions. The Company conducts its business across the entire value chain, which comprises both primary and support activities, while incorporating sustainability considerations to support responsible business practices. It focuses on operational excellence, quality assurance, resource efficiency, and environmental considerations across all stages to deliver high-value products, effectively manage operational and sustainability-related risks, and maintain competitive advantage.

#### Primary Activities:

The Company's core operations span from inbound logistics and procurement of materials, through advanced manufacturing and assembly processes, to outbound logistics ensuring timely product delivery. Marketing and sales activities emphasize long-term customer relationships, while after-sales services support product performance and customer satisfaction. Across these activities, the Company integrates quality control, resource efficiency, and environmentally responsible practices to enhance efficiency and mitigate operational and environmental risks.

#### Support Activities:

Supporting functions play a critical role in enabling business performance. Procurement ensures reliable sourcing and cost efficiency, while human resource management focuses on talent development, employee well-being, and organizational capability. Firm infrastructure, including governance, finance, and quality management systems, supports operational stability, compliance, and risk management. Technology development, including R&D, IT systems, and cybersecurity, drives innovation, productivity, and long-term competitiveness.

#### Value Creation:

Through the integration of primary and support activities, the Company enhances operational efficiency, maintains high product quality, and strengthens customer relationships. This integrated approach supports sustainable margin improvement, effective risk management, and long-term value creation. The Company aims to meet the expectations of stakeholders across the value chain, foster trust, and deliver positive environmental, social, and economic outcomes.

## Business value chain diagram



## Analysis of stakeholders in the business value chain

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Consistent dividend payment</li> <li>Steady growth</li> <li>Environment, Social and Governance</li> </ul>	<ul style="list-style-type: none"> <li>Dividends paid each year based on the Company's cash flow</li> <li>Company vision for constantly strives to grow and be competitive</li> <li>Corporate governance scorecard</li> <li>Environmental management</li> </ul>	<ul style="list-style-type: none"> <li>Visit</li> <li>Press Release</li> <li>Annual General Meeting (AGM)</li> <li>Others                             <ul style="list-style-type: none"> <li>ESG Questionnaire</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Employees</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate compensation and welfare</li> <li>Occupational health, safety and environment</li> <li>Career development</li> </ul>	<ul style="list-style-type: none"> <li>Employee satisfaction survey</li> <li>Orientation, exit interview</li> <li>Training and workshop</li> <li>Complaint channels</li> <li>Operation meeting</li> <li>Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>Online Communication</li> <li>Internal Meeting</li> <li>Complaint Reception</li> <li>Employee Engagement Survey</li> <li>Satisfaction Survey</li> <li>Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Quality products with on-time delivery and competitive product pricing</li> <li>• Ethical and environmentally responsible</li> <li>• Occupational health, safety and environment</li> </ul>	<ul style="list-style-type: none"> <li>• Customer audits</li> <li>• Customer satisfaction survey</li> <li>• Customer visits</li> <li>• Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>
<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Others</li> <li>• Supplier</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and transparent supplies selection</li> <li>• Payment on time</li> <li>• Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier audit</li> <li>• Supplier quality management</li> <li>• Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> </ul>
<ul style="list-style-type: none"> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Operate with no impact to the environment</li> <li>• Support low-income and disadvantaged communities</li> <li>• Employment opportunities for local people</li> <li>• Support local business</li> </ul>	<ul style="list-style-type: none"> <li>• Activities conducted outside the Company</li> <li>• Advice/feedback from Industrial Estate</li> <li>• Community visit program</li> <li>• Recruitment</li> <li>• Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>

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

#### Stakeholder Analysis

## Stakeholder Analysis Power-Interest Matrix



Categorize and analyze stakeholders based on their influence and interest, helping to understand their impact on the value chain and enable to define engagement strategies with each stakeholder.

### Materiality Processes



### Materiality Assessment

The Company conducts a materiality assessment to identify key economic, social, and environmental topics that are most relevant to its business operations and stakeholders.

The assessment process includes identification, prioritization, and validation of material topics. The Company identifies a broad range of potential sustainability topics based on internal and external factors, including industry trends, business risks and opportunities, and stakeholder expectations.

These topics are then assessed and prioritized based on two key dimensions:

- Impact on the business

- Importance to stakeholders

The results are presented in a Materiality Matrix, illustrating the relative significance of each topic. The materiality assessment results are:

- Reviewed by relevant management
- Presented to the Corporate Governance and Sustainability Committee for approval
- Subject to ongoing monitoring and implementation

### **Prioritization of Material Topics**

The Company has identified and prioritized material topics across economic, social, and environmental dimensions based on their significance to the business and their importance to stakeholders. These topics represent key areas that may impact the Company's long-term sustainability and value creation.

#### **Economic**

- Risk and crisis management
- Innovation and technology
- Good governance
- Supply chain management
- Strong cash flow and continuous dividend payout

Economic topics reflect key factors affecting the Company's competitiveness and long-term financial sustainability. The Company focuses on risk management, innovation, and good governance to support stable and sustainable growth.

#### **Social**

- Human rights
- Fair labor practices
- Occupational health, safety, and working environment
- Customer relationship management
- Social contribution

The Company places importance on all stakeholder groups, particularly employees, customers, and communities, by promoting human rights, ensuring a safe working environment, and fostering sustainable relationships with customers and society.

#### **Environment**

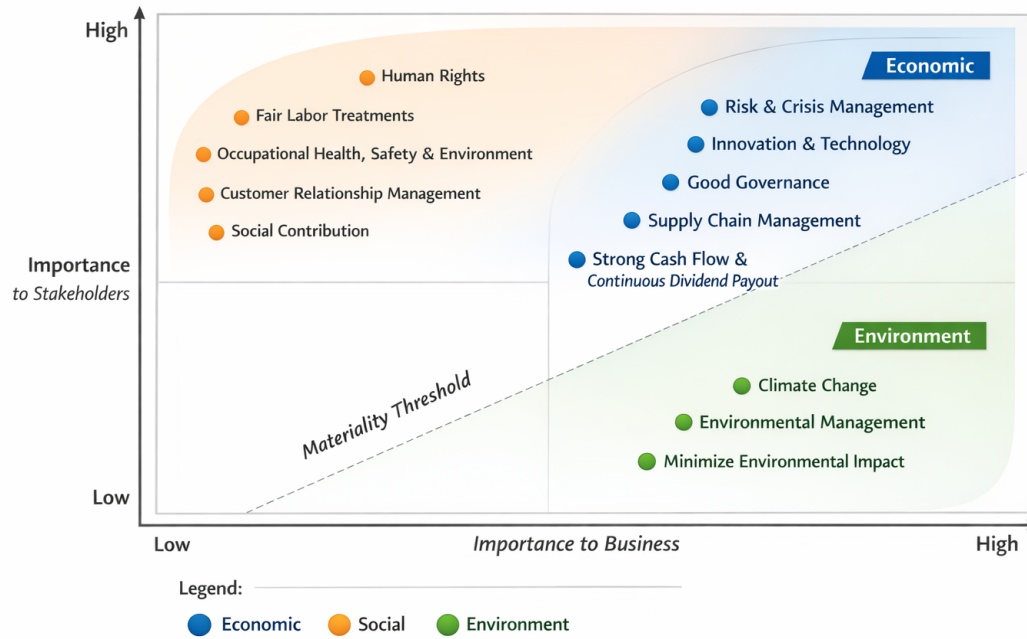
- Climate change
- Environmental management
- Minimizing environmental impact

These environmental topics reflect key risks and opportunities relevant to the Company's operations, particularly in relation to climate change, resource efficiency, and environmental impacts from manufacturing processes. The Company focuses on greenhouse gas management, renewable energy utilization, water resource management, and waste reduction, in alignment with its sustainability strategy and stakeholder expectations.

