



ESG Performance Report for Listed Companies in 2024

HANA MICROELECTRONICS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

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ESG Performance

Company Name : HANA MICROELECTRONICS PUBLIC COMPANY LIMITED

Symbol : HANA

Market : SET

Industry Group : Technology

Sector : Electronic Components

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management, Renewable/Clean Energy Management, Water resources and water quality management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management

[Hana's Environmental Policy and Guidelines](#)

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.

We aim to:

- 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 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 organization's 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 : Yes
over the past year

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), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO)

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Major focus areas of energy consumption reduction projects are as follows:

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, Hana's factories implement energy conservation projects to optimize electricity usage and contribute to environmental sustainability.

For 2024, Hana continues its commitment to energy conservation with a series of energy efficiency initiatives, including:

- **VSD for Energy Savings:** The installation of Variable Speed Drives (VSDs) for energy savings has optimized energy use across various systems, including air compressor cooling pumps, chiller cooling pumps, vacuum pumps, and UF pumps. Additionally, VSDs have also been added to multiple Air Handling Unit (AHU) fan motors to regulate airflow efficiently based on demand, minimizing energy consumption, and enhancing overall energy savings.
- **Cooling and Air Conditioning Improvements:** Upgrading cooling tower fans to more energy-efficient models have successfully reduced both energy consumption and greenhouse gas emissions. Additionally, replacing traditional air conditioning systems with inverter-based units has improved energy efficiency, reduced electricity consumption, and enhanced cooling performance.
- **Technology Upgrade:** Upgrading to high-efficiency air compressors has further improved energy savings and reduced emissions. The installation of ultra high-efficiency LEDs and VSD speed control optimizes energy use across operations. Hana also optimized air compressor operations during weekends and addressed CDA leakage through enhanced water separators, boosting energy efficiency.
- **Heat Recovery and System Optimization:** The installation of heat recovery units has enabled the capture and reuse of waste heat, leading to reduced energy consumption. Additionally, optimizing chiller water temperature settings and adjusting steam pressure in boilers have enhanced energy efficiency and reduced CNG consumption.
- **Energy Conservation:** Fostering values and promoting awareness of energy-efficient use by ensuring that machines, lights, gas, and water are turned off when not in use, including air conditioning and lighting during breaks or outside office hours. This also includes turning off non-essential equipment without disconnecting critical systems and ensuring that RO water continues to flow for processes that require it during idle times.

These initiatives collectively enhance operational efficiency, reduce environmental impact, and support Hana's sustainability goals by cutting both energy costs and emissions.

Renewable Energy Strategy: Hana recognizes the importance of renewable energy in ensuring a sustainable environment and mitigating climate change. Since 2020, we have integrated solar energy into our operations by installing solar panels on the roofs of our factories in Lamphun and Ayutthaya. These initial installations marked the beginning of our commitment to renewable energy, and we have continuously expanded our efforts since then.

In 2024, we further enhanced our renewable energy infrastructure by adding additional solar panels across three more factories in Lamphun, Ayutthaya, and our Jiaying facility. This expansion increased our solar energy capacity to a total of 10.6 MW, up from 5.8 MW in 2023, demonstrating a substantial growth in our renewable energy commitment.

Our focus on renewable energy is a key part of our climate change mitigation strategy, and we are dedicated to continually increasing the share of clean energy in our operations. This integration of renewable energy into our business practices supports our sustainability goals, reduces our reliance on non-renewable power sources, and lowers our carbon footprint.

Looking ahead, Hana plans to continue expanding its use of renewable energy through additional projects in 2025 and the near future. We are committed to exploring and implementing innovative renewable energy solutions that align with our long-term environmental objectives 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⁽¹⁾

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

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 40%

Remark: ⁽¹⁾ 2020: Energy Intensity Reduction
2030: 40% Energy Intensity Reduction

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2024, the Company and its subsidiary in Thailand aimed for 18% reduction in energy intensity across operations. While progress was made, the overall performance fell short of the target, achieving a total reduction of 14%. This outcome varied between the two factories: Hana Lamphun achieved a significant reduction, while Hana Ayutthaya saw a more modest reduction.

Key Points for the 2024 Performance:

- Hana Lamphun, as the Company, exceeded expectations with a 33% reduction in energy intensity, demonstrating the successful implementation of energy-efficiency measures and the effectiveness of the facility's energy management programs.
- Hana Ayuthaya, as a subsidiary, faced challenges in meeting the target, with a less significant reduction. Contributing factors included operational challenges, external variables, and the impact of lower sales, which reduced economies of scale and made energy reduction efforts more difficult as fixed costs were spread across lower production volumes.

Although 2024 presented challenges for the subsidiary, the overall energy reduction across both factories is still considered a success in moving towards the long-term goal of a 40% reduction in energy intensity by 2030.

Energy Management and SDGs Alignment:

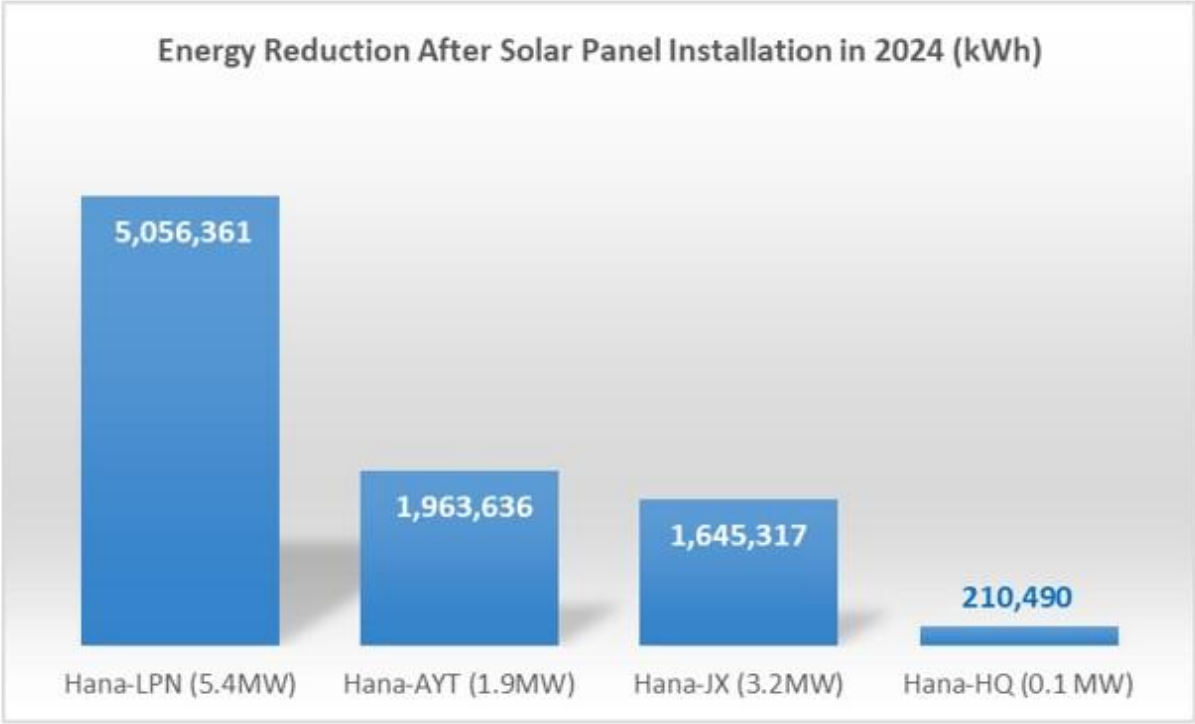
Hana’s energy management initiative projects align with the following United Nations Sustainable Development Goals (SDGs):

- Goal 7: Affordable and Clean Energy by increasing the share of renewable energy in our operations, we provide clean and affordable energy alternatives, reducing non-renewable power sources.
- Goal 9: Industry, Innovation, and Infrastructure by investing in energy-efficient technologies and sustainable industrial practices foster innovation and promote sustainable infrastructure.
- Goal 12: Responsible Consumption and Production by minimizing waste and optimizing resource use, and promoting

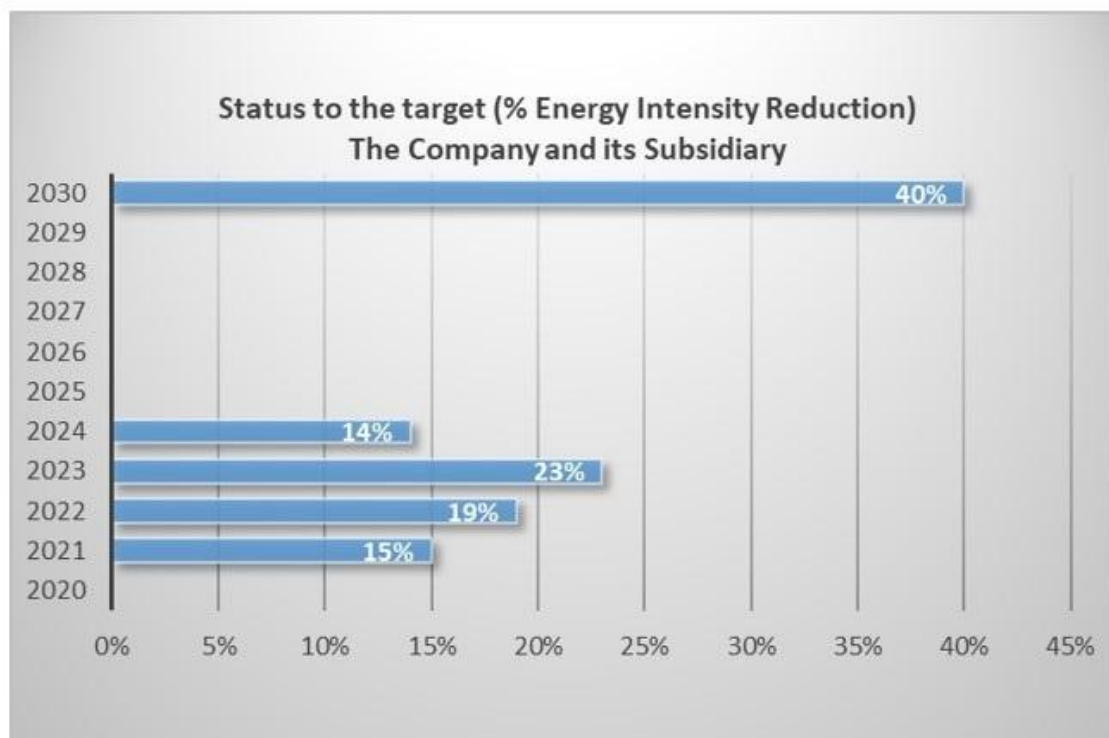
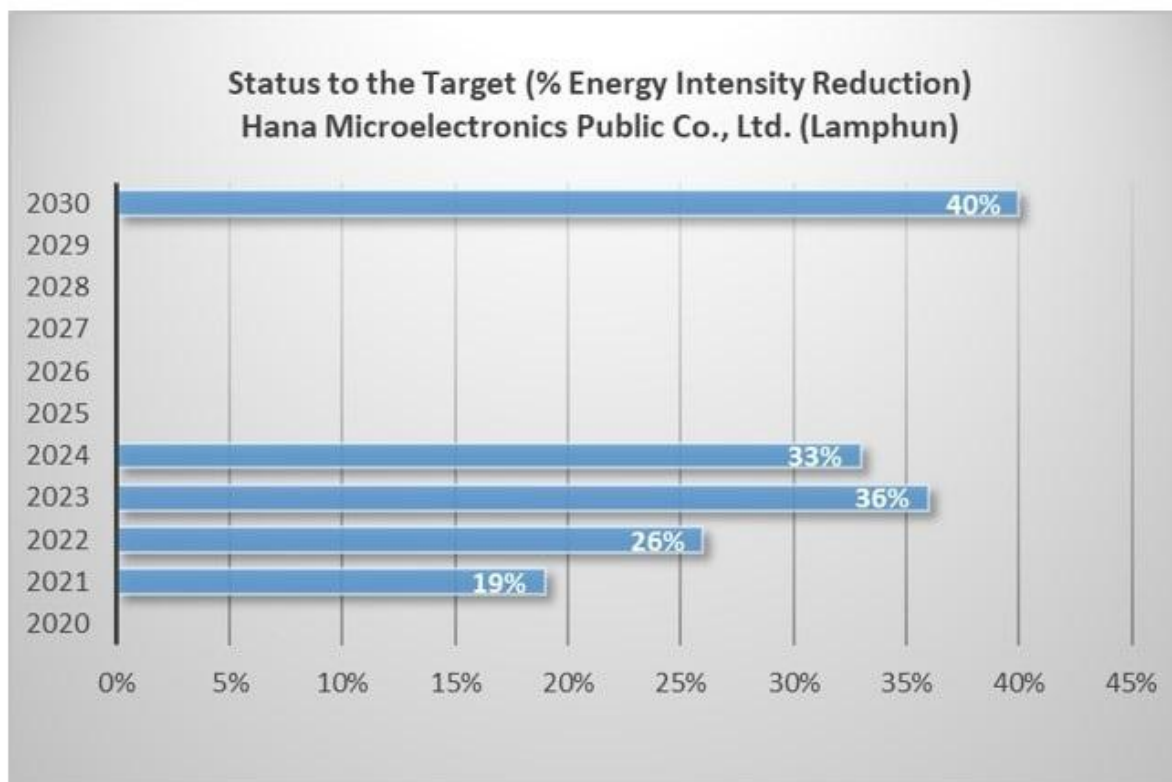
responsible consumption.

- Goal 13: Climate Action by reducing emissions and improving energy efficiency, directly contributing to climate change mitigation and lowering our carbon footprint.
- Goal 16: Peace, Justice, and Strong Institutions by adhering to good governance practices, ensuring regulatory compliance, transparency, and accountability in all our energy management efforts.

Diagram of performance and outcomes in energy management



Year	Energy intensity			Target	Performance
	(kWh: Million THB of Sale Revenue)				
	Hana Lamphun	Hana Ayutthaya	Total		
2020 (base year)	5,859	13,966	19,825		
2021	4,749	12,121	16,870	-5%	-15%
2022	4,332	11,631	15,963	-10%	-19%
2023	3,765	11,427	15,192	-14%	-23%
2024	3,941	13,054	16,995	-18%	-14%



Information on electricity management

Company's electricity consumption (*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	155,855,603.66	133,489,537.94	128,367,146.90
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	151,684,279.10	128,902,049.00	121,402,465.40
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	4,171,324.56	4,587,488.94	6,964,681.50
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	46,887.97	42,881.32	42,590.29

Additional explanation : ⁽⁹⁾ Exclude electricity consumption outside of the Company

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water Quality Measures: The Company tracks key water-related metrics, including water consumption, wastewater volume, water balance, water use intensity, and wastewater intensity. These metrics are continuously reviewed and improved each year to enhance water quality management.

The wastewater treatment system is monitored daily, with regular checks on the quality of the effluent discharged from the factory. Monthly reports are generated to ensure that the wastewater treatment process is compliant with regulatory standards and consistently meets or exceeds government requirements. This proactive approach helps maintain high-quality water discharge and supports our commitment to environmental responsibility.

Water Resource Management: The Company has implemented the 3Rs strategies of water conservation: Reduce, Reuse, and Recycle to minimize water consumption and wastewater discharge across its operations.