### **Materiality Matrix**

The materiality assessment results are presented in the matrix below, showing the importance of each topic to the business and stakeholders.

## Materiality Matrix



### Performance Against Sustainability Targets in 2025

The Company has set sustainability targets across environmental, social, and governance (ESG) dimensions to support its long-term sustainable development. The following table summarizes the targets and performance results for 2025, reflecting the Company's progress in achieving its sustainability commitments.

ESG Performance in 2025		
Environment (E)	Social (S)	Governance (G)
<ul style="list-style-type: none"> <li>• <b>Energy Consumption Intensity</b> Target: 20% reduction Performance: 11% reduction</li> <li>• <b>Water Consumption Intensity</b> Target: 25% reduction Performance: 22% reduction</li> <li>• <b>Waste Generation Intensity</b> Target: 22% reduction Performance: 34% reduction</li> <li>• <b>Greenhouse Gas Emission Intensity</b> Target: 20% reduction Performance: 20% reduction</li> <li>• <b>Landfill Waste Reduction</b> Target: 50% reduction Performance: 68% reduction</li> <li>• <b>Complaints on Environmental Pollution (Case)</b> Target: 0 Performance: 0</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Promote Quality Education, Career Advancement, and Better Quality of Life</b> Target: 10,000 people Performance: 50,859 people</li> <li>• <b>Training Hours Per Employee Per Year</b> Target: 50 hours Performance: 53 hours</li> <li>• <b>Employee Satisfaction (Daily and Monthly)</b> Target: 78% Performance: 82% and 83%</li> <li>• <b>Customer Satisfaction</b> Target: 85% Performance: 91%</li> <li>• <b>Employee Engagement in Organizational Innovation towards Hana 4.0 Roadmap</b> Target: 80% Performance: 92%</li> <li>• <b>Workplace Accident (Case)</b> Target: 0 Performance: 0</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Dividend Payout Ratio</b> Target: minimum 30% Performance: 132%</li> <li>• <b>Well-run Board of Directors with Annual Board Member Training</b> Target: 100% Performance: 100%</li> <li>• <b>Women in the Boardroom</b> Target: 2 people Performance: 2 people</li> <li>• <b>Board Violations of Code of Conduct (Case)</b> Target: 0 Performance: 0</li> <li>• <b>Violation of SEC Rules and Regulations (Case)</b> Target: 0 Performance: 0</li> <li>• <b>Corruption or Misconduct by the Board of Directors (Case)</b> Target: 0 Performance: 0</li> </ul>

[Information on organization's material sustainability topics](#)

[Organization's material sustainability topics](#)

The company has identified its sustainability : Yes  
materiality topics

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

[Details of organization's material sustainability topics](#)

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environment	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> <li>• Energy Management</li> <li>• Water Management</li> <li>• Waste and Waste Management</li> <li>• Greenhouse Gas Management</li> <li>• Others : Minimize environmental impact / Climate change</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Community / Social Responsibility</li> <li>• Others : Occupational Health, safety and environment</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Sustainability Risk Management</li> <li>• Sustainable Supply Chain Management</li> <li>• Innovation Development</li> <li>• Others : Strong cash flow &amp; continuous dividend payout</li> </ul>

### Information on sustainability report

#### Corporate sustainability report

Corporate sustainability report : Doesnt Have data

#### Company sustainability disclosure aligned with standards

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

**The Risk Management Committee has established the Companys risk management policy with following objectives:**

- To enable the Company to manage potential risks efficiently through sound and systematic risk management processes.
- To promote proactive risk management practices that are implemented promptly, transparently, accurately, and consistently across the organization.
- To encourage and develop employees and management at all levels to understand and recognize the importance of effective risk management practices, while fostering active participation in the Companys risk management system.
- To ensure that risk management processes are implemented appropriately and align with the Companys mission, policies, and strategic objectives.

**Risk Management Framework:** As part of its commitment to good corporate governance, the Board of Directors oversees and ensures the adequacy and effectiveness of the Companys risk management system. The Company has established a risk management framework designed to identify, assess, and prioritize risks that may affect the achievement of its strategic objectives.

The framework includes processes for risk identification, risk assessment, risk mitigation, and continuous monitoring. Key risks and mitigation measures are regularly reviewed and reported to the Board of Directors to ensure effective oversight and timely response to emerging risks.

**Risk Management Structure:** The Board of Directors recognizes that various risk factors may affect the Companys business operations. The Board has therefore assigned the Risk Management Committee, which is composed primarily of independent directors, to oversee the Companys risk management framework and report the status of risk management to the Board.

An independent Risk Management Unit, which operates separately from day-to-day operations, is responsible for implementing the risk management policy. The unit conducts risk analysis and assessments and reports on the Companys overall risk profile.

The Executive Committee, led by the Chief Executive Officer (CEO), is responsible for managing operational risks and ensuring that risk management practices are aligned with the Companys strategic objectives.

Each business unit within the Company acts as a risk owner and is responsible for identifying, assessing, and mitigating risks within its respective area of responsibility. The CEO holds overall responsibility for operational risk management and leads the organization in implementing effective risk management practices.

The Companys risk management process follows a structured approach that prioritizes risks based on their likelihood and potential impact. A risk evaluation matrix is applied to support decision-making and maintain effective internal control systems.

**Risk Culture:** Risk management is an integral part of the Companys Quality Management System. Risk and opportunity assessments are conducted at each process level using various risk analysis tools, including SWOT analysis, PESTLE analysis, Process Approach, Risk-Based Thinking, Turtle Diagram, and Failure Modes and Effects Analysis (FMEA).

These tools support the Companys strategic risk management approach and are integrated with its occupational health, safety, and environmental management systems. This integration ensures that risk management is incorporated into the Companys operational processes and decision-making practices throughout the organization.

**Business Continuity Plan:** The Company has established a Business Continuity Plan (BCP) to address significant risks and mitigate potential disruptions to production and product delivery. The plan includes crisis management and communication strategies to ensure an effective response during emergencies.

Specific measures are in place to minimize potential damage to production facilities caused by natural disasters, prevent damage to warehouses and finished goods inventory, and address risks that may affect production capacity, such as machinery failure or human error.

The plan also ensures the continuity of raw material supply and the availability of critical utilities required for operations. Emergency procedures have been developed for various scenarios, and a Crisis Management Team has been appointed to coordinate response actions and communications during crisis situations.

The Company regularly reviews and updates its Business Continuity Plan to ensure preparedness and operational resilience in an evolving business environment.

Reference link to risk management policy and plan : <https://www.hanagroup.com/File/ViewDoc/96>

Page number of the reference link : 2 - 6

## Information on ESG risk factors management standards

### ESG risk factors management standards

Standards on ESG risk management : Yes

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

## Information on ESG risk factors

### Risk factors on business operation

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

#### Risk 1 Strategic Business Risk

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Reliance on large customers or few customers
- Economic risk

ESG risk factors : Yes

#### Risk characteristics

- **Customer Concentration and Major Customer Relationship Risk** The Company serves a diversified customer base across the electronics industry and maintains long-term relationships with many of its major customers. However, a portion of the Companys revenue is derived from key customers that account for significant manufacturing programs with the Company. Risks may arise from changes in the composition of the Companys major customers due to factors such as changes in ownership structures, adjustments to product programs, or financial instability of certain customers. As the Company relies on several large customers, any significant change within this group may disproportionately affect the Companys business operations and financial performance.