- **Water Reduce:** We have taken significant steps to minimize water usage by optimizing machine water flow and adjusting system pressure. Our "Zero Chemical Usage" project has successfully reduced drainage from the cooling tower system. Additionally, we have upgraded the chiller system to further reduce water consumption. In 2024, we continue implement further measures to decrease water consumption in the Scrubber and Cooling Tower Systems. These include switching to low conductivity make-up water, extending water cycle times, and adjusting conductivity and pH blowdown set points. Moreover, we installed an RO concentrated water recovery system, which recycles up to 200 cubic meters of RO water per day by passing RO concentrated water through Reverse Osmosis membranes.

- **Water Reuse:** In alignment with our sustainability goals, we have placed a strong focus on water reuse across various processes. We reuse wastewater from our RO and DI (Deionized) supply systems by treating and integrating RO and DI reject water back into production lines. This process ensures that we are efficiently utilizing water resources, reducing the need for fresh water from external sources. Additionally, we collect rainwater in the gutters around our factory, which is then used for landscaping and gardening purposes. This further reduces our reliance on city water and helps us manage water more sustainably.

- **Water Recycle:** Hana enhances water conservation efforts by implementing advanced water recycling systems throughout its operations. This includes improving wastewater quality through a Reverse Osmosis (RO) system, which allows treated wastewater to flow back into the chilled water loop, Wet Scrubber System, and plant watering systems. Furthermore, we recycle wastewater from RO brine and retreat it through Reverse Osmosis (RO) for reuse. Wastewater from the sawing production process is also re-treated using an Ultrafiltration (UF) system and reused in the air-conditioning cooling tower system. We have installed ultrafiltration in our wastewater system to further reduce reliance on city water by reusing wastewater across various processes. This initiative not only minimizes the consumption of city water but also supports the sustainable use of water within the manufacturing process.

Information on setting goals for water management

Setting goals for water management⁽²⁾

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 45%

Remark: ⁽²⁾ 2020: Water Intensity Reduction
2030: 45% Water Intensity Reduction

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Hana has made progress in reducing water intensity since 2020, with consistent improvements over the years:

- In 2021, Hana Lamphun and Hana Ayutthaya achieved a 13% reduction in water intensity compared to the target 5% reduction from the base year (2020), setting a strong foundation for further improvements.
- In 2022, water intensity reduction increased to 17%, exceeding the 10% target and reflecting the Company's continued commitment to water efficiency initiatives.
- In 2023, Hana achieved a more reduction, reaching 27% in water intensity savings from 15% target, showcasing the effectiveness of implemented water-saving measures.
- In 2024, the reduction slightly decreased to 24% from 20% target. This decrease can be attributed to various operational challenges, but the reduction still represents a meaningful achievement compared to previous years.

Hana's target for 2030 is a 45% reduction in water intensity. Despite the minor setback in 2024, the Company remains focused on achieving this long-term goal through continuous improvements in water management strategies.

Water Management and SDGs Alignment:

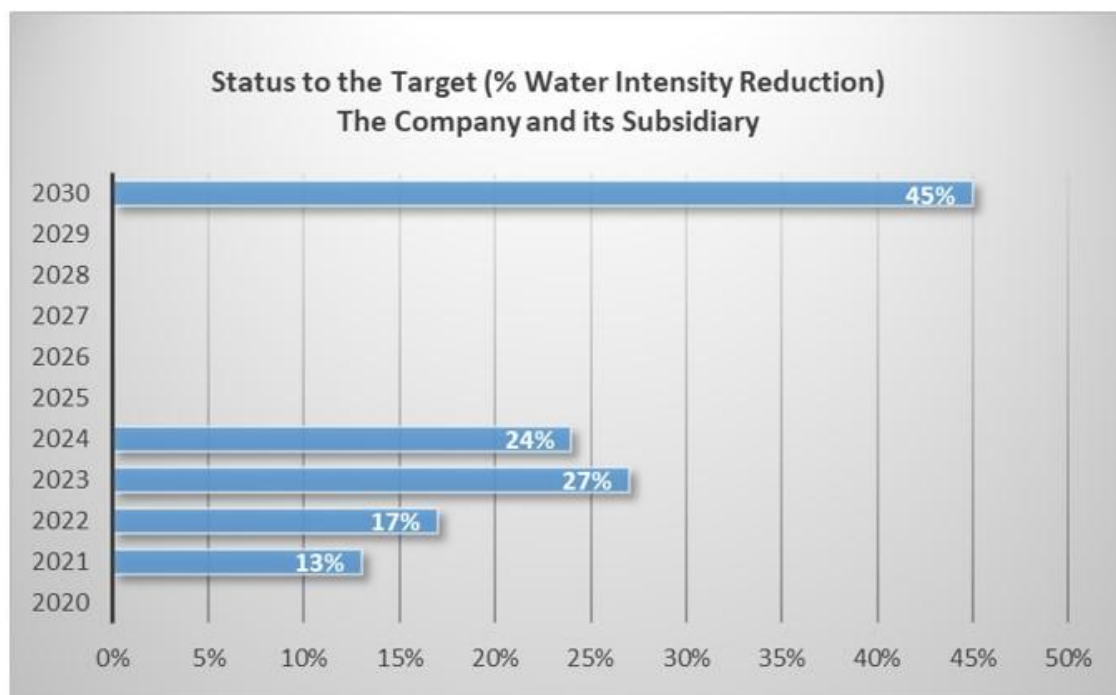
Hana's water management initiative projects align with the following United Nations Sustainable Development Goals (SDGs):

- SDG 6: Clean Water and Sanitation by reducing water consumption, reusing and recycling water, and improving wastewater treatment directly support SDG 6.
- SDG 9: Industry, Innovation, and Infrastructure by investing in advanced water treatment technologies, such as Reverse Osmosis and Ultrafiltration systems, aligns with SDG 9 in driving innovation in water management processes.
- SDG 12: Responsible Consumption and Production by applying the 3Rs strategy: Reduce, Reuse, Recycle, supports responsible production practices by minimizing water waste and promoting sustainable resource use.
- SDG 13: Climate Action by executing efficient water management, such as reducing water consumption and improving wastewater treatment, can reduce the Company's carbon footprint and support climate change mitigation efforts by promoting sustainability across operations.

By integrating water-saving technologies and reducing environmental impact, Hana's water management contributes to global sustainability goals, reinforcing the Company's commitment to long-term environmental stewardship.

Diagram of performance and outcomes in water management

Year	Water Consumption (Cubic Meters per Million THB of Sale Revenue)			Target	Performance
	Hana Lamphun	Hana Ayutthaya	Total		
2020 (base year)	48.72	130.30	179.02		
2021	32.30	123.57	155.87	-5%	-13%
2022	28.46	119.32	147.78	-10%	-17%
2023	26.55	103.53	130.08	-15%	-27%
2024	26.72	109.15	135.87	-20%	-24%



Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	1,403,425.00	1,102,566.00	689,533.00
Water withdrawal by third-party water (cubic meters)	1,403,425.00	1,102,566.00	689,533.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	422.21	354.18	228.78
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.05	0.04	0.03

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

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	80.00	80.00	80.00
Total wastewater discharge (cubic meters)	330,627.38	317,300.08	303,537.40
Wastewater discharged to third-party water (cubic meters)	330,627.38	317,300.08	303,537.40

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	1,072,797.62	785,265.92	385,995.60

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	440,797.00	447,929.00	452,613.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.03879146	0.02953142	0.01517093

Additional explanation : ^(*) 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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Hana 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 - 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 – Hana's waste and pollution management plan is an ongoing process of continuous improvement, ensuring that the organization's 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⁽³⁾

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">• Reuse• Recycle• Landfilling• Incineration with energy recovery• Incineration without energy recovery
Reduction of waste generation Waste type: Hazardous waste	2020	2030 : Reduced by 40%	<ul style="list-style-type: none">• Reuse• Recycle• Landfilling• Incineration with energy recovery• Incineration without energy recovery

Remark: ⁽³⁾ 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 : Yes
management

Waste and pollution management performance in 2024:

Waste Generation Intensity (Kg per Million THB of Sale Revenue): Waste generation has consistently decreased since the base year (2020). In 2024, the combined performance of Hana Lamphun and Hana Ayutthaya resulted in a total reduction of 32%, significantly surpassing the target reduction of 18%.

- 2021: A 5% reduction in waste generation was achieved compared to the base year.
- 2022: A 19% reduction was achieved, exceeding the target of 10%.
- 2023: A 30% reduction was achieved, surpassing the 14% target.
- 2024: The total reduction reached 32%, exceeding the target of 18%.

This consistent progress shows Hana's strong commitment to reducing waste generation across its operations, successfully surpassing all set targets.

Waste Recovery: The amount of waste recovered for reuse reached 87.5% of the total waste, surpassing the target of 80%.

Air Emissions: Air emission discharge quality met all performance targets, ensuring that discharge did not exceed the established limit standards.

Effluent Wastewater: The quality of effluent wastewater at all discharge points met performance targets, with no exceedance of the wastewater discharge limit standards.

Zero Spills: There were zero oil and chemical spills.

Landfill Waste Reduction: Landfill waste was reduced by 58%, surpassing the 2024 target of 40%.

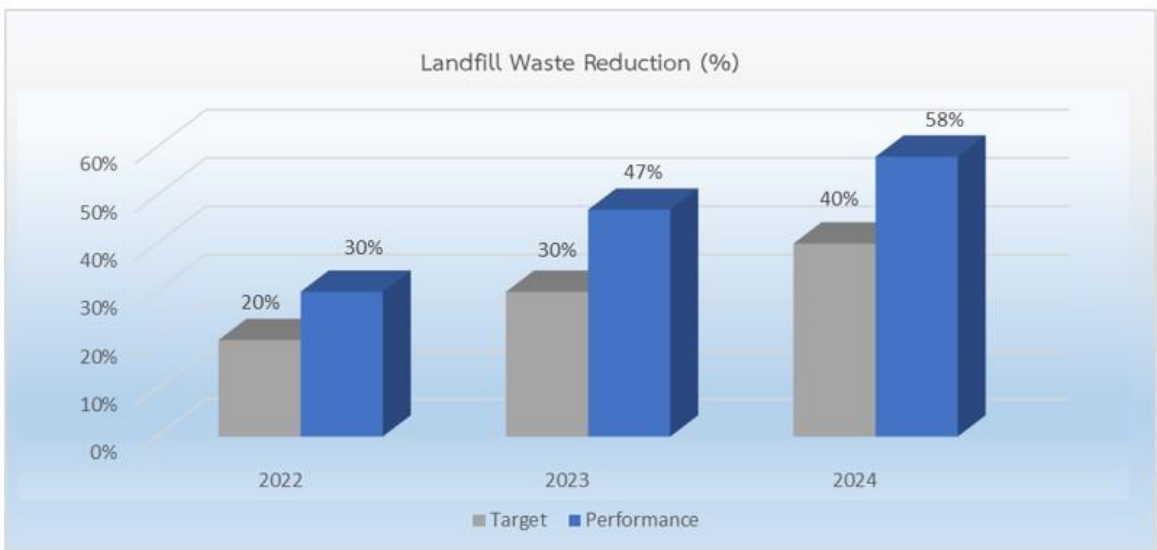
Waste Management and SDGs Alignment:

Hana’s waste management initiative projects align with the following United Nations Sustainable Development Goals (SDGs):

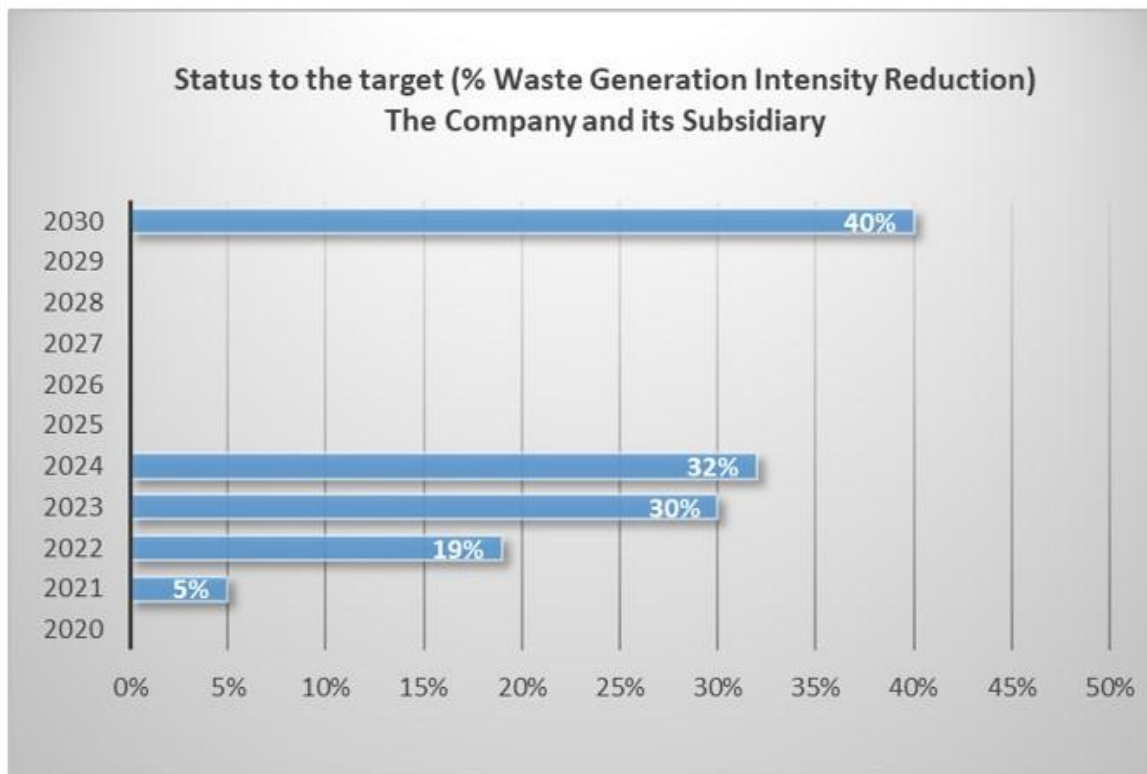
- SDG 3: Good Health and Well-being by controlling air pollution, improving air quality and reducing harmful emissions to help protect the health of its workforce and the surrounding community
- SDG 6: Clean Water and Sanitation by ensuring availability and sustainable management of water and sanitation for communities and industries.
- SDG 9: Industry, Innovation, and Infrastructure by adopting technology and innovation to manage waste and pollution, building resilient infrastructure, and promoting sustainable industrialization.
- SDG 12: Responsible Consumption and Production by promoting sustainable consumption through the 3Rs strategy: Reduce, Reuse, Recycle, to minimize waste generation, optimize resource use, and enhance recycling processes, ensuring that operations are environmentally responsible and resource-efficient.
- SDG 13: Climate Action by reducing waste, increasing recycling, and generating energy from waste which calls for action to combat climate change.
- SDG 17: Partnerships for the Goals by collaborating with licensed waste disposal companies authorized by the Ministry of Industry to ensure the safe handling and disposal of hazardous waste, which focuses on strengthening global partnerships to achieve the SDGs.

Hana’s waste management plan demonstrates its alignment with key SDGs, contributing to environmental sustainability, resource efficiency, and public health. By integrating innovative solutions, optimizing waste reduction, and enhancing reusing and recycling processes, minimizing its environmental footprint.

Diagram of performance and outcomes of waste management



Year	Waste Generation (Weight in Kg per Million THB of Sale Revenue)			Target	Performance
	Hana Lamphun	Hana Ayutthaya	Total		
2020 (base year)	57.32	231.66	288.98		
2021	61.38	214.12	275.50	-5%	-5%
2022	43.29	189.36	232.65	-10%	-19%
2023	38.30	163.61	201.91	-14%	-30%
2024	36.39	161.01	197.40	-18%	-32%



Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	2,205,930.04	1,679,394.85	1,411,533.00
Total non-hazardous waste (kilograms)	1,902,667.04	1,409,452.85	1,183,088.30
Non-hazardous waste - Landfilling (Kilograms)	548,216.20	153,230.50	156,778.70
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	1,354,450.84	1,256,222.35	1,026,309.60
Total hazardous waste (kilograms)	303,263.00	269,942.00	228,444.70

	2022	2023	2024
Hazardous waste - Landfilling (Kilograms)	25,540.00	19,226.00	15,213.00
Hazardous waste - Incineration with energy recovery (Kilograms)	100,555.00	87,840.00	45,095.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste – Others (kilograms)	177,168.00	162,876.00	168,136.70
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.08	0.06	0.06
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.07	0.05	0.05
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.01	0.01

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

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

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	1,495,468.84	1,381,717.35	1,144,781.30
Reused/Recycled non-hazardous waste (Kilograms)	1,354,450.84	1,256,222.35	1,026,309.60
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	1,354,450.84	1,256,222.35	1,026,309.60
Reused/Recycled hazardous waste (Kilograms)	141,018.00	125,495.00	118,471.70
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	141,018.00	125,495.00	118,471.70
Percentage of total reused/recycled waste to total waste generated (%)	67.79	82.27	81.10
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	71.19	89.13	86.75
Percentage of reused/recycled hazardous waste to hazardous waste (%)	46.50	46.49	51.86

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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company’s greenhouse gas management plan : Yes

To reduce the carbon footprint of its operations and value chain, Hana is committed to adopting an integrated approach to mitigate greenhouse gas (GHG) emissions, aiming for a sustainable low-carbon economy by 2030. Our strategy focuses on improving operational efficiency, adopting renewable energy, and building industry partnerships to promote sustainable practices. Our greenhouse gas emission management efforts include:

Energy Conservation: Hana is committed to energy conservation through Industry 4.0 initiatives that enhance production process technologies and optimize energy use. By implementing automation systems and utilizing advanced data analytics, we streamline workflows, increase productivity, and maximize resource utilization while reducing waste and costs. In addition, we actively reduce greenhouse gas emissions, playing a key role in supporting sustainable operations that are both energy-efficient and environmentally friendly.

Improving Operational Efficiency: Hana is committed to enhancing energy efficiency across its operations through various initiatives, including the improvement of more efficient machinery and equipment, energy-saving programs, optimization projects for various systems in the factory, and initiatives to enhance the capabilities and teamwork of personnel to address issues and develop the organization through QCC group activities. These efforts help reduce energy consumption, lower greenhouse gas emissions, and support Hana’s sustainability goals by improving operational efficiency and minimizing environmental impact.

Renewable Energy Integration: The major source of greenhouse gas emissions in our operations comes from electricity consumption in production and supporting functions. In 2020, we initiated the installation of solar panels on the roofs of our factories in Thailand as part of our strategy to mitigate environmental impacts. In 2024, we approved an investment of THB 104 million to further expand renewable energy by installing additional solar rooftops at Hana Lamphun, Hana Ayutthaya, and Hana Jiaxing factories. This move supports our goal of increasing renewable energy in our operations.

Carbon Credit Projects: We aim to implement carbon credit initiatives to offset emissions, actively supporting global efforts to mitigate climate change and advancing towards a low-carbon economy and society.

ISO and Environmental Certifications: Hana continues to adhere to international standards, including ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety), as part of our commitment to environmental stewardship. We are also pursuing future relevant standards to ensure the sustainability of our operations.

Strategic Partnerships: Hana collaborates with external partners, such as the Industrial Estate Authority of Thailand (IEAT), to join greenhouse gas reduction networks. We aim for carbon neutrality in line with the national policies on climate change and the United Nations Framework Convention on Climate Change (UNFCCC). We are also involved in the pilot project “GHG Reduction for Net Zero Emissions” led by the Thailand Greenhouse Gas Management Organization (TGO).

Carbon Footprint Monitoring and Reporting: To reduce environmental impacts and ensure the reliability of greenhouse gas emissions data, the Company and its subsidiaries in Thailand have been arranging the organization's carbon footprint report. In 2024, marking the fourth year, the report is prepared in accordance with the Greenhouse Gas Emission and Removal Reporting Standards set by the Greenhouse Gas Management Organization (TGO), and has been audited by registered verifiers with TGO. This report will serve as a guide for the Company in identifying effective strategies to reduce

greenhouse gas emissions.

Through this integrated approach, Hana aims to meet its target of a low-carbon economy by 2030, focusing on operational efficiency, renewable energy adoption, and continuous GHG reduction. Our proactive approach in measuring, reducing, and reporting GHG emissions demonstrates our dedication to creating a sustainable future while meeting global climate objectives.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Other Greenhouse Gas Emission Reduction Target

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 1,517.00 tCO ₂ e	2024 : Reduced by 18% in comparison to the base year	2030 : Reduced by 40% in comparison to the base year
Scope 2	2020 : Greenhouse gas emissions 63,136.00 tCO ₂ e	2024 : Reduced by 18% in comparison to the base year	2030 : Reduced by 40% in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Hana's GHG Emission Intensity Reduction:

Hana is committed to reducing its environmental impact and supporting global efforts to combat climate change. As part of its environmental sustainability goals, the Company has set a target to reduce the greenhouse gas (GHG) emission intensity for Scope 1 and Scope 2, measured in tons of CO₂e per million baht of sales revenue. The Company aims for an 18% reduction in 2024 and a goal of 40% reduction by 2030, with 2020 as the base year.

Since 2020, Hana has made progress in reducing GHG emission intensity against the target for scope 1 and scope 2 emissions as follows:

- 2021: Achieved a 14% reduction compared to 2020, surpassing the target of 5%.
- 2022: Achieved a 22% reduction compared to 2020, exceeding the 10% target.
- 2023: Achieved a 26% reduction compared to 2020, surpassing the 14% target.
- 2024: Achieved an 18% reduction compared to 2020, meeting the 18% target. However, this marks a slight setback compared to the previous year's 26% reduction.

Despite the 2024 performance below the previous year's achievement, the overall trend since 2020 demonstrates Hana's continued commitment to reducing GHG emissions and its continued progress toward reaching its 40% reduction target by 2030.

GHG Emission Management and SDGs Alignment:

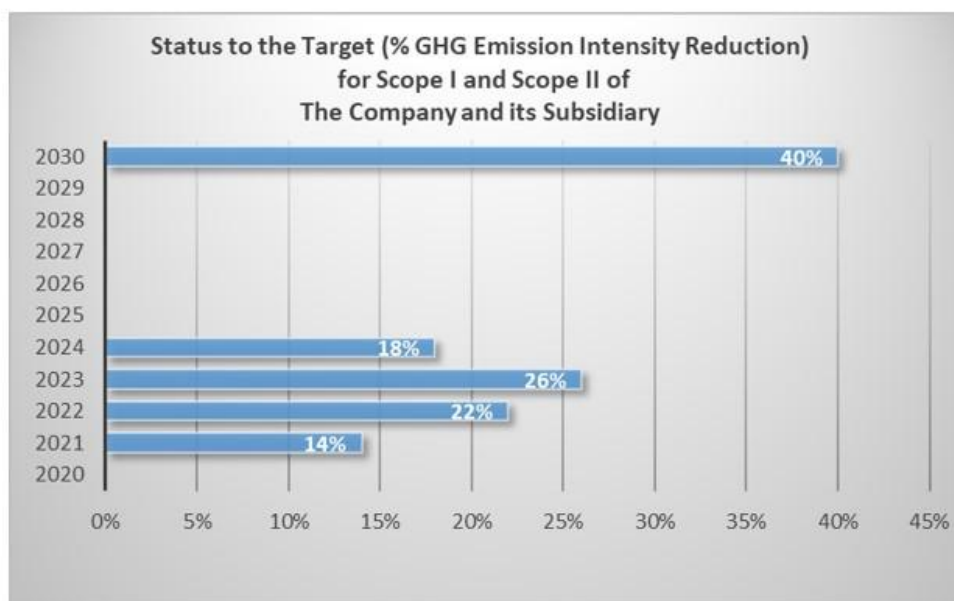
Hana's greenhouse gas emission management contributes directly to the following United Nations Sustainable Development Goals (SDGs):

- SDG 3: Good Health and Well-being by controlling pollution and minimizing harmful emissions from production processes, Hana helps mitigate the risks associated with pollution, leading to healthier lives for employees and surrounding communities.
- SDG 6: Clean Water and Sanitation by implementing resource conservation efforts that ensure the availability and sustainable management of natural resources and sanitation.

- SDG 7: Affordable and Clean Energy by adopting renewable energy through advancing the transition to clean energy. This contributes to the reduction of greenhouse gas emissions, helps minimize reliance on fossil fuels, and supports affordable and sustainable energy practices within the Company and its supply chain.
- SDG 9: Industry, Innovation, and Infrastructure by investing in energy-efficient technologies and sustainable production processes, including process automation and renewable energy adoption, supports the development of resilient infrastructure and innovative industrial practices.
- SDG 12: Responsible Consumption and Production by reducing waste generation, promoting recycling, and reducing the environmental impact of its operations
- SDG 13: Climate Action by reducing greenhouse gas emissions and planning for carbon offset projects, Hana is actively supporting global efforts to mitigate climate change and working towards low-carbon economy.
- SDG 17: Partnerships for the Goals by collaborating with external partners to drive greenhouse gas reduction and promoting sustainability on a larger scale.

Diagram of performance and outcomes in greenhouse gas management

GHG Protocol	Greenhouse Gas Emission (Ton CO ₂ eq)					
	2022 (Verified)		2023 (Verified)		2024 (Verified)	
	Hana-LPN	Hana-AYT	Hana-LPN	Hana-AYT	Hana-LPN	Hana-AYT
Scope 1 - Direct emission	502	1,125	500	381	467	1,718
Scope 2 - Indirect emission	23,271	42,992	22,022	34,709	21,479	31,296
	23,773	44,117	22,522	35,090	21,946	33,014
Total ESG emission of Hana Thailand factories	67,890		57,612		54,960	



Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	23,773.00	22,522.00	21,946.00

	2022	2023	2024
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	502.00	500.00	467.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	23,271.00	22,022.00	21,479.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.000860	0.000847	0.000863
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	7.15	7.23	7.28

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 emissions : Yes

List of greenhouse gas verifier entity : Other : Assoc. Prof. Dr. Sate Sampattagul and Mr. Varoon Raksakulkan, Research Unit for Energy Economics & Ecological management, Multidisciplinary Research Institute, Chiang Mai University

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

Absorption and removal of Greenhouse Gas

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ESG Performance

Company Name : HANA MICROELECTRONICS PUBLIC COMPANY LIMITED Symbol : HANA

Market : SET Industry Group : Technology Sector : Electronic Components

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 the business with social responsibility to reduce the impacts arising from the 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.

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

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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
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Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	Yes
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Human Rights Due Diligence

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 (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.

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 reserves as a guiding tool to govern the Company's operations, ensuring respect for human rights across all stakeholders in the value chain.

The Human Rights Policy applies to all activities and all employees of the Company, 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

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

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
- 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

3.2.1 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 system 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
- 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.
- 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 (RBA) Code of Conduct, and rules and regulations
- Develop and implement occupational health and safety management system 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 Bangkhen, Khet Laksi, Bangkok 10210
- **Email:**
 1. Chairman of the Board of Directors and the Audit Committee: john@ntasset.com
 2. Chairman of Risk Management Committee: terry@hanabk.th.com
 3. Chief Executive Officer: richardh@hanabk.th.com
 4. Corporate HR Business Partner Sr. Director: tappawong@hanabk.th.com
 5. Corporate Secretary and Head of Internal Audit Department: 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

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.

2024 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 2024.

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	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 partner's rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
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, Child labor, Occupational health and safety in workplace, Others : Conflict-Free Minerals Sourcing, Women in the Workplace, Disability Inclusion 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 (UNGP) 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 supports the principles of equal opportunities in employment, promotion or termination and is opposed to all forms of discrimination, including those on the grounds of race, nationality, color, religion, gender, age, disability, marital status, political affiliation, union membership, or any other status protected by the country laws.

All employees will be treated as individuals solely according to their ability to meet job requirements. The Company has implemented the procedures starting with the recruitment process by not having on the employment application form any requirement for candidates to complete the specific information of age, religion, gender, nationality, and disability in order to avoid discrimination in hiring.

Child Labor - Hana has a policy of prohibition of employment of children below the legal age in each country we operate and do not support child labor within our supply chain which is in line 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 or industries in which electronics is a key component and its supply chain are safe for employees. Child labor is not to be used in 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 children education allowance for children of low income employees.

Employee Remuneration - The Company has a policy on remuneration and welfare for employees.

The employee performance appraisal is used as a method for regular review of an employee's 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 the 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 Company's 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 employee's 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
- Outstanding employee 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 employee training on hypertension and high cholesterol, cancer in women, pulmonary tuberculosis, and training for pregnancy and childcare
- Provide 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 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 the morale and pride of employees who are dedicated to working with the Company for long time and are the 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 employee's 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 works, within the framework of support provided by the organization. This is to ensure that the employees have the competences to perform their jobs effectively and to encourage the employees to maximize their potential and contribution supporting the overall strategic business plan and objectives in short and long term. Besides, the Company has provided the employees of all levels the 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 need 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 result 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 18000 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 2024, 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)
• Employee training and development	Training Hours Per Employee Per Year: target 50 hours	2024: -	2024: target 50 hours
• Occupational health and safety in workplace	Workplace Accident: Target 0 cases	2024: -	2024: Target 0 cases
• Others : Employee Satisfaction	Employee Satisfaction: Target 78%	2024: -	2024: Target 78%
• Others : Employee Engagement in Organizational Innovation	Employee Engagement in Organizational Innovation towards Hana 4.0 Roadmap	2024: -	2024: Target 80%

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 2024, 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 2024 is as follows.

Total Number of Employees by Position and Gender (Person)

- Female Executive: 2
- Male Executive: 6
- Female Management: 76
- Male Management: 130
- Female Employee: 3,797
- Male Employee: 1,764

Employee Information by Company and Subsidiary:

Hana Microelectronics Public Co., Ltd

- Female Executive: 1
- Male Executive: 3
- Female Management: 39
- Male Management: 58
- Female Employee: 2,018
- Male Employee: 895

Hana Semiconductor (Ayutthaya) Co., Ltd.