- **Global Economic Risk** Global economic risks may arise from factors such as geopolitical conflicts, trade tensions, inflation, interest rate fluctuations, economic slowdowns, pandemics, and volatility in global energy markets. In addition, evolving global trade policies and technology-related regulations, including export controls affecting the semiconductor industry, may impact global supply chains and market conditions.

**Risk-related consequences**

- **Customer Concentration and Dependence on Major Customers Risk** Significant changes in the Companys key customer base may have a direct and material impact on its overall business performance. Changes in the ownership structure, strategic direction, or financial condition of major customers could affect the Companys revenue and may require adjustments to its business operations to respond to evolving customer demands or market conditions. In addition, reliance on a limited number of key customers may adversely affect the Companys long-term financial stability and ability to sustain growth.

- **Global Economic Risk** The Companys product demand and selling prices may be affected by global economic conditions, including trade tensions, geopolitical developments, inflation, interest rate changes, economic slowdowns, pandemics, and volatility in energy prices, which may weaken overall market demand. Changes in global economic growth rates may also affect the demand for the Companys products and services as well as pricing conditions in the markets where the Company operates.

**Risk management measures**

- **Customer Concentration and Dependence on Major Customers Risk** The Company maintains a diversified customer base across various industries, market segments, and geographical markets, and seeks to ensure that no single customer contributes more than 20% of the Groups total sales revenue. The Company also focuses on maintaining long-term strategic partnerships with key customers by supporting their product innovation and delivering high-quality manufacturing and engineering services. In addition, the Company continuously enhances its technological capabilities and operational efficiency to maintain competitiveness and strengthen customer relationships.

- **Global Economic Risk** The Company maintains a diversified customer base and a broad range of products and services to mitigate the impact of global economic fluctuations. The Company also focuses on maintaining a competitive cost structure and adequate cash reserves to enhance resilience during periods of economic uncertainty. In addition, the Company continuously monitors global economic trends, trade policies, and geopolitical developments in order to adjust its business strategies and operations when appropriate.

**Risk 2 Operation Risk**

Related risk factors :

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Information security and cyber-attack
- Climate change and disasters
- Other : Supply Chain Risk

ESG risk factors : Yes

**Risk characteristics**

- **Reliance on employees in key positions** The Company relies on expatriate management in key positions, which could present risks if senior management were to leave. While no single individual is essential to the Companys survival, the loss of key management or the inability to replace them could negatively impact the Companys market value and performance.

- **Shortage or reliance on skilled workers** Hana employs over 7,000 people worldwide, primarily in production roles. The Company may face risks from a shortage of skilled labor or difficulty in attracting enough workers to meet

demand. Additionally, rising labor costs from minimum wage adjustments, high turnover rates, and increasing competition can lead to higher production costs and a competitive disadvantage.

- **Information security and cyber-attack** Cybersecurity threats continue to evolve and may pose risks to the Company's IT systems, networks, digital infrastructure, and intellectual property. These threats may include unauthorized access, malware, ransomware, or other cyber-attacks that could disrupt business operations or compromise sensitive business information.

- **Climate change and disasters** Our factories face potential risks from natural disasters, i.e. fires, floods, or earthquakes, which could partially or destroy production facilities. While the Company operates multiple factories, such events could lead to significant customer losses and long recovery times to replace equipment and fulfill orders. Additionally, climate change may increase the frequency and severity of these events. The potential impact of climate change could further intensify these risks, increasing exposure to extreme weather events.

- **Supply Chain Risk** Supply chain risks in the electronics industry may arise from potential shortages of key materials and components used in the manufacturing process. Geopolitical developments, trade tensions, and other disruptions across global supply chains may create uncertainties in the availability, lead times, and pricing of these materials and components.

#### Risk-related consequences

- **Reliance on employees in key positions** The loss of senior management could create a leadership gap, potentially affecting decision-making, strategic direction, and overall company performance. Challenge in replacing key management could lead to operational disruptions, lower investor confidence, and a decline in market value.

- **Shortage or reliance on skilled workers** A shortage of skilled workers or challenges in attracting a sufficient workforce could affect production capacity and operational efficiency. Increased labor costs and high turnover could lead to higher operational expenses and potential disruptions, affecting the Company's competitiveness and profitability.

- **Information security and cyber-attack** Cybersecurity incidents may result in operational disruptions, unauthorized access to sensitive business information, or financial losses. Such incidents could also damage the Company's reputation and adversely affect business operations.

- **Climate change and disasters** Natural disasters could cause extensive damage to facilities, disrupt production, and lead to delays in meeting customer orders. Recovery may take months or even years, resulting in lost customers and potential long-term financial losses. Limited insurance coverage for flood risk, especially at the Ayutthaya factory, adds to the exposure.

- **Supply Chain Risk** Supply chain disruptions may result in delays, increased costs, and production inefficiencies due to shortages of critical materials and components. Geopolitical developments and trade tensions may further affect the availability of these materials and components. Such disruptions may impact the Company's production planning and increase raw material costs, which could affect profitability and customer satisfaction.

#### Risk management measures

- **Reliance on employees in key positions** To mitigate management risks, the Company ensures capable management team to avoid reliance on any one individual. Additionally, the Company has a succession plan in place at the executive level, focusing on the timely replacement of senior management and key positions to ensure continuity in leadership and business operations.

- **Shortage or reliance on skilled workers** To address these risks, Hana focuses on automating production processes and investing in human capital development, including reskilling and upskilling employees to align with Industry 4.0.

The Company also offers ongoing education, and training programs and encourages employees at all levels to participate in Continuous Process Improvement Programs. These initiatives promote analytical thinking, teamwork, and innovation. Additionally, the Company fosters a culture of collaboration by recognizing and rewarding team contributions. The Company maintains a strong labor relations system to ensure fair and appropriate welfare for employees, with an emphasis on safety, occupational health, and a positive work environment to promote physical and mental well-being.

- **Information security and cyber-attack** To mitigate cybersecurity risks, the Company has implemented a Cyber Security Policy, Cyber Attack Guideline, and Personal Data Protection Policy, supported by a security incident response plan and dedicated response teams. The Company also continuously monitors and enhances its IT security systems to address evolving cyber threats. Our factories in Ayutthaya and Jiaxing have obtained ISO 27001 certification, and external cybersecurity experts are engaged to conduct periodic assessments to strengthen system security and reduce potential vulnerabilities.

- **Climate change and disasters** The Company mitigates these risks by operating multiple production sites across different countries. Each factory has measures in place to minimize the impact of fire and flood damage, which are regularly reviewed and audited. The Company also carries property damage and business interruption insurance. Although flood insurance coverage is limited for the Ayutthaya factory due to past flood events, additional flood protection measures have been implemented and reassessed annually by insurance experts at major facilities in Thailand. Furthermore, Hana is committed to climate change mitigation by incorporating sustainable practices across its operations, reducing its carbon footprint, and improving environmental resilience through energy efficiency and green initiatives to adapt to the impacts of climate change.

- **Supply Chain Risk** To manage supply chain risks, Hana maintains close relationships with key suppliers through regular communication and collaboration to enhance supply chain visibility and enable timely responses to potential disruptions. In addition, the Company works with customers and suppliers to explore alternative sourcing strategies, including multi-sourcing and localized sourcing, to diversify its supplier base and strengthen supply chain resilience.