- Female Executive: 1
- Male Executive: 3
- Female Management: 37
- Male Management: 72
- Female Employee: 1,779
- Male Employee: 869

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)

2024:

- Hana Microelectronics Public Co., Ltd. - 33 : 3,014
- Hana Semiconductor (Ayutthaya) Co., Ltd. - 53 : 2,761
- Total Hiring People with Disabilities - 86 : 5,775
- Total Payment to the Fund for Empowerment of Persons with Disabilities - 68,574.47 Baht

2023:

- Hana Microelectronics Public Co., Ltd. - 35 : 3,113
- Hana Semiconductor (Ayutthaya) Co., Ltd. - 60 : 4,292
- Total Hiring People with Disabilities - 95 : 7,405
- Total Payment to the Fund for Empowerment of Persons with Disabilities – 0 Baht

2022:

- Hana Microelectronics Public Co., Ltd. - 39 : 3,324
- Hana Semiconductor (Ayutthaya) Co., Ltd. - 55 : 4,110
- Total Hiring People with Disabilities - 94 : 7,434
- Total Payment to the Fund for Empowerment of Persons with Disabilities – 0 Baht

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

Labor Relations - In 2024, 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 advance technology by moving from the traditional training method which offers more convenience for employees to participate in more flexible training or seminar conducted by various organizations which can gain the learning outcomes according to the corporate objectives. In addition, employees can gain knowledge through Hana's 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 Hana's 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 Courses by IT Team** - Technology has fundamentally changed the modern world, making it easier to connect computer technology with internet network both in manufacturing and office areas. The Company recognizes the importance of cyber security to reduce the risk of cyberattacks and protect sensitive information. Hence, the in-house trainings were organized for employees to realize the importance of information security systems and how to protect data and various cyber security measures, including the standard ISO/IEC 27001 for information security management systems.
- **Money Management Course for Employees' Wealth Management by Hana Lamphun Senior Management** - The Company places the importance on financial strengths both the firm and employees for financial sustainability. This course is organized to encourage employees to save and manage their money with effective discipline program.

Training Courses and Training Hours - Hana Lamphun and Hana Ayutthaya 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 2024, a total of 174,188.50 training hours were provided to employees across a broad range of courses, categorized as follows:

1. **Technical Skills** - 41,349.70 training hours, accounting for 23.74% of the total training hours, were dedicated to technical skills development.
2. **Professional Re-certification** - A total of 36,544 training hours, representing 20.98% of the total training hours, were dedicated to professional re-certification training.
3. **Quality Skills** - 29,677.60 training hours, representing 17.04% of the total training hours, were dedicated to quality skills development.
4. **Management Skills** - 24,148.80 training hours, representing 13.86% of the total training hours, were dedicated to management skills development.
5. **General Skills** - 19,447.50 training hours, representing 11.16% of the total training hours, were dedicated to general skills development.
6. **Computer & Technology Skills** - 11,449.60 training hours, representing 6.57% of the total training hours, were dedicated to computer and technology skills development.
7. **Safety and EMS** - 9,564.30 training hours, representing 5.49% of the total training hours, were dedicated to safety and Environmental Management System (EMS) development.
8. **Multi-Skills** - 1,518 training hours, representing 0.87% of the total training hours, were dedicated to multi-skills development.
9. **Job Transfer** - 489 training hours, representing 0.28% of the total training hours, were dedicated to job transfer training.

The annual average training hours per employee versus the KPI:

• 2022:

KPI: 40 hours/employee

Actual Performance: 46 hours/employee

• 2023:

KPI: 50 hours/employee

Actual Performance: 58 hours/employee

• 2024:

KPI: 50 hours/employee

Actual Performance: 57 hours/employee

The Company also has key initiatives for employee potential development programs:

- **Career Path Development Program** - To ensure sustainable business growth, the Company has continued the development program called “Career Path Development Program” or CPDP Program since 2011 and Talent Program since 2016. Employees reaching senior staff level (M1/T1 up) have equal chance to undergo the development program which includes the assessment and development activities for the succession plan, retention of potential personnel in the organization, and providing advancement or growth for employees. The participants have the opportunities to share their expertise, interests and perspectives with management. The program aims to align between the Company’s expectation, goals and strategies, and the employee strength and contribution. Since start the programs, total 530 employees have been selected for training and development whereby 62 employees participated in the program in 2024, representing 18 % of employees at M1/T1 level and above who have not yet participated.

- **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 2024, 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: To facilitate smooth and efficient internal promotion development plan, employees can apply the knowledge they have gained as a guideline for analytical thinking to reduce costs and working time and increase sales for the Company through the Continuous Improvement Program (CIP) including reducing turnover rate of targeted employees to 0.2% out of monthly employees’ turnover rate at 0.44%

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.

- **Sharing Expertise across Departments by Internal Trainers** - To enhance employees’ knowledge and skills to perform relating to their roles and responsibilities and improve employees’ level of awareness, expertise, and experiences. In 2024, there were 100 internal instructors who provide in-house knowledge sharing.

Value to the Organization: To boost cross-team collaboration which support a culture of collaboration, cost-effective training method and be able to connect training to organizational goals, culture and challenges better than outsider trainers.

Value to Employees: To enable trainers to build their skill sets from sharing knowledge and experience with colleagues and enable employees to understand insight with more tailored implementation.

- **Engineer Development Program** - To develop engineers to support the expansion, growth and needs of the Company in preparing and developing middle management including to learn new technologies in innovation and automation in response to the Hana 4.0 policy, the Company has initiated a development program for employees in the engineering group. There were 100 employees selected to join the project in 2024, accounting for 64 percent of employees in the same group.

Value to the Organization: To facilitate smooth and efficient internal promotion development plan, employees can apply the knowledge they have gained as a guideline for analytical thinking to reduce costs and working time and increase sales for the Company through the Continuous Improvement Program (CIP) including reducing turnover rate of targeted employees to 0% out of monthly employees’ turnover rate at 0.44%

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 and enhance knowledge and skills to become middle and higher level executives.

- **Employee Scholarship Program** – To develop professional skills and career advancement of our employees and to support Hana 4.0 strategy in line with Thailand 4.0 development plan, the Company has signed a memorandum of understanding (MOU) with the Faculty of Engineering, Rajamangala University of Technology Lanna, Chiang Mai, aiming to promote cooperation in human resources development project qualitatively and sustainably. In 2022 Hana Lamphun granted scholarships to 20 employees for Bachelor’s Degree in Electronics Engineering and Automatic Control Systems. In 2023, Hana Lamphun additionally granted 30 scholarships to employees for Bachelor’s Degree in Electronics Engineering and Automatic Control Systems and Software Engineering. And in 2024, 21 more scholarships were granted to employees for Bachelor’s Degree in Electronics Engineering and Automatic Control Systems and Software Engineering, including 3 scholarships were awarded for

Master's Degree in Electrical Engineering. Therefore, there are totally 74 scholarships granted worth of 6.7 million Baht.

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 performances, 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, enhance work efficiency by transition from paper-based processes to paperless both in the office and production. The responsible team 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 more clear because all workflows are systematic including improve speed and increase 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: 1,832,965 Baht/year divided into:

- Labor cost 1,553,750 Baht
- Print & photocopy cost 252,413 Baht
- Paper cost 26,802 Baht

2. GHG emission reduction 1,932 kgCO₂e

Employee Engagement Goals and Performance: The Company has consistently exceeded its employee engagement targets under the Hana 4.0 strategy from 2022 to 2024. In 2022 and 2023, the KPI for employee engagement was set at 75%, with actual performance reaching 86% and 85%, respectively. In 2024, the KPI was raised to 80%, and performance surpassed this target, achieving 90%. This demonstrates a strong and sustained commitment to employee engagement and the Hana 4.0 strategy over the past three years.

Employee Satisfaction Survey Results - The Company has analyzed the employee satisfaction survey results for further improvement plans. The improvement project from employees' feedback in the latest year was about health facilitation by providing in-house dental services. The Company furthermore reduced office working hours by half an hour per day from Monday to Thursday to create a good work-life balance for more happiness of employees and it also can increase work efficiency. The Company also has additional facility improvement projects to enhance employees' quality of working life.

Below are the employee satisfaction survey results compared with the KPIs:

- **2022:**

Survey Result: 80%

KPI: 75%

Performance exceeded the KPI by 5%.

- **2023:**

Survey Result: 78%

KPI: 75%

Performance exceeded the KPI by 3%.

• **2024:**

Survey Result: 82%

KPI: 78%

Performance exceeded the KPI by 4%.

Overall, the company has consistently exceeded the employee satisfaction KPIs, with a notable improvement in 2024 compared to previous years. The results of the employee satisfaction survey has been summarized and communicated to employees through public relations boards, canteen bulletin boards, radio communication and the Company's intranet.

Employee Initiative Projects - Hana Lamphun arranged "Table Tennis Court and Outdoor Fitness Equipment Project" from the survey of their needs by providing table tennis tables and courts and various outdoor fitness equipment for employees including improvement of rest area and surrounding landscape to provide more green areas to reduce heating and lower stress levels to promote their quality of working lives, increase morale and make them happy by using the available space within the factory and dormitory to maximize benefit as well as bringing greater connection between employees and management in doing activities together.

Long Service Award - In 2024, a total of 583 employees across Hana group, both domestically and internationally, 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 has provided a safe and healthy workplace that is suitable for our employees such as quality of light, sound/noise level, air, humidity and temperature to be in accordance with the standards and requirements. The Company further supports the good health of employees both physical and mental health by furnishing Hana Sport Complex available as a gym and/or fitness related activities for employees to get greater health benefits, for example, workout, external and internal sport competitions (e.g. weight loss, singing and dancing competitions) including the stress management training program in collaboration with the Mental Health Center 1, Chiang Mai, to assess employee stress in order to promote mental well-being among employees. In addition, the Company provides flexibility of working hours and workplace (e.g. female employees are able to work at home along with taking care of kid). Pregnant employees are not allowed to work overtime or work on holidays.

The Company also facilitates "Breastfeeding Corner" and breast milk refrigerator in the workplace to help breastfeeding women feel more at ease during working hours and also protect the milk from infectious diseases.

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, humidity, ventilation, concentration of substances to ensure employees working in a safe and healthful environment. In 2024, the result of work environment measurement is as follows.

• **Light Measurement**

Total Areas Checked: 1,077 areas

Results: All areas met the standards by law.

• **Sound/Noise Measurement**

Total Areas Checked: 97 areas

Results: There were 4 areas greater than 85 dB(A) over the standards.

• **Heat Measurement**

Total Areas Checked: 93 areas

Results: All areas met the standards by law.

• **Chemical Measurement**

Total Areas Checked: 50 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 the 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 have no impact to the community.

Epidemic Prevention Measures - To comply with the Company's epidemic prevention measures, the Company arranged hospital staff to provide employees and their families Influenza vaccination, which achieved 84% of all employees.

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 hypertension and high cholesterol, cancers in women, pulmonary tuberculosis, preparation for pregnancy and pregnancy care, and first-aid, CPR and AED.

Influenza-Free Community - To reduce the spread of influenza both at the workplace and in communities, the Company foresaw the need to protect the public health by providing vaccines to 80% of all employees.

Oral Health Awareness - The Company cared about the oral health of employees so jointly collaborated with Princ Lamphun Hospital by offering in-house dental scaling, teeth extraction, oral and check-up for employees. In 2024, the number of employees participated in oral check was 238 employees.

We Care Activity - To continuously support the Drive Safe campaign, the Company promoted safety awareness among employees and their families by offering low-cost helmets to provide protection from severe injuries for the 11th consecutive year.

Employee and Family Support - The Company together with employees at all levels collaboratively raised fund and stuff to assist co-workers faced with accidents and serious illnesses, e.g., Leukemia and kidney disease including with those confronting with natural disasters.

Child Scholarship Program for Low-Income and Disabled Employees - Hana has supported scholarships to children of low-income and disabled employees. In 2024, the Company has granted 812 scholarships amount to Baht 1.357 million.

Ad Hoc Team for Flood Relief and Recovery - Regarding severe flood in northern Thailand in late 2024, the Company had set up a project to assist flood-affected employees in Chiang Mai and Lamphun and had also continued to assist employees after the flood.

Provide Training to Promote Employee's Safety and Health - In 2024, the Company provided occupational health, safety and environment training for newly hired and existing employees, including our partners and subcontractors to ensure full awareness of safety, occupational hazards and environment at work and relevant safety laws in order to encourage and promote safety in the workplace as follows:

- **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 2024, a total of 242 newly hired employees attended the training. Their understanding of health, occupational health, and environmental topics was assessed through a questionnaire distributed before and after the session.

- **Prevention of Musculoskeletal Disorders in the Workplace** - The ergonomic training was provided to 96 employees that help lessen muscle fatigue, increase productivity and reduce the number and severity of work-related musculoskeletal disorders such as office syndrome.

- **Safety in Using Chemicals and How to Use Personal Protective Equipment** - The Company provided training to 1,113 employees to provide them with knowledge and understanding about chemicals and hazardous materials, to store, transport, move chemicals and hazardous materials, and to select and use personal protective equipment to perform their work

appropriately and safely.

- **Publishing Information to Promote Well-Being** - The Company provided health and nutrition information/news on the bulletin boards to promote health care and good nutrition.

Workplace Accidents or Injuries: The accident statistics report is displayed on the bulletin board, detailing the targets and accident data, and is updated daily. Although there were no accidents in 2024, the Company continues to review safety risk management, improve accident prevention processes, and enhance monitoring mechanisms to prevent future accidents. The Safety Management Program, led by the safety officer, is in place to assess and mitigate work-related accident risks. This program involves reviewing and investigating incidents to implement corrective actions and prevent accidents, ensuring that safety targets are met.

Workplace Accidents or Injuries (Case)

2024

Total number of injury (case): KPI – 0 vs Case - 0

Total number of lost-time injury (case): KPI – 0 vs Case - 0

Lost Time Injury Frequency Rate of Employee (LTIFR) per 1,000,000 hours worked: KPI – 0 vs Case - 0

2023

Total number of injury (case): KPI – 0 vs Case - 1

Total number of lost-time injury (case): KPI – 0 vs Case - 0

Lost Time Injury Frequency Rate of Employee (LTIFR) per 1,000,000 hours worked: KPI – 0 vs Case - 0

2022

Total number of injury (case): KPI – 0 vs Case - 2

Total number of lost-time injury (case): KPI – 0 vs Case - 2

Lost Time Injury Frequency Rate of Employee (LTIFR) per 1,000,000 hours worked: KPI – 0 vs Case – 0.19639

Summary of Employees and Labor Performances and Achievements in 2024

- Hana Ayutthaya received a prize of “The excellent organization that support persons with disabilities” given by Mr. Varawut Silpa-archa, Minister of Social Development and Human Security, as being recognized by the Ministry of Social Development and Human Security as a business organization that supports people with disabilities for 12th consecutive years including being selected as 1 of 3 excellent organizations to be granted the highest prestigious award of empowerment for persons with disabilities at an honorary level from the Ministry of Social Development and Human Security. This esteemed award was given to organizations having outstanding performance in giving excellent support to persons with disabilities for the five years in a row which is greater than required by laws with resulting in empirical outcome in potential and quality of life development of persons with disabilities. This represents our commitment to promote and create opportunities for hiring people with disabilities and improving their well-being. In addition, Hana Ayutthaya received the certificate for “Outstanding Organization that Support People with Disabilities” from the Senate Standing Committee on Social Development and Children, Youth, Women, the Elderly, the Disabled and the Underprivileged Affairs to have continuously supported careers of people with disabilities for over 10 years.
- Hana Lamphun received the gold and diamond awards for “Excellent Safety, Occupational Health and Environment in the Workplace” at a country level, given by the Ministry of Labour for the seventh consecutive years which demonstrates the systematic management of Safety, Occupational Health and Environment in the workplace to international standard level.
- Hana Lamphun received the award for achievement of “Outstanding Establishment in Labour Relations and Labour Welfare” from the Ministry of Labour for the fourth consecutive years.
- Hana Lamphun received the certificate for the “National Award for Safe, No Disease, and Happy Workplace” from the Department of Disease Control, the Ministry of Public Health, for the seventh consecutive year.
- Hana Lamphun received the “Good Labor Practices” certificate given by the Lamphun Office of Labour Protection and Welfare, Ministry of Labour for the third consecutive year presenting the importance and cooperation between an employer and employees in compliance with laws as part of social responsibility for labor resulting in improving the quality of life of employees, increase productivity and promote collaboration in the workplace.

- Hana Lamphun received the certificate for “Outstanding Mental Health Promotion in Employee Mental Health Care in the Workplace” from the Department of Mental Health, the Ministry of Public Health, for the collaboration between the Department of Mental Health and the Company to promote mental health assessment access to employees, stress level measurements and comprehensive mental health consultation services, where the Company can use the obtained data for in-depth analysis and design of activities that help reduce stress as well as promoting appropriate mental health for employees, reflecting the Company's commitment to continuously taking care of employees' mental health, which is part of the sustainable development of the organization and society.

Diagram of performance and outcomes for employee and labor management



Information on employment

Employment

	2022	2023	2024
Total employees (persons)	3,324	3,113	3,014
Male employees (persons)	991	960	956
Percentage of male employees (%)	29.81	30.84	31.72
Female employees (persons)	2,333	2,153	2,058
Percentage of female employees (%)	70.19	69.16	68.28

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	623	609	450
Percentage of employees under 30 years old (%)	18.74	19.56	14.93
Total number of employees 30-50 years old (Persons)	2,557	2,359	2,416
Percentage of employees 30-50 years old (%)	76.93	75.78	80.16
Total number of employees over 50 years old (Persons)	144	145	148

	2022	2023	2024
Percentage of employees over 50 years old (%)	4.33	4.66	4.91

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	186	193	139
Percentage of male employees under 30 years old (%)	18.77	20.10	14.54
Total number of male employees 30-50 years old (Persons)	751	710	743
Percentage of male employees 30-50 years old (%)	75.78	73.96	77.72
Total number of male employees over 50 years old (Persons)	54	57	74
Percentage of male employees over 50 years old (%)	5.45	5.94	7.74

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	437	416	311
Percentage of female employees under 30 years old (%)	18.73	19.32	15.11
Total number of female employees 30-50 years old (Persons)	1,806	1,649	1,673
Percentage of female employees 30-50 years old (%)	77.41	76.59	81.29
Total number of female employees over 50 years old (Persons)	90	88	74
Percentage of female employees over 50 years old (%)	3.86	4.09	3.60

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	3,227	3,020	2,913
Percentage of employees in operational level (%)	97.08	97.01	96.65
Total number of employees in management level (Persons)	94	89	97
Percentage of employees in management level (%)	2.83	2.86	3.22
Total number of employees in executive level (Persons)	3	4	4

	2022	2023	2024
Percentage of employees in executive level (%)	0.09	0.13	0.13

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	937	901	895
Percentage of male employees in operational level (%)	94.55	93.85	93.62
Total number of male employees in management level (Persons)	52	56	58
Percentage of male employees in management level (%)	5.25	5.83	6.07
Total number of male employees in executive level (Persons)	2	3	3
Percentage of male employees in executive level (%)	0.20	0.31	0.31

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	2,290	2,119	2,018
Percentage of female employees in operational level (%)	98.16	98.42	98.06
Total number of female employees in management level (Persons)	42	33	39
Percentage of female employees in management level (%)	1.80	1.53	1.90
Total number of female employees in executive level (Persons)	1	1	1
Percentage of female employees in executive level (%)	0.04	0.05	0.05

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees
CEO Office	4
Customer Service and Business Development	36
Finance and Accounting	20
Human Resources/Administration/ Training	67
Management Information System (MIS)	41

Department / Line of work / Unit / Business group	Number of employees
Operation Support	247
Production	2,231
Quality Assurance	338
Supply Chain Management	30
Total number of employees	3,014

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	37	41	40
Total number of employees with disabilities (Persons)	33	37	37
Total male employees with disabilities (persons)	19	21	20
Total female employees with disabilities (persons)	14	16	17
Percentage of disabled employees to total employees (%)	0.99	1.19	1.23
Total number of workers who are not employees with disabilities (persons)	4	4	3
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	1,262,699,967.00	1,128,571,933.22	1,163,668,865.46
Total male employee remuneration (baht)	452,316,846.00	460,126,420.79	494,695,672.87
Percentage of remuneration in male employees (%)	35.82	40.77	42.51
Total female employee remuneration (baht)	810,383,121.00	668,445,512.43	668,973,192.59
Percentage of remuneration in female employees (%)	64.18	59.23	57.49
Average remuneration of employees (Baht / Person)	379,873.64	362,535.15	386,087.88
Average remuneration of male employees (Baht / Person)	456,424.67	479,298.35	517,464.09

	2022	2023	2024
Average remuneration of female employees (Baht / Person)	347,356.67	310,471.67	325,059.86
Ratio of average remuneration of female employees to male employees	0.76	0.65	0.63

Provident fund management policy

Provident fund management policy : Have

The provident fund is an investment fund that is jointly established by the company and employees to serve as a long-term savings to support employees upon retirement. The Company has setup a provident fund (PVD) according to Provident Fund Act B.E 2530 since 8 April 1999. Currently, the provident fund is under the management of SCB Asset Management Company Limited.

As the provident fund is considered a retirement savings fund for employees, the Company has a policy to support the Company's Provident Fund Committee to perceive the principle of the Investment Governance Code (I Code) and select fund comply with the I Code and/or manage investments responsibly, with policies regarding to environmental, social and good governance (Environmental, Social, and Governance: ESG) as it is an investment approach which can lead to the best interests of the fund members who are the Company's employees in long term.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	3,119	2,909	2,827
Proportion of employees who are PVD members (%)	93.83	93.45	93.80
Total amount of provident fund contributed by the company (baht)	45,190,525.00	46,110,655.50	46,652,615.68
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	3.58	4.09	4.01

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	46.00	58.00	59.00
Total amount spent on employee training and development (Baht)	314,028.20	511,537.68	123,061.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000012	0.000021	0.000005
Percentage of training and development expenses to total revenue (%) ^(*)	0.000011	0.000019	0.000005

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	10,183,940.00	9,634,340.00	9,063,000.00
Total number of hours worked by employees (Hours)	10,183,940.00	9,634,340.00	9,063,000.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	2	1	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
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

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	453	401	268
Total number of male employee turnover leaving the company voluntarily (persons)	83	91	62
Total number of female employee turnover leaving the company voluntarily (persons)	370	310	206
Proportion of voluntary resignations (%)	13.63	12.88	8.89
Percentage of male employee turnover leaving the Company voluntarily (%)	2.50	2.92	2.06

	2022	2023	2024
Percentage of female employee turnover leaving the Company voluntarily (%)	11.13	9.96	6.83
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee, Labor Relation Committee, Employee Committee, Labor Union

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

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 any 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 meets 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, make 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 customers' 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 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 create 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 to 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 customers' 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 best practices.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Achievement of Quality Control and Innovation Development Project Implementation

Customer Recognition:

Regarding our responsibility to our products and customers, we are committed to develop, improve and be 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 2024 Hana Lamphun is very proud to present that we have successfully achieved **the Reliable Quality Spotlight Award and Delivery Spotlight Award** from our world's well known customer of "LEDs and Lighting Solutions". These esteemed recognitions were given to Hana Lamphun as the successful partner for our exceptional contributions to continuous process improvement in enhancing product quality and delivery performance in fostering agility and responsiveness to customer requests, efficiently resolving issues, and adapting to changing market conditions. These achievements underscore Hana's unwavering commitment to customer satisfaction and the awards received are a testament to our reliability and professional partnership, which significantly strengthen our customer's supply chain.

National Recognition:

In order to promote quality awareness mindset to all employees, the recognition aims to honor those with quality awareness that emphasizes quality at all stages of their works to produce products to meet the standards and customer requirements. The Company promotes innovation projects in the organization and award those as the organizational innovation and invention promotion are valued to encourage our employees to initiate new body of knowledge, products and work procedures as well as serve the customer needs as the customers will gain from our development of our products and services at every step of our production until delivery for maximum customer satisfaction and benefits. It can also result in changing customer's perception of Hana from a manufacturing service provider to be a reliable partner having product design capabilities.

- **Innovative Management and Smart Manufacturing at Hana Ayutthaya** - Regarding our culture of innovation, Hana Ayutthaya has developed a management system featuring patented innovations, including alternative designs of proximity sensors that utilize a light-blocking compound, along with several sensor packages created by our Hana Technology. The implementation of digital technology has resulted in a Smart Manufacturing System that incorporates automated systems to enhance

productivity, quality, energy efficiency, cost-effectiveness, and resource consumption reduction.

As part of our ongoing innovation efforts, Hana Ayutthaya was proudly recognized as one of only six outstanding companies in Thailand to receive "the Prime Minister's Industry Award 2024 for Outstanding Achievement in Manufacturing and Services of the Future". This prestigious award was granted for the invention of an IoT sensor—a proximity sensor utilizing an IR block molding compound, which is a prime example of how the Company's innovation drives ESG benefits as follows:

Environmental:

- **Resource Efficiency:** The new proximity sensor design leads to a reduction in material usage, contributing to a more sustainable production process.
- **Energy Efficiency:** The Smart Manufacturing System optimizes energy consumption, enhancing the overall energy efficiency of operations.
- **Waste Reduction:** The smaller sensor design reduces raw material consumption, resulting in less waste.

Social:

- **Employee Development:** This innovation opens opportunities for skill growth, fostering creativity, and continuous learning among employees.
- **Improved Working Environment:** The drive for technological advancements creates a dynamic, innovation-driven workplace culture, enhancing employee engagement and job satisfaction.
- **Nationwide Positive Social Impact:** Hana Ayutthaya is positively contributing to the wider community by developing impactful innovations, enhancing competitiveness, and driving the sustainable growth of society and the country's economy.

Governance:

- **Industry and Nation Recognition:** The Prime Minister's Industry Award reflects Hana Ayutthaya's leadership in innovation and its contribution to the advancement of Thailand's manufacturing industry under the "Thailand 4.0" model.
- **Long-Term Strategic Vision:** The Company's ongoing focus on innovation and sustainability aligns with its long-term governance strategy to ensure both economic and environmental resilience.
- **Cost Reduction and Efficiency:** While sales revenue in 2024 faced challenges, the sensor innovation project resulted in a 40% cost reduction, enhancing Hana's operational efficiency and effectively managing costs during a period of softened industry demand, thereby positioning the Company for long-term growth.

This esteemed award acknowledges organizations that enhance the industry through significant innovations in products and processes. Hana Ayutthaya's dedication to Industry 4.0 principles. This recognition underscores Hana's position as a trusted and reliable partner, contributing to the sustainable growth of Thailand's economy and society, while remaining committed to fostering innovation, creativity, and sustainability across all

- **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 114 awards since 2009 to 2024 with long journey of striving for organization of excellence, efficiency, sustainable growth and quality administration.

In 2024, the Company received totally 13 prizes consisting of QCC Consistency Award, 3 golden and 2 silver awards of Thailand Quality Prize Award (QCC) and 1 diamond, 2 golden and 3 silver awards for Thailand Kaizen Award (Kaizen) and 1 golden award of Kano Quality Award (KANO). Those are the performance of small groups of staffs working together to contribute to the improvement of production processes aiming for waste reduction or zero defect enabling the cost reduction to the Company more than Baht 105 million 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. Customer satisfaction survey vs.

KPI of 2024 compared with previous years was as follows:

- 2022:

KPI: 80%

Actual Performance: 85%

- 2023:

KPI: 80%

Actual Performance: 89%

- 2024:

KPI: 85%

Actual Performance: 91%

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

- Advanced Assembly & Test Lines: Adopting Hana 4.0 streamlines both front- and back-end processes, reducing waste and boosting efficiency through in-house automation and cost-effective strategies
- AI-Based Inspection Systems: Implementing AI-driven Automated Optical Inspection (AOI) enables early defect detection at all stages—ensuring higher quality in incoming quality assurance, production, and final inspection
- Data Analytics for Continuous Improvement: Leveraging Big Data analytics helps identify trends to improve quality, optimize efficiency, and reduce costs, driving continuous operational improvements
- Ongoing CAPEX Investments: Regular technology upgrades to ensure enhanced performance, scalability, and flexibility to stay competitive and efficient
- CIP in DNA: Embedding Continuous Improvement Practices (CIP) across all functions, ensuring a culture of ongoing enhancement, boosting collaboration and operational agility

Supply Chain Strengthening & Service Excellence

- Local Supply Chain Strengthening: Strengthen local supply chains by developing local supplier networks and adopting a dual sourcing strategy for critical components to reduce reliance on overseas suppliers and capitalize on China-plus-one opportunities
- Inventory Optimization: Use Warehouse Management Systems to optimize space, inventory tracking, and reduce stock-outs/over-stocks
- Leverage Economies of Scale: Aggregate demand across product lines and implement a centralized purchasing system to streamline procurement and improve operational efficiency
- Structured short-, medium-, and long-term plan: to navigate challenges and opportunities related to Geopolitical Tensions, Regional Competition, and Supply Chain Integration effectively
- Customer Communication & Service: Provide Transparent Updates, Faster Responses, and Dedicated Account Management

Sustainability & Compliance Initiatives

- RoHS & REACH Compliance: Conduct strict supplier audits to ensure materials comply with RoHS and REACH regulations
- Waste Reduction: Striving for zero-waste strategies by optimizing material use, recycling packaging materials, and implementing closed-loop systems wherever possible
- Energy Efficiency: Expand investment in solar panels, renewable energy, and energy-efficient lighting and machinery to reduce emissions
- Carbon Footprint Reduction: Collaborate with customers to understand their sustainability goals and provide comprehensive carbon footprint reports, highlighting the environmental impact of manufacturing processes and ensuring compliance with ISO 14001 or other relevant environmental standards
- Foster Employee Well-being, Community Engagement & Workforce Development: Invest in employee health and work-life balance, support local community initiatives, and offer scholarships and training opportunities to engineering students, ensuring a skilled, engaged workforce while strengthening company-community ties

Diagram of performance and outcomes of customer management



Customer satisfaction

	2022	2023	2024
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 : Employment and professional skill development, Education
company over the past year

Social and Community Development

The Company engages employees at all levels to participate in the community and social activities and promote the volunteer spirits to realize the importance of caring for the environment both internal and external and to improve better quality of lives with social contribution.

Our sustainable development strategies continue to focus on self-reliance as one of approaches of effective social and community development by increasing academic ability through education, developing careers, improving the quality of life of those in need in society, and protecting natural resources and environment.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management : No
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 : Yes
management

In 2024, 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:** 35,055 people

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

Promotion of Knowledge and Education:

External Knowledge Sharing - The Company continued to empower employees to transfer knowledge to the community. The quality management system and organizational management under the Hana 4.0 strategy has been provided to the teachers and students of Rajamangala University of Technology Lanna. In addition, knowledge sharing regarding customs standards related to supply chain security among Thai, Lao and Chinese customs authorities was also arranged for up-to-date information and mutual understanding to contribute to innovation and enhance working efficiency.

Internship Program - Hana recognizes the importance of education and career exploration for college and undergraduate students. Our internship program gives students the opportunity to apply knowledge from their fields of study and gain real work experience in preparation for future work. In 2024, Hana Lamphun and Hana Ayutthaya granted a total of 52 internships from undergraduate and college students.