### Risk 3 Financial Risk

Related risk factors :

#### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

ESG risk factors : No

#### Risk characteristics

- **Fluctuation in exchange rates, interest rates, or the inflation rate** The Group is exposed to risks from fluctuations in foreign exchange rates, interest rates, and inflation. In 2025, the Group recorded a foreign exchange loss of THB 130.44 million, compared to a gain of THB 9.78 million in 2024. The primary exposure arises from movements in the Thai Baht and Chinese Yuan relative to the US Dollar, as a significant portion of the Groups transactions, including sales revenues, raw material purchases, and capital expenditures, are denominated in USD. In addition, the Group is exposed to interest rate risk from cash deposits and financial investments, while inflationary pressures may increase operating costs such as raw materials, labor, and utilities.

- **Fluctuation in return on financial assets and investments** As of 31 December 2025, the Group held approximately THB 11.9 billion in cash and financial investments, compared to THB 10.2 billion in 2024. A portion of these funds is invested in deposits, corporate bonds, and short-term debt funds to generate investment income. The Group is therefore exposed to the risk that actual investment returns may differ from expected returns due to market

conditions, as well as credit risk associated with financial institutions or issuers of debt instruments in which the Group invests.

#### Risk-related consequences

- **Fluctuation in exchange rates, interest rates, or the inflation rate** Currency fluctuations, particularly in the THB/USD exchange rate, may affect the Groups operating results, margins, and valuation of foreign currency-denominated assets and liabilities. Based on sensitivity analysis, a 1% change in the USD exchange rate may impact profit before tax by approximately THB 29 million in 2025. In addition, changes in interest rates may affect returns on financial assets, while inflation may increase production and operating costs, potentially affecting profitability.
- **Fluctuation in return on assets or investment** Fluctuations in investment returns or deterioration in the credit quality of financial counterparties may reduce investment income and affect the Groups profitability and financial performance. However, the Group maintains a strong liquidity position with significant cash and financial investments, and therefore the risk of insufficient liquidity to meet financial obligations is considered low.

#### Risk management measures

- **Fluctuation in exchange rates, interest rates, or the inflation rate** The Company manages foreign exchange risk primarily through natural hedging, as both sales revenues and material costs are largely denominated in USD. The Company also monitors foreign currency exposures and may enter into forward exchange contracts when appropriate. Interest rate risk is managed by maintaining a balanced mix of financial assets with fixed and floating interest rates, while inflation risks are mitigated through cost management and operational efficiency improvements.
- **Fluctuation in return on assets or investment** The Group mitigates investment risks by investing primarily in investment-grade financial instruments, including deposits, corporate bonds, and short-term debt funds. Investments are made with approved financial institutions and counterparties with strong credit ratings, and the portfolio is diversified to reduce concentration risk. The Group also maintains adequate cash balances and monitors liquidity requirements to ensure that financial obligations can be met when due.

#### Risk 4 Compliance Risk

Related risk factors :

##### Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

ESG risk factors : Yes

#### Risk characteristics

- **Change in laws and regulations** Changes in laws and regulations represent a significant risk for the Company, whether domestic or international can directly impact business operations, compliance requirements, or financial obligations. These changes may arise from new government policies, industry-specific regulations, environmental laws, tax changes, or shifts in labor laws.
- **Violations of laws and regulations** As Hana operates in multiple countries, it faces the risk of violating a range of local and international laws and regulations. The complexity of compliance increases when entering new foreign markets, where unfamiliar legal frameworks may pose potential risks for non-compliance.

#### Risk-related consequences

- **Change in laws and regulations** Changes in laws and regulations could result in increased operational costs, the need for adjustments in business processes, or restructuring to meet new compliance requirements. Non-compliance could lead to legal actions, financial penalties, or reputational damage. Additionally, major changes in tax laws or environmental regulations could impact the Companys profitability, operational efficiency, or market competitiveness.
- **Violations of laws and regulations** Violations of laws and regulations can result in legal penalties, financial fines, reputational damage, and operational disruptions. Non-compliance may also lead to restrictions on business activities.

#### Risk management measures

- **Change in laws and regulations** To manage risks related to changes in laws and regulations, the Company proactively monitors legal developments, assess risk exposure, and engages with advisors for compliance guidance.
- **Violations of laws and regulations** The Company prioritizes legal compliance and recognizes the importance of adhering to local laws and regulations when entering foreign markets. The Company ensures that compliance is continuously monitored and assessed, with regular reviews to prevent intentional or accidental violations of the rules.

## Risk 5 ESG Risk

Related risk factors : Strategic Risk

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

Operational Risk

- Impact on the environment
- Impact on human rights
- Corruption

ESG risk factors : Yes

### Risk characteristics

- **Reliance on large partners / distributors or few partners / distributors** Hana faces risks from reliance on a limited number of business partners or distributors, particularly in securing key raw materials. This reliance increases exposure to economic risks, including supply chain disruptions, and the potential for receiving products or services that do not meet quality standards. Additionally, social and environmental risks arise if suppliers do not comply with the Companys Supplier Code of Conduct or the Responsible Business Partner (RBA) Code of Conduct, which sets standards for safe working environments and ethical treatment of employees within the supply chain.
- **Impact on the environment** Hanas manufacturing operations involve the use of energy, water, chemical, and other natural resources, which may result in environmental impacts such as greenhouse gas (GHG) emissions, waste generation, and potential pollution. In addition, climate change and the global transition toward a low-carbon economy may lead to stricter environmental regulations and increasing stakeholder expectations regarding environmental performance and sustainability practices.
- **Impact on human rights** Hana business activities could potentially infringe on human rights, impacting employees, customers, suppliers, and communities if not properly managed. This includes risks related to labor rights, workplace safety, and the ethical treatment of individuals across the supply chain.
- **Corruption** Corruption risks vary across different locations and operating units of the Group. If not properly managed and monitored, these risks can lead to increased costs and damage to the Companys reputation.

### Risk-related consequences

- **Reliance on large partners / distributors or few partners / distributors** The reliance on a few suppliers can lead to supply chain vulnerabilities, such as delays, increased costs, or quality issues. Non-compliance with ethical and environmental standards by suppliers could damage the Companys reputation, lead to legal issues, and affect employee welfare. It could also result in operational inefficiencies or disruptions.

**Impact on the environment** Environmental risks may affect ecosystems and surrounding communities if not properly managed. In addition, evolving environmental regulations and climate-related policies may increase compliance

requirements, operational costs, and capital investment needs. Failure to effectively manage environmental impacts could also affect the Company's reputation and relationships with customers, investors, and other stakeholders.

- **Impact on human rights** Human rights violations can lead to legal liabilities, reputational damage, and loss of trust among stakeholders. This may result in the Company being excluded from business opportunities, facing regulatory fines, or encountering negative publicity, all of which could harm long-term sustainability.

- **Corruption** Failure to address corruption risks can result in legal penalties, financial losses, and reputation damage. The Company could face operational disruptions, damage to relationships with stakeholders, and exclusion from certain markets or business opportunities.

#### Risk management measures

- **Reliance on large partners / distributors or few partners / distributors** The Company ensures that suppliers of key raw materials are qualified through a customer-approved supplier qualification program, which identifies and reduces supply risks. The Company also maintains second sources and alternative parts to reduce dependency on a few suppliers and promotes localized suppliers within its supply chain strategy. Additionally, the supplier management program includes onsite visits, a supplier recognition program, and sharing production technology to improve quality, reduce costs, and develop supplier capabilities. The Company further focuses on strengthening supplier relationships and assesses their performance in terms of social responsibility, code of conduct practices, and environmental impact.