Internship Add Value - In 2024, the interns and Hana Lamphun technical team jointly initiated 3 projects as follows:

- **Traceability System & Integrated with Shopfloor Project** - This project is a computer program and creation of new

database to record and integrate test data of products in the inspection process of the attenuator product which can reduce the working time of operators approximately by 8,000 hours per year or equivalent to 600,000 Baht.

- **Test Data Compiler** - It is a program for data comparison by converting data into digital form to detect abnormalities of products more easily.
- **Auto Export Data** - It is a program to export data from a manual system to an automatic system which can reduce the working time of operators approximately by 450 hours per year or equivalent to 33,750 Baht.

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.

Support Project “Careers for Persons with Disabilities under Act Section 35” - The Company made the donation and necessary items to persons with disabilities including their families in Lamphun to develop their careers and sustainable income totally 3 projects: the construction of a barber shop and the support for 2 service contract projects. Those 3 individuals were granted and expected to raise their income by Baht 455,160.

Smart Farm for Sustainable Community - The Company had organized the smart farm for sustainable community for Wat Nong Lom School and nearby communities in Lamphun by building greenhouses for vegetable plots, installing automated water system, water tank and pump to create a learning center within the school. The Company had organized training on the automated water system and automation in agriculture to practice vocational skills, enabling 140 people benefit to this project with expect to generate extra income for students and communities by Baht 28,800.

Smart Vegetable Farm and Thai Dessert Cooking for Sustainable Community - The Company jointly with Wat Sankayom Shool and Makhua Chae Community in Lamphun to build a smart vegetable greenhouse for the school and community, provide knowledge sharing on solar energy system innovation and automation to increase the efficiency of farming for the community and organize training to provide knowledge in making Thai desserts as a source of vocational skills, including creating additional careers and income for the community. This project can support school lunches, promote food sustainability including energy sustainability by using renewal energy from solar, enabling 635 people benefit to this project with expect to generate extra income for students and communities by Baht 28,800.

Promoting Quality of Life and Well-Being Community:

- **Financial Support for Hospitals** - The Company provided financial support for the purchase of medical equipment and medical development to Lamphun Hospital and Sansai Hospital, Chiang Mai for treating and helping people with illness.
- **Financial Support for Red Cross** – Hana Cambodia provided financial support, food and first aid supplies to Koh Kong Red Cross office in Cambodia for disaster relief and to promote the livelihoods of impoverished communities.
- **Blood Donation** – Hana employees joined with the Thai Red Cross in donating blood, organs and body for the public benefit. In 2024, there were 1,017 employees and the blood donated was totally 345,950 milliliters.
- **Community Volunteers** - The Company organized volunteer activities with employees to repair gates, fences and playground for remote communities in Chiang Dao District, to replace light bulbs with LEDs for Wat Chan Hospital and to distribute supplies and food to children living in Kalayaniwattana District in Chiang Mai, and to promote prevention of diabetes, tuberculosis and coronary artery diseases to school students through information activity and notice boards at Wat Nong Lom School, Muang District in Lamphun.
- **Financial Support for Orphan Center** – Hana Cambodia and employees provided financial support, school supplies and scholarships to Koh Kong Orphan Center in Cambodia to improve their quality of life in terms of education and nutrition.
- **Financial Support for Local Communities** - Hana Cambodia together with employees provided financial support to the local communities i.e., purchasing school supplies, books and wooden pallets to build a classroom to the needed primary school, making merit to the local temples, to promote relationships and create a sense of community.

Promoting Environmental Conservation:

- **Renewable Energy Project:** Solar Panel Installation at Local Temple – Hana Ayutthaya recently organized a volunteer activity with our employees to install solar panels and renovate Ban Pas Temple in Bang Pa-in District of Ayutthaya. The

newly installed solar panels are capable of producing an average of 7,462 kWh of energy annually, resulting in an estimated savings of 29,849 baht per year on the temple's electricity costs.

By switching to solar power, the temple will not only benefit from reduced energy expenses but also contribute to environmental sustainability by lowering its carbon footprint. The solar panels provide a long-term, eco-friendly energy solution, ensuring the temple's energy needs are met while supporting the broader community's efforts to promote renewable energy.

- **SET Environmental Conservation Project** - The Company seeks to contribute to improve the quality of life and reduce inequities for the underprivileged in society. Mr. Terrence Philip Weir, an executive director, made the cash donation and 886 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 of 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 the 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 2024, we have enhanced the process of bringing waste to recycle disposal and other non-recyclable materials turn into fuel.

- **Sustainable Waste Disposal Improvement** - The Company encourages employees to participate in sustainable waste management. Certain packaging waste was non-reusable from the production process. Before improvement taking place, a method of landfill waste disposal in Saraburi incurred negative factors i.e., transportation costs, landfill disposal costs, labor costs, and pollution. A group of employees has then analyzed to find ways for improvement by design and selection of waste compactor machine that can compress large quantities of waste enabling environmentally friendly disposal. As a result, the Company can save costs by 52% compared to prior method and can create value for waste to be reused as fuel and cement components so reduce emissions from landfills and reduce the impact on the community. The project initiative by our staffs is part of our goal towards zero landfill waste.

- **Firebreak Activity** - Hana Lamphun together with the Office of the Northern Industrial Estate Lamphun and the Department of Probation, conducted volunteer activities for society, community, and environment by jointly creating firebreaks at Mae Tip Reservoir, Makhuea Chae Subdistrict, Lamphun

- **Build a Natural Dam** - Hana Lamphun in collaboration with the Office of the Northern Industrial Estate Lamphun and Makhuea Chae Municipality joined the activity to build a natural dam according to the Royal Initiative Project at Mae Tip Reservoir, Makhuea Chae Subdistrict, Lamphun.

- **Clean-up Canal Activity** - Hana Lamphun provided drinking water to officials dredging Kuang Canal in collaboration with the Office of the Northern Industrial Estate Lamphun to alleviate flood in surrounding communities.

Community and Social Management and SDGs Alignment:

Hana's community and social management is in line with the United Nations Sustainable Development Goals (SDGs) as follows:

- Goal 1: No Poverty by supporting poverty alleviation for its communities through career development initiatives, which provide sustainable income opportunities.
- Goal 2: Zero Hunger by initiating projects like the Smart Farm for Sustainable Community, which helps local communities produce food sustainably, as well as providing food relief during disasters.
- Goal 3: Good Health and Well-being by promoting community health and well-being through education, financial support, and health promotion activities to improve the well-being of local communities.
- Goal 4: Quality Education by offering internships, knowledge-sharing programs, and vocational training programs and CSR activities to upgrade the quality of life of communities and provide scholarships to people with disadvantages in

communities.

- Goal 5: Gender Equality by fostering gender equality through its non-discrimination policies in the workplace and within the communities it serves.
- Goal 6: Clean Water and Sanitation by improving water sanitation and sanitation services, including supporting wastewater treatment projects for local communities.
- Goal 7: Affordable and Clean Energy by promoting renewable energy usage to raise awareness among communities to use clean energy to become sustainable communities.
- Goal 8: Decent Work and Economic Growth by promoting fair and equal employment, career development programs, and projects for people with disabilities to foster economic growth.
- Goal 9: Industry, Innovation and Infrastructure by upgrading infrastructure and improving industry efficiency to make the production process more environmentally friendly.
- Goal 10: Reduced Inequalities by promoting equal opportunities in education, employment, and career advancement through its support for disadvantaged communities and initiatives to improve living conditions.
- Goal 11: Sustainable Cities and Communities by investing in local community development projects like smart farms and vocational training, helps reduce urban concentration and spread prosperity to rural areas.
- Goal 12: Responsible Consumption and Production by promoting sustainable consumption and less waste to reduce food waste, increasing resource efficiency and promoting recycling to enable operations environmentally responsible and resource efficiency.
- Goal 13: Climate Action by participating in climate action through renewable energy projects like solar panel installations, reducing its carbon footprint and contributing to environmental sustainability, as well as, supporting initiatives to mitigate the impact of climate change on local communities.
- Goal 15: Life on Land by helping conserve ecosystems and prevent land degradation through environmental projects like firebreak creation, building natural dams, and supporting biodiversity conservation.
- Goal 16: Peace, Justice and Strong Institutions by supporting programs that prevent violence and promote ethical practices and ensuring that their operations are aligned with human rights principles.
- Goal 17: Partnerships for the Goals by participating and collaborating with various organizations, including educational institutions and local governments, to advance sustainable development.

Summary Awards of ESG Performances and Achievements in 2024

- **2024 Corporate Governance Report Rating (CGR)** – Hana achieved “excellent” in Corporate Governance Rating (CGR) or 5-star corporate governance assessment in 2024 honored by the Thai Institute of Directors Association (IOD) for the 11th consecutive year, reaffirming Hana’s continuous development of good corporate governance to steer the organization towards sustainable growth and enhance investor confidence.
- **2024 SET ESG Ratings** – Hana has ranked by the SET ESG Ratings of “AA” for the year 2024 from the Stock Exchange of Thailand (SET). The result underscores Hana’s sustainable business operation on the basis of good corporate governance principles with social and environmental responsibility.
- **2024 ESG100 Certificate** – Hana received an outstanding sustainability performance on Environmental, Social and Governance (ESG) recognized by Thaipat Institute as one amongst selected TOP 100 listed companies assessed for the year 2024 which reflects our commitment and success in integrating ESG with our business strategy toward sustainability.
- **2024 AGM Checklist Rating** – Hana achieved a perfect 100 score for the fourth year in a row from the Annual General Meeting Assessment (AGM Checklist) in 2024, assessed by the Thai Investors Association and the Federation of Thai Capital Market Organizations.
- **2024 Sustainability Disclosure Acknowledgement** – Hana was honoured with the Sustainability Disclosure Acknowledgement 2024 from Thaipat Institute, presenting a testament to Hana’s consistent efforts in sustainable information disclosure covering ESG to the maximum benefits of stakeholders and responding to Sustainable Development Goal 12.6.
- **2024 Thailand’s Top Corporate Brands Values** – Hana has been recognized as the outstanding organization with the highest corporate brand values in Thailand for the year 2024 in electronic component sector which Hana’s brand value is THB 15,424 million worth. This award is organized by Chulalongkorn Business School in collaboration with the Stock Exchange of Thailand (SET) and Manager Online to quantify brand values of companies listed on the Stock Exchange of Thailand by systematically integrating marketing, financial, and accounting principles by using a 3-year average of each company’s financial data in their respective industries to derive a financial brand value to influence decision-making for partners, investors, and stakeholders while encouraging their executives to develop their brand for long-term sustainable growth and success in the long run through principles of good governance.
- **Eco-Factory Award** – Hana Lamphun received the “Eco-Factory Award” for Eco-Excellence level which honors industrial factories that focus on business and industry development to grow together with the community and the environment by adhering to environmentally friendly business operations for sustainable development covering 5 dimensions: physical, economic, social, environment and management.

- **Green Industry Award** - Hana Lamphun and Hana Ayutthaya received the “Green Industry Award” Level 4 (Green Culture) from the Ministry of Industry as a result of environmentally friendly operations in all aspects of business operations towards green industry and sustainable development.
- **Green Star Award** - Hana Lamphun received the “IEAT Green Star Award” in recognition of outstanding performance on environmental management, safety, and social responsibility.
- **CSR-DIW Continuous Award** - Hana Lamphun received the “CSR-DIW Continuous Award” from the Department of Industrial Works for sustainable development for the eighth consecutive years.

Diagram of performance and outcomes in community and social management



Benefit from implementing social development project

Financial benefits

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

	2022	2023	2024
Scholarships (Baht)	3,200,000.00	4,147,000.00	4,057,500.00

Non-financial benefits

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

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ESG Performance

Company Name : HANA MICROELECTRONICS PUBLIC COMPANY LIMITED Symbol : HANA

Market : SET Industry Group : Technology Sector : Electronic Components

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 a company is largely determined by the support we earn from our employees, customers, business partners, investors, local community and other stakeholders. Hana believes that good corporate governance will enhance the credibility and reputation of the Company as well as promoting and safeguarding the interests of shareholders and other stakeholders. Hana is committed to good corporate governance by compliance with the best practices of corporate governance wherever possible and practical for the Company. We will continue to seek improvements to our solid foundation in good corporate governance to achieve sustainable long-term growth.

The Board realizes and commits to conduct the Company's business with the good corporate governance in conformance with the principles of corporate governance in making an organization more efficiency, transparency, enhancing the credibility and strengthening sustainable growth. The Board has established and approved the corporate governance policy and the corporate code of conducts as the guidelines for the directors, executives and employees in discharging their duties.

The Company has established the corporate governance policy based on the 5 Principles of Good Corporate Governance for Listed Companies 2012 of the Stock Exchange of Thailand (SET), and annually reviews the application of the Corporate Governance Code for Listed Companies 2017 (the "CG Code"), developed by the Securities and Exchange Commission (SEC), by means that are suitable for the Company's business towards 8 Principles as follows.

SET 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 SEC 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

The Company's Corporate Governance Policy has been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investor Relations > Sustainable Development > Corporate Governance > CG Related Policies, on the subject - Corporate Governance Policy.

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

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 regarding 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 organization's 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 is accounted 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. Executives Committee
2. Audit Committee
3. Corporate Governance and Sustainable Committee
4. Nomination Committee
5. 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 Company's operations. The Board shall annually review the structure in terms of size, composition, proportion of independent directors and the board diversity to ensure its leadership role in achieving the Company's objectives.

Director Selection and succession plan

For the director nomination, a director shall be a person whose qualifications are complete pursuant to the Public Limited Companies Act and other qualifications not contrary to any regulations of the Securities Exchange of Commission or the Company's policies and business strategies. When recruiting new directors, the sources could be from a professional search firm, IOD director pool or from personal recommendation as considered by the Nomination Committee. The Company also considers the Board Skill Matrix by having the Nomination Committee to review and ensure the Board selection process and qualified candidates 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 2024, the Nomination Committee reviewed the succession plan and reported progress to the Board of Directors' Meeting on 11 December 2024.

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 on the Board. The person who will serve as a director should provide complementary qualification to 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.

The Company's Charters of Board and Committees have been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investor Relations > Sustainable Development > Corporate Governance > Charters of Board and Committees.

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

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Determination of Director Remuneration

The remuneration for directors (excluding the executive committee, who receive compensation as employees of the Company) is reviewed and approved annually by the shareholders' meeting. The basis for determining director remuneration is

aligned with the Company's performance, the individual director's responsibilities, and the need to remain competitive within the industry. The remuneration structure is benchmarked against similar listed companies in the same sector to ensure it is sufficient to attract, retain, and motivate qualified directors who will contribute to achieving both short-term and long-term organizational goals.

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 held by each director. No additional benefits are provided. As the executive directors receive remuneration in their capacity as employees, the Company has not established a separate Remuneration Committee. Instead, the Board, in its entirety, considers and reviews the remuneration for independent directors. The remuneration is subject to approval by shareholders annually.

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 so as to ensure independence and ensure that business is efficiently, accurately and transparently administered by the management.

Reference link for Independence of the Board of Directors : <https://www.hanagroup.com/File/ViewDoc/97>
from the Management

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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 the director 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 2024, the directors attended the training courses/seminars as disclosed in Attachment 1 - Details of the Board of Directors, Executives, and the Corporate Secretary.

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 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. Director's self-improvement and management training

Further, the Board also can provide feedback in the assessment form to improve the Board's performance. The Corporate Secretary concludes the Board's group performance and reports to the Board meeting. In 2024, the overall performance of the Board's group was assessed at "very good" ranking, equivalent to 90.25%.

The Board also has conducted the performance evaluation of an individual director using the self-assessment method with evaluation criteria. In 2024, the corporate secretary concluded the Board's individual performance and reported to the Board meeting with the average performance equivalent to 89.75%.

Performance Assessment of the Sub-committees

The Board has also annually conducted the performance evaluation of all sub-committees 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 2024, each sub-committee got the average score as “very good”, equivalent to 90.75%.

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 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%.

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 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 Board's 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.

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.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders and stakeholders	:	Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society, 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 to individuals connected with management or directors that could harm the shareholders.

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

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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, benefits, 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 performance, 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 (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 involve 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 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.

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

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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 2024, 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 Hana's corporate culture. The Company promotes and communicates the importance of ethics and commitments as it continues to grow. These principles have become core values for the entire organization. Hana has a long-standing tradition of building trust and fostering strong partnerships with key suppliers and business partners. To ensure that our suppliers adhere to legal standards and high ethical requirements, Hana has established a Supplier Code of Conduct. We expect our suppliers to be responsible stewards of both society and the environment. Suppliers are provided with the Supplier Code of Conduct, are required to sign it for acknowledgment, and must strictly adhere to 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 - Hana has established criteria to categorize suppliers into different tiers, including Critical Tier 1 and Critical Non-Tier 1 suppliers. This approach allows the Company to assess risks and develop appropriate action plans for each tier.

Criteria for Classifying Critical Tier 1 and Critical Non-Tier 1 Partners:

1. Critical Tier 1 Partners

- **Direct Supplier:** 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 Partners

- **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 to 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 Non-Tier 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 2024, 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 2024:

Number of Project Accomplishment: 72 Projects

Cost Saving: THB 30 million per year

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, the suppliers also need to pass our sustainability criteria covering social and environmental aspects/GI2 (Green Industry Level 2) or equivalent such as occupational health, safety and environment, RBA Code of Conduct which covers labor, human rights, health and safety, environment, ethics and management system, as well as in compliance with Supplier Code of Conduct. In 2024, Hana Lamphun 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 2024, Hana Lamphun and Hana Ayutthaya strengthened partnerships with 8 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 Hana's needs, as well as defect features and attributes. This collaboration enabled Hana to enhance its ability to manage defects, minimize waste, leverage technological advantages, 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 partner's 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 2024, 53% 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 50%.

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>

Page number of the reference link : 7

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 Company's policy ensures responsible management of guaranteed conditions, loan repayment terms, and measures in case of payment defaults.

In 2024, 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.

The Company's Corporate Tax Policy is publicly available in both Thai and English on the company website (www.hanagroup.com), under the section Investor Relations > Sustainable Development > Corporate Governance > CG Related Policies, specifically titled Corporate Tax Policy.

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

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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 company's 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 Company's 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 community.

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 2024, a range of environmental training courses were provided to 2,445 employees, facilitated by both internal and external instructors. These courses included:

Environmental Aspects' Assessment: This training focuses on identifying environmental issues arising from the Company's 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 Company's 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 the 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>

Page number of the reference link : 8

Intellectual Property

Hana has the policy on the 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 worldwide business 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 the 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 Company's policy and procedure in order to provide the general guidance for those in recognizing and resolving ethical and legal issues while conducting the Company's business.

2. Training and Education

Conduct regular training sessions to educate employees for the code of conduct and its importance. In 2024 to ensure that employees have the knowledge and understanding of the policies and practices of business ethics, the Company conducted trainings for employees and provided the post tests to evaluate the training results. For the new hired employees, 100% has been trained for the code of conduct as part of orientation whereas 100% for monthly employees were trained in 2024.

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 conducts. The internal audit department also monitored the implementation and compliance for the code of conducts.

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 the internal audit department in 2024.

The Company's Code of Conduct has been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investor Relations > Sustainable Development > Corporate Governance > CG Related Policies, on the subjects - Corporate Code of Conduct and Business Code of Conduct of the Board of Directors.

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

Page number of the reference link : 3-12

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct	: Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, 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
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Prevention of Conflicts of Interest

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.

The Company's Conflict of Interest Guidelines have been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investor Relations > Sustainable Development > Corporate Governance > CG Related Policies, on the subject – Business Code of Conduct of the Board of Directors.

In 2024, 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 Company's 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 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 2024, the risk assessment included the anti-corruption was reported to the Board for consideration.

Certification - The Company has re-certified for the third time as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) in the end of March 2025, for the Company's actions and effort to support the mobilization of the private sector in the fight against corruption since 2013.

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 announces "No Gift Policy" and communicates with its business partners and discloses to the public as the guideline for directors and employees not to accept or give gifts by cooperating with other business sectors for the fight against corruption.

The Company's Anti-Corruption Policy has been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investor Relations > Sustainable Development > Anti-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 the good corporate governance, any suggestion or any complaints regarding to activities or conduct of the Company or any of its staff or business partners relating to the Company. Stakeholders can report such complaint or concern in good faith directly to following channels.

Contact persons list name

- Mr. John Thompson, Chairman of the Board of Directors and the Audit Committee john@ntasset.com
- Mr. Terrence Philip Weir, Chairman of Risk Management Committee terry@hanabk.th.com
- Mr. Richard David Han, Chief Executive Officer richardh@hanabk.th.com
- Mrs. Tappawong Na Tarlang, Corporate Human Resources Business Partner/Training & Administration Senior Director tappawong@hanabk.th.com
- Ms. Jirapa Kongmanee, Corporate Secretary and the Head of Internal Audit Department 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 employee's 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 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. The 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 2024, 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 Company's reputation due to the administration of the Board of Directors, as well as no legal dispute concerning labour, human rights, and the environment.

The Company's Whistleblowing Policy has been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investors Relation > Sustainable Development > Corporate Governance > CG Related Policies, on the subject - Whistleblowing Policy.

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

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Prevention of Misuse of Inside Information

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 on 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 to 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 2024, 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.

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 aware to offer 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.

Compliance with laws, regulations, and rules

To ensure that the Company's operations comply with relevant laws, regulations and rules, the Company requires its executive, 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.

Information and assets usage and protection

Safeguarding HANA 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.

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 2024, there was no dispute or lawsuit between the Company and any competitors.

Information and IT system security

Cyber Security and Personal Data Protection

The Board is committed to protect the data privacy and information security, maintain the confidentiality of information, data integrity of the Company's 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 company 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 company 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 protect 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
- Audit Committee

(2) Management level

- Executive Committee
- Executive Vice President Chief Financial Officer

(3) Operational level

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

Security Awareness Training - To enhance employees' information security awareness and employees' security policy compliance, IT together with Training Department have provided training to all employees and management, which is accounted 100% of employees who received trainings and passed the post-tests in 2024.

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
Juction 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., the subsidiaries, are ISO/IEC 27001 certified for 80% of the total technology infrastructures.
2. No incidents of breaches and data leaks.

Information Security/Cybersecurity in 2024 (Target = 0)

- Number of data breach incident such as information leakage, theft and loss of data of customers = 0
- Number of employees and customers who are impacted from information leakage = 0
- Amount 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

The Company has disclosed the Personal Data Protection Policy in both Thai and English versions on the Company website (www.hanagroup.com) under section About Us > Privacy Policy (PDPA).

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, Hana's 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.

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 (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.

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 provide and manage a safe and healthy work environment and to manage its business in ways that are sensitive to the environment. The Company will provide a workplace that is free from safety or health hazards or will control such hazards 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, to investigate cases and implement corrective actions to eliminate their causes, and to facilitate the return of workers to work.

Promotion of compliance with the business code of conduct

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

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.

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-corruption networks : Yes
Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : Screenshot 2025-04-11 180609.jpg

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

The Board of Directors places importance on conducting business under the principles of good corporate governance. The corporate governance policy has been reviewed at least once a year.

In 2024, the position of Chairman of the Corporate Governance and Sustainability Committee has changed to be an independent director, in order to enhance the independent oversight roles in accordance with the principles of good governance and strengthen efficiency the sustainable operations of the Company.

Implementation of the CG Code for listed companies

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

In 2024, the Board of Directors has reviewed our corporate governance practices and there are certain areas that the Company adapted alternative approaches, having regard to the Company's particular circumstances. As a result, the Company has not complied with CG Code and corporate governance best practices as major items as follows.

1. Independent directors more than 50%

The Board should consist of more than 50% of independent directors.

Reasons:

The board structure of the Company consists of four independent directors and four executive directors, which is accounted for 50% of the Board, whereby:

1. The Chairman of the Board and the Chief Executive Officer (CEO) is not the same person;
2. The Chairman of the Board is an independent director;
3. The Chairman of the Board and the CEO are not immediate family members;
4. The Chairman of the Board is not part of the management team.

2. Appointment of Remuneration Committee

The Remuneration Committee should be appointed and composed of majority of independent directors with specified sets of duties and responsibilities and held at least 2 meetings per year.

Reasons:

As the remuneration structure of the Board has been set for the independent directors only, whereas the remuneration of executive directors is paid as senior company employees. The Company has not established the Remuneration Committee as the Board of Directors is capable of reviewing the remuneration of the independent directors by the Board as a whole. The Board is responsible for determining remuneration policy and structure of compensation for independent directors with

transparency, benchmarking with prevailing industry and considering each director according to individual duties and responsibilities. For the Board's remuneration in all kinds, the Board has proposed to shareholders for final approval annually.

3. Disclosure of CEO Remuneration

Reasons:

The Board is of opinion that the compensation disclosure is highly sensitive as the CEO receives remuneration as a managerial employee of the Company, not as a director. The Company has disclosed the remuneration in the form of group executives, the policy on CEO remuneration and performance evaluation of the CEO. Therefore, the disclosure of CEO's remuneration to the public may be considered as deemed appropriate in future.

Other corporate governance performance and outcomes

2024 Corporate Governance Report

Hana achieved "excellent" in Corporate Governance Rating (CGR) or 5-star corporate governance assessment in 2024 honored by the Thai Institute of Directors Association (IOD) for the 11th consecutive year, reaffirming Hana's continuous development of good corporate governance to steer the organization towards sustainable growth and enhance investor confidence.

The Company attempts to achieve growth in earnings for shareholders over the long term. The board members and executive management shall be qualified for their positions and have a clear understanding of their roles in corporate governance and exercise sound business judgment in the best interest of the Company and shareholders including the preparation and disclosure of financial and non-financial information accurately, completely and timely and devote the time and ability to perform their duties.

Our treatment toward shareholders shall comply with the good corporate governance principles for the right and equitable treatment of all shareholders. The disclosures shall be made on a consistent basis, completely and truthfully in regards to the status of the Company, its operating results, financial standing, accounts and other reports. There shall be no disclosure of inside information to individuals associated with the management or directors, which cause damage to the 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 2024, the Company held the AGM on 30 April 2024 at 14:00 hrs. at its head office located at 65/98 Soi Vibhavadi-Rangsit 64, Junction 2, Kwang Talad Bangkhen, 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 shareholders' meeting by posted mail on 5 April 2024 which was 21 days prior to the meeting date 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) on 29 March 2024 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 facilitating 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 Article 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 regards to the AGM conducted in 2024, 8 out of 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 Board has adopted the technology in using the barcode system for registration and vote counting in order to bring more accuracy and the results of voting can be announced in a timely manner. Each matter of the agenda is required the use of barcode voting card so that shareholders are able to vote as they deem appropriate. Ballots are collected in the event of an objection or abstention or invalid and kept for further evidence and verification.

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 2024 AGM has been disclosed both in Thai and English on the Company website (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 2024 and also the video clip of 2024 AGM of Shareholders. If shareholders have any inquiries or comments on the minutes, they can contact to the Corporate Secretary. The minutes are maintained at the Company's head office for further reference.

• Rights in Addition to Voting Rights

The Company has provided shareholders rights in addition to voting rights as follows:

- The rights to be counted as a shareholder, for example, a right to buy, sell, transfer shares or a right to inspect shareholder records, etc.;
- The right to receive full and fair returns without inequitable treatment from any group of shareholders.;
- The right to access the Company's information such as the quarterly financial results, the minutes of shareholders' meeting, the right to request the Company's visit, etc.;
- The right to participate in decision-making for material matters such as the appointment or dismissal of the Company's

directors and approval of their remuneration, appointment of auditors and approval of their remuneration, etc.;

- The right to inspect the management of the Board of Directors, who are representatives of shareholders, such as to inspect the Company's books and records through the Company's public filings including 56-1 One Report, etc.;
- The right to obtain a redress or a rectification for any violations of their rights.

In 2024, the Company had no actions that violated the right of shareholders, such as not changing or adding agenda items without notifying shareholders in advance or which limit the access to the Company's information that was released to public. In addition, the Company did not prevent or obstruct any opportunities for shareholders to communicate with each other.

2. Equitable Treatment of Shareholders

Hana pays special attention to the interest of the Company's owners - the shareholders. Equitable treatment is given with fairness to all categories of shareholders as follows:

Treat all classes equally:

The Company ensures fair treatment of shareholders irrespective of the size of each of their shareholdings. Foreign shareholders and owners of small stakes (minority shareholders) as well as individual investors or institutional investors are treated equally. All of shareholders, in respect of each class of shares, are entitled to the same dividend payments, and have equal rights in the event of share capital increases. The Company's shareholder meetings are open to all shareholders, and all shares of the same class have the same voting rights. Voting at the shareholders' meeting is done by the principle of one share, one vote.

Protect minority shareholders' rights:

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 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) under section Investor Relations > Sustainable Development > Corporate Governance > CG Related Policies, on the subject - Procedures to Propose AGM Agenda Items and Nomination of Board Members.

However, in 2024 there were no shareholder proposals sent 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.

3. Disclosure and Transparency

The Company ensures timely disclosure of all material matters and all relevant information is reported to the Stock Exchange of Thailand in accordance with the disclosure requirements. It is critical to have as much information as can be available so that continuous evaluation of investment performance may be conducted. The Company will make the effort to disclose information broadly and proactively through channels of communication that allow equal access to market participants. New information that is likely to materially influence the valuation of the Company's shares shall be disclosed to the market immediately and the information disclosed to investors will be accurate, not misleading and sufficient for investors to make decisions.

In addition to the information disclosure in accordance with relevant regulations, through the channels of the Stock Exchange of Thailand and 56-1 One Report, the Company also discloses information in both Thai and English versions through other channels such as the Company website with regularly post and update. The Company has the Communication and Disclosure Policy to ensure all information relevant and material disclosure in an appropriate, equal and timely manner.

There was no violation that Hana breached the disclosure rules and regulations. The financial reports have been disclosed in a timely manner during the past years.

The Company has not set up the Investor Relations Department, but the Company's executive directors are actively involved in the role of investor relations on a continuous basis as the Company believes that their ability to deliver confidence and clear presentation is as important a skill as technical and managerial capabilities. The Corporate Affairs Department is also available to provide basic information upon request. The Company has the IR Code of Conduct to set clear

directions and support the investor relations function and ensure the effective communication among the Company, investors, shareholders, the financial community and other stakeholders. The Company usually arranges an analyst meeting each quarter to inform the investor community of the financial result and also clarify all inquiries from institutional investors, fund managers and analysts who attend the meeting. Additionally, the Company's visits by interested analysts are also welcome and can be arranged by appointment.

In 2024, the Company participated in the investor relation's activities as follows:

- Analyst Meeting - 4 times by online
- SET's Opportunity Day - 3 times by online
- Meeting with Foreign Investors - 9 times physical meeting / 19 times by online
- Meeting with Local Investors - 7 times physical meeting / 9 times by online
- Company Visit - 1 time

All investors can access the Company's financial and non-financial information through the SET's Public disclosure system and on the Company website (www.hanagroup.com) or contact to following persons.