- **Impact on the environment** The Company integrates environmental management and sustainability considerations into its operational strategy to mitigate environmental risks and support long-term business resilience. Key measures include improving energy efficiency, reducing greenhouse gas emissions, and increasing the use of renewable energy across the Group's operations. Hana continues to expand renewable energy usage, particularly solar power, with installations across several facilities including Lamphun, Ayutthaya, the Headquarters, and Jiaxing. These initiatives help reduce dependence on fossil fuels and contribute to the Group's efforts to lower its carbon footprint. In 2025, the Group implemented multiple facility improvement and energy efficiency projects, including solar rooftop installations and equipment upgrades aimed at optimizing energy consumption. These projects are expected to generate annual cost savings and contribute to greenhouse gas emission reductions, supporting both environmental sustainability and operational efficiency. The Company will continue to develop and implement environmental initiatives, including renewable energy expansion and resource efficiency programs, to reduce environmental impacts and align with global sustainability trends and regulatory expectations.

- **Impact on human rights** The Company ensures compliance with human rights standards by employing legally qualified individuals in each country of operation and conducting thorough human rights risk assessments as part of its due diligence process. The Company is assessed by customers for compliance with the Electronic Industry Coalition (RBA) Code of Conduct, which encompasses labor and human rights principles. Regular internal audits are carried out, and any necessary corrective actions are reported to management and the Audit Committee to ensure continuous improvement and accountability. Additionally, the Company is certified under ISO 45001 Occupational Health and Safety standards, ensuring a commitment to employee well-being. Suppliers are required to sign an agreement to comply with the Suppliers Code of Conduct, which aligns with the Company's human rights policies and expectations. Hana Lamphun has also been recognized by the Department of Industrial Works for its dedication to sustainable corporate social responsibility practices. To further support HRDD, the Company maintains an open channel for employees and third parties to file complaints or suggestions for improvement, ensuring transparency and responsiveness in addressing human rights concerns.

- **Corruption** To manage corruption risks, the Company has implemented an anti-corruption policy and program. Key internal controls are in place, including the establishment of proper workflows for high-risk activities and ensuring compliance with legal requirements. The Board, executives, and employees are adhered to the anti-corruption policy, and monitoring is conducted through the internal audit plan to ensure effectiveness and accountability.

#### Risk 6 Emerging Risks

Related risk factors : Strategic Risk

- Policies or international agreements related to business operations
- Changes in technologies
- Pandemic risk
- Climate change and disasters

#### Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

#### **Risk characteristics**

- **Policies or international agreements related to business operations** Changes in international trade policies, geopolitical conflicts, and global economic conditions may affect the Company's business operations and supply chains. Trade tensions and regulatory changes may disrupt global supply chains, increase operating costs, and create uncertainties in global trade structures, potentially influencing sourcing, manufacturing, and distribution strategies. In particular, trade frictions between major economies such as the United States and China, as well as geopolitical tensions in regions such as the Middle East and Asia, may result in changes in trade regulations, tariffs, and supply chain conditions. In addition, evolving regulations related to technology trade and semiconductor export controls in certain jurisdictions may affect the availability of certain components, equipment, or technologies used in electronics manufacturing, which may influence the Company's sourcing and supply chain arrangements.

- **Climate change** Climate change may increase the frequency and severity of extreme weather events such as floods, storms, and other natural disasters, which may affect the Company's operations and supply chain. In addition, evolving environmental regulations and the global transition toward a low-carbon economy may create new regulatory and operational challenges.

- **Change in Technologies, Information security and cyber-attack** The rapid evolution of technology and increased use of digital systems introduce both opportunities and risks for the Group. While technology facilitates operational efficiency, automation, and improved customer service, it also brings challenges such as data breaches, cyber-attacks, and system vulnerabilities. The Company faces the risk of its existing technologies becoming outdated or exposed to new threats, requiring continuous upgrades and investments in information security.

- **Pandemic risk** Pandemics and health crises pose significant risks to the global economy and the Company's operations.

#### **Risk-related consequences**

- **Policies or international agreements related to business operations** Trade frictions, geopolitical uncertainties, and changes in international regulations may lead to supply chain disruptions, increased operational costs, and potential challenges in maintaining efficient production and logistics. These factors may affect the Company's ability to meet customer demand in a timely manner and could impact overall business performance.

- **Climate change** Climate change may lead to rising temperatures and extreme weather events such as floods and storms, potentially affecting business operations. These events could result in customer loss, increased energy costs, carbon tax implications, and stricter environmental regulations in the countries where the Company and its customers operate.

- **Change in Technologies, Information security and cyber-attack** Failure to adapt to new technologies or safeguard against cyber-attacks can result in operational disruptions, data loss, and financial costs. A successful cyber-attack or breach could lead to the loss of sensitive information, harm to the Company's performance. Moreover, inadequate information security could compromise customer trust, disrupt business continuity.

- **Pandemic risk** Pandemics can disrupt business operations, affect the supply chain, affect employee well-being, and result in financial losses, posing a threat to both the Company's performance and its long-term stability.

#### Risk management measures

- **Policies or international agreements related to business operations** To mitigate these risks, the Company has implemented a diversification strategy by establishing production facilities in multiple countries, including China, Thailand, the United States, Cambodia, and South Korea, to reduce reliance on any single region. The Company has also adjusted its operational approach by aligning production locations with market demand, with the China facility primarily serving local customers while other facilities support global customers. In addition, the Company continuously monitors geopolitical developments, international trade policies, and technology-related regulations. The Company maintains close coordination with customers, suppliers, and business partners in order to adapt its operations and supply chain strategies when necessary.
- **Climate change** The Group manages climate-related risks through both short- and long-term strategies and continuously monitors emerging climate risks. The Group implements adaptive practices to comply with existing and future environmental regulations while focusing on greenhouse gas (GHG) emission management. The Group applies the 3R principles (Reduce, Reuse, and Recycle) to minimize resource consumption. In addition, the Company regularly evaluates energy efficiency, conducts carbon footprint assessments, and establishes emission reduction targets. The Group also invests in automation technology to improve production efficiency, optimize resource use, and reduce waste. To further reduce environmental impact, the Company supports renewable energy initiatives such as solar power and continues to invest in technologies that help reduce GHG emissions. The Group also promotes innovation, collaboration, and partnerships with stakeholders to support sustainable practices and contribute to global climate action.
- **Change in Technologies, Information security and cyber-attack** The Company addresses these risks by continuously monitoring technological trends and manages cyber risks by upgrading security software and procedures to mitigate threats. It adheres to the Personal Data Protection Act and other relevant laws. Additionally, the Company focuses on strengthening its information security system and enhancing employee awareness on cybersecurity practices to ensure a secure working environment.
- **Pandemic risk** The Company has developed an emergency response plan that includes tracking news and government policies, implementing outbreak control measures, maintaining clear communication within the organization and with partners, and prioritizing the safety and well-being of employees. These actions aim to minimize business disruptions and ensure the Company can operate with minimal impact during any health crisis.

## Information on business continuity plan (BCP)

### Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has a business continuity plan to deal with significant risks particularly reducing the impact on disruption of production and delivery. With crisis management and communication plans, there are various execution measures to

reduce damage to production buildings due to natural disasters, correct conditions that cause storage warehouse and finished goods damage, prevent loss of production capacity due to failures of machinery and/or human errors, ensure raw material supplies, and keep utilities operated. The Company has prepared emergency plans to support those various situations by requiring a Crisis Management Team to manage and communicate in such crisis.

## Sustainable supply chain management

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

#### Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management : Yes  
policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Companys sustainable supply chain management : Yes  
plan

### Hana Business Value Chain

Hana is an EMS provider where the Companys activity mainly focuses on product manufacturing serving to customers around the world whereby we shall strive to operate sustainability across the value chain which is classified as primary activities and support activities to ensure responsible business practices and to meet the expectations of stakeholders inside our own organization and across our entire value chain.



### PRIMARY ACTIVITIES

#### Inbound Logistics

- Material purchasing and logistics management play a key role in sourcing the necessary materials to ensure the smooth running of production and timely product delivery to our customers

#### Operations

- Manufacturing and assembly of products according to specification
- Quality assurance to ensure the products meet specified requirements
- Waste reduction and environmentally friendly production processes

#### Outbound Logistics

- On-time shipment of finished products delivery to the customers

### Marketing and Sales

- Integrated services ranged from customer sourcing, order/forecast management and delivery commitment
- High quality production at competitive price with fair and open business dealings

### After Sales Service

- Provide after sales service/customer services including warranties of products and related support to ensure customers satisfaction

## SUPPORT ACTIVITIES

### Procurement

The process and resources responsible for purchasing raw materials, maintaining supplier relationships, and negotiating prices and other activities related to bringing in the necessary materials and resources used to produce the products

### Human Resources

The management of human capital activities involved in recruiting, hiring, training, development and compensation of all types of personnel.

### Firm Infrastructures

Necessary activities such as general management, administrative, accounting, finance, corporate affairs, quality management, etc.

### Technology Development

Activities such as research and development, IT management and cybersecurity that build and maintain the Company's use of technology

## Information on new suppliers undergoing sustainability screening criteria

### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

## Information on supplier code of conduct

### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.hanagroup.com/File/ViewDoc/1335>

## Information on key suppliers acknowledging compliance with the supplier code of conduct

### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : Yes  
acknowledge compliance with the supplier code of  
conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

#### Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	131.56	136.93	161.71

#### Additional explanation for research and development (R&D) expenses over the past 3 years

##### 1. Silicon & Silicon Carbide Power Management Devices

Silicon Carbide (SiC), is a new material, a compound of Silicon and Carbon which can operate at very high temperatures allowing much higher voltage, higher switching frequency with lower power losses than traditional Silicon semiconductors so it is perfectly suited to power applications for smarter power designs in a broad range of high-end consumer electronics, consumer white goods, telecommunications, cloud computing & especially EV-inverter/OBC (On-Board charger) and renewable energy (solar and wind sectors), where faster re-charging speeds are required. Because of these physical properties, SiC is more difficult to manufacture and costlier. However, we will also produce standard Silicon for devices that do not require such high-performance levels but are lower in cost to produce as there is the demand for both types.

- Hana has invested the necessary equipment to produce in mass production scale the products of Silicon & Silicon Carbide Power Management devices through its subsidiary Power Master Semiconductor (PMS) in Korea. As a result of equipment installation, Hana's subsidiary PMS has the capability to produce Silicon & Silicon Carbide Semiconductors to be sold directly to end customers or further processed at Hana's existing IC Assembly & Test factories in Thailand and/or China into packaged IC or Power Modules. This will support the growth of Hana's existing IC Assembly & Test business to enter into the fast-growing market for EV cars & EV chargers and other uses of Power Management devices.

- Strategic Products and Package Developments (SPPD) in Hana Jiaxing which has been established in July 2021 focusing on power semiconductor packaging solutions for emerging renewable energy saving application market like Electric Vehicles (EV) traction module, On-board charger, EV charging station, using SiC MOSFET, Diode and Si IGBT, Diode. This research and development organization is capable semiconductor packages design, predict its electrical and thermal performance by simulation software, as well as thermo-mechanical stress and mold flow, also Hana Jiaxing's pilot line can provide prototype and pre-production samples to customers. These packages targeted Halogen free EMC, robust delamination solution, heavy Aluminum wire up to 20 mil and Clip Bonding capability. This discrete power packages reliability qualification is following AEC-Q101.

Power semiconductor package solution to electric vehicles is most focused activities. For Semiconductor Packaging Research and Development, Hana established Finite Element Analysis (FEA) capabilities. These simulation solutions will predict products and packages thermal, electrical, thermo-mechanical performance by proposed and given design by Hana Jiaxing, also to minimize trial and error, learning cycles, preventing failures, saving customer resource and development cycles.

- Automotive qualified SiC product release (1200V SiC Diode) in 2023
- Automotive qualified SiC product release (1200V SiC MOSFET Gen1 21/80 milli ohm, Gen2 16/40 milli ohm) in 2024
- Automotive qualified SiC products release with Top Side Cooling package (1200V SiC Diode/MOSFET) in 2025

### Key Benefits of Silicon & Silicon Carbide Power Management Devices:

#### Product Market Opportunities:

- Expanding the product range to cover new segments
- Entering new markets or adapting existing products for emerging markets
- Developing customized solutions for specific customers
- Increasing or maintaining market share
- Growing green revenue by offering energy-efficient solutions

#### Internal Capabilities and Organization:

- Upgrading employee skills to meet evolving industry needs
- Enhancing the Company's ability to absorb, process, and analyze knowledge effectively
- Promoting better knowledge sharing and transfer between Hana sister companies
- Improving the efficiency and functionality of the Company's value chain
- Strengthening relationships with external entities, such as other firms and universities
- Increasing business resilience and adaptability to changing market conditions
- Establishing new business models to align with future growth opportunities

#### Economy, Society, and Environment:

- Delivering energy-efficient products that contribute to green revenue for the group
- Supporting the global energy transition towards clean energy, as our end-use products are integral to electric vehicles (EVs), power management systems, renewable energy applications, and more

#### Green Revenue

Our PMS products contributed to more green revenue to the group enhancing the transition to the green economy by saving CO2 emissions as follows.

- In 2023, CO2 emissions were reduced by 8,895 tons CO2eq.
- In 2024, CO2 emissions were reduced by 39,621 tons CO2eq.
- In 2025, CO2 emissions were reduced by 70,752 tons CO2eq.

## 2. Operational Excellence and Digital Transformation

Hana has been advancing its automation and digital transformation journey since 2019, transitioning from conventional manufacturing toward smart manufacturing under the Industry 4.0 framework. This long-term commitment reflects the Company's strategic focus on operational excellence, product quality, and sustainable growth.

By continuously investing in automation, system integration, and data-driven technologies, Hana enhances production efficiency, strengthens quality assurance, and improves responsiveness to evolving customer requirements. These efforts also support the optimization of resource utilization, reduction of operational risks, and mitigation of labor-related challenges, including rising costs and workforce shortages.

#### Strategic Focus

Hana's automation and digital transformation are driven by four key areas:

- **Automation of Manual Processes:** Enhancing quality control and reducing human error to support zero-defect manufacturing
- **Process Streamlining:** Improving production efficiency, speed, and consistency through optimized workflows
- **System Integration:** Enabling machine-to-machine communication for real-time monitoring and operational control
- **Data Analytics:** Leveraging production data to detect abnormalities and support informed decision-making

### Progress and Scale of Implementation (2019-2025)

Since the initiation of its automation program in 2019, Hana has progressively expanded the scale and sophistication of its implementation across key manufacturing sites, including Lamphun, Ayutthaya, and Jiaxing.

Over the years, the Company has:

- Implemented more than 500 automation projects
- Automated over 3,000 machines
- Achieved significant cumulative cost savings
- Enhanced workforce productivity through role transformation and redeployment

This progression reflects a shift from project-based automation to a more integrated and intelligent manufacturing ecosystem.

### Sustainability Contribution

Automation and digitalization initiatives contribute to Hanas sustainability goals by:

- Improving resource efficiency and reducing material waste
- Supporting energy-efficient operations through better process control
- Enhancing workforce capability through upskilling and role transformation
- Strengthening operational transparency and governance through digital systems

Hana will continue to advance its digital transformation by integrating smart technologies and expanding data-driven manufacturing capabilities. These efforts will further enhance competitiveness, resilience, and the Company's ability to deliver sustainable value to stakeholders.

### 3. Use of Advanced Enterprise Resource Planning (ERP) system

Hana has implemented the new SAP S/4HANA ERP system which enables the workflow of information more efficient, enabling cost controlling including increased productivity by reducing time and effort employees need for completing their day-to-day activities, eliminating manual processes, and automating new information fast and in real-time planning, execution, reporting and analytics with the integration and streamlining business functions: sales, planning, purchasing, finance, inventory, and logistics into one central database. A modern ERP system helps Hana to enable innovation, optimize resources, and streamline operations.

### 4. Process Development

Hana Ayutthaya has developed technical competencies encouraging our customers to continue to load significant number of new package development activities in 2025. This implementation has boded very well for the business outlook in 2025 and beyond since all of this development and NPI activities will translate into increased production over the next 12-24 months. We have also continued to file our intellectual property (IP) on some of our custom package developments. Our focus on IP will continue in 2025 and beyond to further differentiate Hana Ayutthaya.

Our technology development focuses on the following key areas:

- **Optical Sensors** We focus the sensor development to build sensor products to be smaller and thinner to sustain our positioning in this area. R&D also focuses on enhancing the working temperature of the sensors to be higher in order to cover more market sectors. In addition, there is also a focus to enhance light sensing to be higher accuracy and precision by implementing high accuracy die placement machine for next generations of sensors in the future.
- **Power Packages** We focus on power package development to have more functionality & thermal efficiency. Packages developed to have multi-chip options as well as different cooling options like bottom side cooling or top side cooling or both sides cooling called dual cool. In addition, there are improvements on isolation developed especially for future and higher voltage requirements. Recently development in this area will fit to market requirement today and future especially SiC wafer, GaN wafer, LowK wafer.

- **Multichip Modules (MCM)** We focus on IC packaging with complex designs to integrate more functionality while trying to reduce also the overall package size. Development in combining different technologies in IC assembly to have multiple systems in a package with multiple active dice, whether stacked die or side-by-side configuration. Development in 2025 mainly focus into copper pillar stack on top of ASIC die for today and future application related to Ai and Precision timing.

- **SIP (System-in-Package)/SMT (Surface-Mount Technology) Modules** Demand for more functionality in a small package size also drives SIP & SMT modules combining technology for IC packaging for active components & SMT package with passive components. These packages also have some additional requirements for its functionality improvement, for example, metal shield for EMI protection. Development in 2025 mainly focuses on reducing solder paste void to be less than 3%, 01005 extra small component as well as 0.25 ball patch BGA and this will help to enable business in this area.

- **Commodity/Standard IC Packages** The commodity or standard IC package also gets to be improved & developed further using new supplier capabilities to increase lead frame/substrate density, combined with new BOM selection to improve capabilities to support latest customer requirements. Development in 2025 will mainly focus on unit level traceability, wettable flange, automotive grade zero and this will help to enable new opportunities aligned to today and future market demand.

Hanas electronic products, particularly ICs, present challenges for manual handling and visual quality checks due to their small size, product variety, and high production volume. Defects can occur at any point on the products and in various sizes.

To address these challenges, Hana Ayutthaya continues to enhance its manufacturing processes by adopting a Smart Manufacturing approach with a zero-error proofing concept, driven by the development of an Equipment Management System (EMS). The in-house EMS, created by Hana development teams, has been successfully deployed across the plant, providing real-time monitoring of equipment status, production output, and product quality. The Poka-Yoke approach has been implemented to prevent errors before they occur, ensuring that defects are avoided from the start. Additionally, an Early Warning System (EWS) has been incorporated to detect key equipment anomalies and provide timely alerts. The advanced traceability system generates paperless logs, supporting troubleshooting and product traceability. This smart manufacturing platform not only increases efficiency and productivity but also eliminates weaknesses, boosts delivery performance, reduces labor, energy, and material usage, and ultimately enhances customer satisfaction.

## 5. Capability Enhancement Projects

In 2025, Hana Jixing continued to strengthen its in-house technological capabilities through the implementation of targeted automation and process enhancement initiatives. These projects were designed to improve production efficiency, ensure consistent product quality, and support scalable operations. Key initiatives included the deployment of bonding verification equipment, label scanning systems, wire color inspection systems, glue thawing control equipment, automated weight verification systems, and a smart baking temperature stability control system.

These advancements contribute to enhanced process reliability, reduced human error, and improved quality control, while enabling faster response to customer requirements. Collectively, they support the Companys commitment to operational excellence, continuous improvement, and sustainable manufacturing practices.

## Information on organizations innovation culture development and promotion process

## Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes  
innovation culture

### INNOVATIVE DEVELOPMENT

Hana is committed to delivering high-quality products and services, consistently prioritizing customer satisfaction through continuous improvement initiatives. The Company fosters a culture of innovation, aiming to create value not only for the business but also for society and the environment. By fostering a culture of innovation, Hana offers its employees opportunities to apply their knowledge, skills, and critical thinking, while also integrating technological expertise. This approach drives the development and enhancement of working processes, equipment, and products, reinforcing the Company's vision of an innovation-driven organizational culture.

Our key innovative developments are outlined as follows:

#### • Machine Automation & Industry 4.0

Hana has continuously invested in manufacturing automation projects to transition traditional manufacturing processes towards Industry 4.0. This shift enhances the Company's competitive edge by improving product quality, increasing operating efficiency, reaching lean production, enhancing employees capabilities, responding to higher customer requirements, managing labor issues regarding both labor costs and labor shortages, as well as reducing waste and environmental impact.

#### Key Automation Strategies:

Below are the key strategies Hana is implementing to transition from manual processes to full automation:

##### 1. Manual to Automation

*Achieving Continuous Quality Control and Zero Defects*

We are automating manual processes to ensure continuous quality control, achieving zero defects at every stage of manufacturing, both in terms of input and output.

##### 2. Streamlining

*Enhancing Efficiency and Production Speed*

The implementation of a shop floor automation system has streamlined our manufacturing process, resulting in faster, more efficient production with enhanced quality.

##### 3. System Integration and Control

*Enabling Seamless Machine-to-Machine Communication*

Machine-to-machine communication is integrated, allowing devices to exchange information seamlessly, optimizing operations and enabling real-time decision-making.

##### 4. Big Data Analysis

*Leveraging Data for Informed Decision-Making*

We use advanced system applications to monitor and control production processes, utilizing data analytics to identify abnormalities and enable high-level decision-making.

#### Summary of Achievements in Manufacturing Automation Projects (Past 3 Years)

Hana has made notable progress in automating its manufacturing processes across its factories in Lamphun, Ayutthaya, and Jiaying. Over the past three years, the Company successfully implemented a variety of automation projects, achieving cost savings and operational improvements as follows.

##### 1. Manual to Automation

Hana implemented 73 projects in 2024, 54 in 2023, and 75 in 2022, automating 529 machines in 2024, 973 in 2023, and 1,190 in 2022. These efforts resulted in cost savings of \$529K in 2024, \$973K in 2023, and \$1.19M in 2022, along with reducing 121 operators in 2024, 53 in 2023, and 108 in 2022. Total investments were \$449K in 2024, \$403K in 2023, and \$1.62M in 2022.

##### 2. Streamline Process Management

In 2024, Hana implemented 6 projects, 9 in 2023, and 5 in 2022, focusing on streamlining process management. These projects led to cost savings of \$632K in 2024, \$0.5K in 2023, and \$142K in 2022, with a reduction of 28 operators in 2024, 2 in 2023, and 8 in 2022. Total investments amounted to \$419K in 2024, with no investment in 2023 and \$80K in 2022.

### **3. System Integration and Control**

Hana implemented 49 projects in 2024, 27 in 2023, and 28 in 2022, focusing on system integration and control. These projects were implemented for 382 machines in 2024, with 117 machines in 2023 and 622 machines in 2022. The total cost savings amounted to \$1.23M in 2024, \$117K in 2023, and \$622K in 2022, while reducing 33 operators in 2024, 3 in 2023, and 4 in 2022. Total investments were \$36K in 2024, \$196K in 2023, and \$80K in 2022.

### **4. Big Data Analysis**

Hana implemented 4 projects in 2023 and 5 in 2022 focused on big data analysis. These projects resulted in cost savings of \$12K in 2023 and \$598K in 2022. While there were no machine implementations or operator reductions in 2024, the total investment in big data analysis projects was \$14K over the three years.

#### **Overall Impact:**

In total, Hana executed 335 projects over the past three years as part of its manufacturing automation efforts. These initiatives resulted in the automation of 1,063 machines, delivering cost savings of \$6 million and the workforce reduction of 360 operators from the total investment \$3.3 million during 2022-2024, highlighting Hana's ongoing commitment to improving efficiency, cutting costs, and enhancing productivity through automation and innovation.

#### **• Use of Advanced Enterprise Resource Planning (ERP) system:**

Hana has implemented the new SAP S/4HANA ERP system which enables the workflow of information more efficient, enabling cost controlling including increased productivity by reducing time and effort employees need for completing their day-to-day activities, eliminating manual processes, and automating new information fast and in real-time planning, execution, reporting and analytics with the integration and streamlining business functions: sales, planning, purchasing, finance, inventory, and logistics into one central database. A modern ERP system helps Hana to enable innovation, optimize resources, and streamline operations.

#### **• Process Development**

Hana Ayutthaya has developed the technical competency encouraging our customers to continue to load significant number of new package development activities in 2024. This implementation has boded very well for the business outlook in 2024 and beyond since all of these development and NPI activities will translate into increased production over the next 12-24 months. We have also continued to file our intellectual property (IP) on some of our custom package developments. Our focus on IP will continue in 2024 and beyond to further differentiate Hana Ayutthaya.

Our technology development focuses on the following key areas:

#### **Optical Sensors:**

We focus the sensor development to build the sensor products to be smaller and thinner to sustain our positioning in this area.

R&D also focuses to enhance the working temperature of the sensors to be higher in order to cover more market sectors. In addition, there is also a focus to enhance the light sensing to be higher accuracy and precision for next generations of applications in the future.

Development in 2024 focused on the following enhanced application.

- Light sensor with light pipe
- Light emitter with light beam from side wall of the chip
- System in package light sensor

#### **Power Packages:**

We focus on power package development to have more functionality & thermal improvement. Packages developed to have multi-chip options as well as different cooling options like bottom side cooling or top side cooling or both sides cooling called dual cool. In addition, there are improvement on isolation developed especially for future and higher voltage requirements.

Development on the enhanced thermal cooling packaging solution take advantage of the Cu-clip with DBC (Direct Bond Copper) technology and exposed pad QFN.

Developments in 2024 focused on implementation of new process capabilities to support Power module devices.

- Implemented Laser grooving process for GaN on Silicon and Low K wafers
- Qualified full cut laser dicing for SiC that eliminates edge chipping
- Qualified Solder die attach for Multi-die GaN modules
- Installed and Qualified Vacuum reflow for better control of solder voids <5%
- Flip Chip and upgraded Cu Clip equipment capability

#### **Multichip Modules (MCM):**

We focus on IC packaging with complex designs to integrate more functionality while trying to reduce also the overall package size. Development in combining different technologies in IC assembly to have multiple systems in a package with multiple active dice, whether stacked die or side-by-side configuration.

New MCM products released to production on various custom package/product designs and complex processes.

- Flip Chip for stack bumped die MEMs on CMOS on 1.1 x 1.2mm DFN package
- Custom product with 5 dies and Ceramic DBC solder attach
- Stack die SiC on Ceramic Direct Plated Copper for automotive application

#### **SIP (System-in-Package)/SMT (Surface-Mount Technology) Modules:**

Demand for more functionality in a small package size also drives SIP & SMT modules combining technology for IC packaging for active components & SMT package with passive components. These packages also have some additional requirements for its functionality improvement, for example, metal shield for EMI protection.

#### **Commodity/Standard IC Packages:**

The commodity or standard IC package also gets to be improved & developed further using new supplier capabilities to increase lead frame/substrate density, combined with new BOM selection to improve capabilities to support latest customer requirements.

Introduction of new optimized BOM set per MSL capability to meet customer product reliability requirement will be able to provide cost effective solution.

- Ultra-high density LF for QFN and selected Leaded packages
- Brown oxide roughening to replace roughened PPF LF on QFN and SOIC
- Alternate BOM set for adhesive epoxy, Copper wire, and mold compound
- Continuous Improvement in Manufacturing

Hanas electronic products, particularly ICs, present challenges for manual handling and visual quality checks due to their small size, product variety, and high production volume. Defects can occur at any point on the products and in various sizes. To address these challenges, Hana Ayutthaya continues to enhance its manufacturing processes by adopting a Smart Manufacturing approach with a zero-error proofing concept, driven by the development of an Equipment Management System (EMS). The in-house EMS, created by Hana development teams, has been successfully deployed across the plant, providing real-time monitoring of equipment status, production output, and product quality. The Poka-Yoke approach has been implemented to prevent errors before they occur, ensuring that defects are avoided from the start. Additionally, an Early Warning System (EWS) has been incorporated to detect key equipment anomalies and provide timely alerts. The advanced traceability system generates paperless logs, supporting troubleshooting and product traceability. This smart manufacturing platform not only increases efficiency and productivity but also eliminates weaknesses, boosts delivery performance, reduces labor, energy, and material usage, and ultimately enhances customer satisfaction.

#### **• Capability Enhancement Projects**

Hana Jiaxing has enhanced its in-house capabilities with several key automation projects in 2024 to improve productivity and quality. These include automating material deliveries through AGVs (Automated Guided Vehicles) to optimize handling and manpower allocation, upgrading Low Pressure Overmoulding (LPMS) equipment with improved cooling and resin handling, implementing automatic solder paste thawing with integrated control and label outputs,

and developing an auto label scanning system for better traceability and efficiency. These initiatives collectively enhance operational efficiency, quality assurance, and responsiveness to customer needs.

## Information on innovation development benefits and research and development (R&D) expenses

### Benefits of innovation development

#### Financial benefits<sup>(4)</sup>

Does the company measure the financial benefits : Yes  
from innovation development?

	2023	2024	2025
Cost reduction resulting from the innovation development of process (Baht)	1,816,393.00	1,832,965.00	1,526,552.00

Remark: <sup>(4)</sup> Paperless Solution Project

#### Non-financial benefits

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

	2023	2024	2025
CO2 emissions reduction (Metric tonnes of carbon dioxide equivalent)	8,895.00	39,621.00	70,752.00

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