- Ms. Jirapa Kongmanee / Corporate Affairs jirapak@hanabk.th.com telephone number 0 2551 1297 # 117
- Ms. Penpimol Kotchabhakdi / Corporate Affairs penpimol_k@hanabk.th.com telephone number 0 2551 1297 # 226
- Ms. Sopida Klinklao / Corporate Affairs sopidak@hanabk.th.com telephone number 0 2551 1297 # 195

The Company's Communication and Disclosure Policy and Corporate Code of Conduct for Investor Relations have been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investor Relations > Sustainable Development > Corporate Governance > CG Related Policies, on the subjects - Communication and Disclosure Policy and Corporate Code of Conduct for Investor Relation.

Corporate Governance Structure

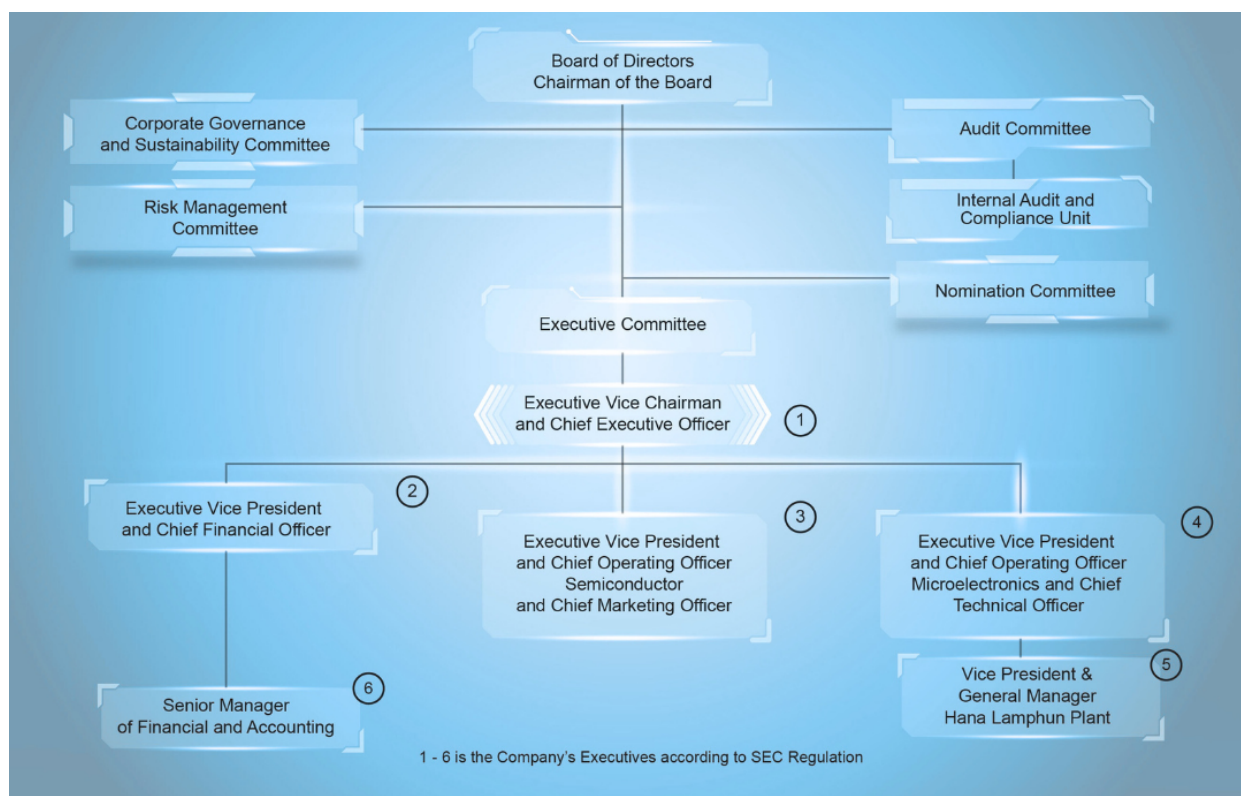
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	8	
	6	2
Executive directors	4	
	4	0
Non-executive directors	4	
	2	2
Independent directors	4	
	2	2

	2024	
	Male (persons)	Female (persons)
Non-executive directors who have no position in independent directors	0	
	0	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	75.00	25.00
Executive directors	50.00	
	50.00	0.00
Non-executive directors	50.00	
	25.00	25.00
Independent directors	50.00	
	25.00	25.00
Non-executive directors who have no position in independent directors	0.00	
	0.00	0.00

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	62	
	62	61

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 : 60 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <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 company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Jan 2017	Accounting, Risk Management, Strategic Management, Leadership
<p>2. Mr. Richard David Han Gender: Male Age : 67 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,040,000 Shares (0.117465 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	26 Jul 1993	Electronic Components, Strategic Management, Risk Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Terrence Philip Weir Gender: Male Age : 65 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 400,000 Shares (0.045179 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	26 Jul 1993	Risk Management, Accounting, Strategic Management, Leadership
<p>4. Ms. Pornphan Abhamongkol Gender: Female Age : 60 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a 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 : 60 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Apr 2022	Electronic Components, Strategic Management, Risk Management, Leadership
<p>6. Mr. Insuk Klm Gender: Male Age : 61 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 : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Apr 2022	Strategic Management, Electronic Components, Leadership, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mrs. Sunun Thongbai</p> <p>Gender: Female</p> <p>Age : 63 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's 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 : 63 years Highest level of education : Bachelor's degree Study field of the highest level of education : Technology in Physical Electronics (honors) Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (shares) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's 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 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 company's 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. Pornphan 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		✓	✓		✓
Total (persons)		4	4	4	0	8

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Electronic Components	4	50.00
2. Accounting	4	50.00
3. Leadership	8	100.00
4. Strategic Management	8	100.00
5. Risk Management	8	100.00

Information about the other directors

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

Board of Directors

- To have the ultimate responsibility for the Company's long-term prosperity
- To approve the large projects/investment, major transactions, policies, etc.
- To oversee the overall performance of the Company and to monitor the efficiency and effectiveness of the implementation of the policies and plans

Duties and Responsibilities of the Chairman of the Board of Directors:

The Chairman of the Board has additional responsibilities more than 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. Together with CEO, to call the Board and shareholders' meetings and set the agendas of the meetings which important matters should be 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 promote constructive relationship between independent directors and executive directors, and between the Board and management

Management

- To run the business of the Company and set its business strategies in accordance with the delegated authority of the Board
- To have the authority to approve day-to-day operational expenditures, investment, commercial agreement, etc. according to the limited amount approved by the Board
- To report results to the Board

The Board delegates authority and responsibility for the conduct of the Company's business to CEO who has following responsibilities:

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 to the Board for interim and/or annual dividend payments
4. To assign responsibilities to the senior management and supervise the work of executive directors
5. To empower the engagement and commitment for the Company in accordance with all applicable laws and the Company's standards and policies
6. To conduct other duties in accordance with the resolutions of the Board meetings and/or shareholders' meetings

The Board has approved the separation of duties and authorization of management such as approval limits of day-to-day operational expenses. However, such authorization shall not include that where the grantee can approve the transaction of which he or she is a person who might have any conflict of interest with the Company or its subsidiaries regarding such transaction.

Reference link for the measures for balancing the power : <https://www.hanagroup.com/File/ViewDoc/64>
between the board of directors and the management

Page number of the reference link : 3

Information on the roles and duties of the board of directors

Board charter : Have

The board has set this Charter to outline their roles and responsibilities, the board composition and other criteria by adopting principles of good corporate governance and practice, and in accordance with applicable laws.

Reference link for the board charter : <https://www.hanagroup.com/File/ViewDoc/64>

Page number of the reference link : 1-6

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 consider 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 interests 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 Company's financial report;
 - 6.2 an opinion on the adequacy of the Company's 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 Company's 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 Committee's 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 Company's compliance with private sector's anti-corruption and certification program, including the Collective Action Coalition Against Corruption's 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 Company's 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 Company's 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>

Executive Committee

Role

- Others
 - Perform and manage the Company's business

Scope of authorities, role, and duties

1. To perform and manage the Company's business to comply with the policies, mission and business plans as determined by the Board of Directors
2. To determine budget and the management's authorities of the Company
3. To monitor and follow up the operation of the Company's policies to ensure its efficiency
4. To monitor and follow up the performance of the Company to ensure its compliance with the business plan
5. To have the authorization for approval limits of day-to-day operational expenses in accordance with the approval authorization policy of the Company and to consider the large investment projects such as a joint venture, a construction of new plant etc. and any significant transactions over than THB 100,000,000 shall be proposed to the Board for approval
6. To perform other duties as assigned by the Board of Directors

Reference link for the charter

-

Nomination Committee

Role

- Director and executive nomination

Scope of authorities, role, and duties

1. To ensure a formal and transparent procedure for the appointments of new directors and key executive management to the Board
2. To select the potential candidates whose qualifications best meet the criteria and propose to the Board
3. To propose and review the executive management succession plan
4. To review annually the size and composition of the Board and recommend any proposed 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 set the Company's sustainability policy framework, goals, strategies, and plans for implementation covering ESG dimensions
2. To approve the budget plan related to sustainability development
3. To appoint the working team to assist the Committee as well as appointing the consultant/expert in performing their duties
4. To monitor the performance of the sustainability strategy to be in line with the policy framework and specified goals
5. To regularly report performance progress to the Board for acknowledgement

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 has the duties and responsibility that have been approved by the Board in implementing the risk management policy, reviewing the effectiveness of risk management profile, presenting the Company's overall risks and solutions to effectively prevent and limit Hana's overall risks at an acceptable level, and reporting the results to the Board periodically.

Reference link for the charter

<https://www.hanagroup.com/File/ViewDoc/60>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. John Thompson^(*) Gender: Male Age : 60 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</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Jan 2017	Accounting, Risk Management, Strategic Management, Leadership
<p>2. Ms. Pornphan Abhamongkol^(*) Gender: Female Age : 60 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)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 2022	Strategic Management, Risk Management, Accounting, Leadership
<p>3. Mrs. Sunun Thongbai^(*) Gender: Female Age : 63 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)</p> <p>Director type : Existing director</p>	1 Dec 2022	Accounting, Strategic Management, Leadership, Risk Management
<p>4. Mr. Stephanus Josephus Hendrikus Brader Gender: Male Age : 63 years Highest level of education : Bachelor's degree Study field of the highest level of education : Technology in Physical Electronics (honors) Thai nationality : No Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	1 Dec 2022	Electronic Components, Risk Management, Strategic Management, Leadership

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. Richard David Han Gender: Male Age : 67 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
2. Mr. Terrence Philip Weir Gender: Male Age : 65 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 : 60 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 : 61 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

Other Subcommittees

Subcommittee name	Name list	Position
Nomination Committee	Ms. Pornphan Abhamongkol	The chairman of the subcommittee (Independent director)
	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)

Subcommittee name	Name list	Position
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)

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 : 67 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>	26 Jul 1993	Electronic Components, Marketing, Leadership, Strategic Management, Risk Management
<p>2. Mr. Terrence Philip Weir^(*) Gender: Male Age : 65 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>Vice President and Chief Financial Officer (The highest-ranking executive)</p>	26 Jul 1993	Risk Management, Accounting, Strategic Management, Leadership
<p>3. Mr. Sanjay Nirendra Mitra Gender: Male Age : 60 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 and COO for Semiconductor (The highest-ranking executive)</p>	29 Apr 2022	Electronic Components, Strategic Management, Risk Management, Leadership
<p>4. Mr. Insuk Klm Gender: Male Age : 61 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 & COO for Microelectron (The highest-ranking executive)</p>	29 Apr 2022	Strategic Management, Electronic Components, Leadership, Risk Management

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Wichai Sukprasertkul Gender: Male Age : 57 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	Vice President And General Manager Hana-Lamphun	1 Jan 2022	Electronic Components, Engineering, Marketing, Corporate Management, Strategic Management
6. Ms. Achara Chaicharncheep ^(**) Gender: Female Age : 55 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	Finance and Accounting Senior Manager	14 Oct 2013	Accounting, Finance

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

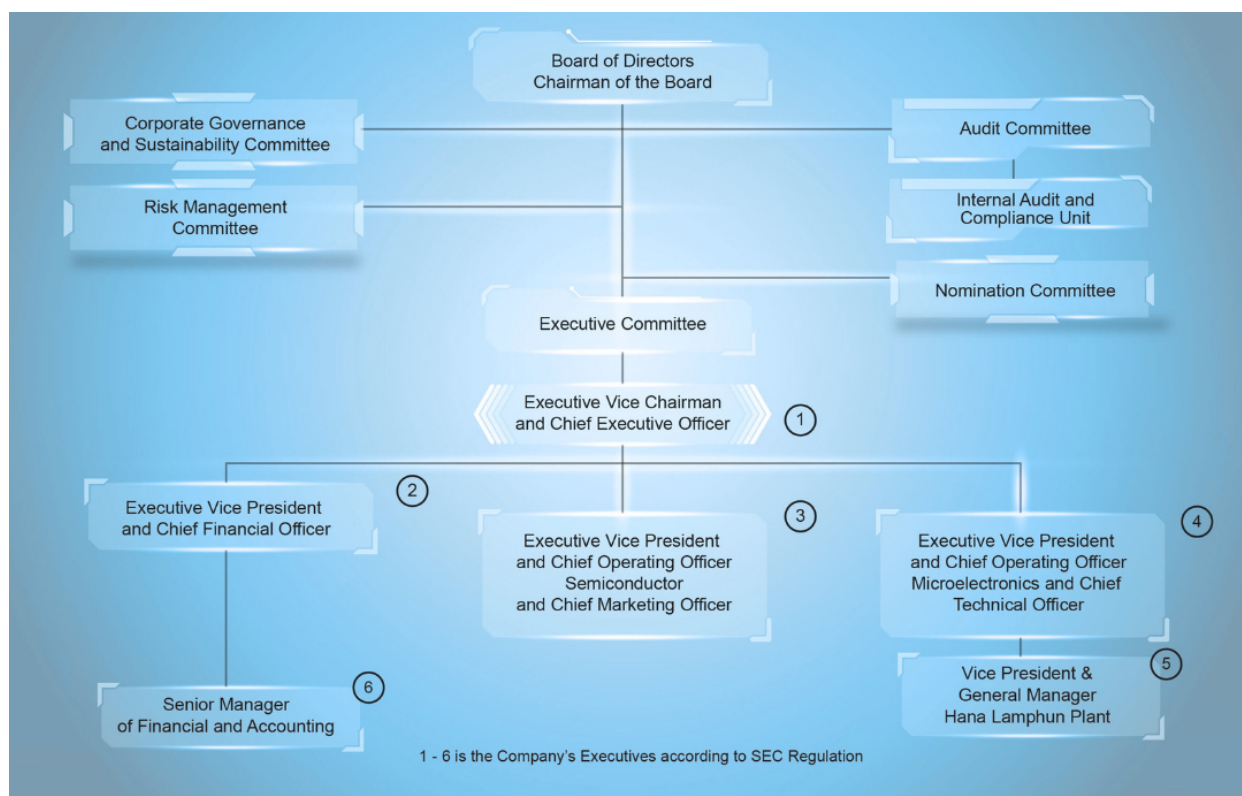
(**) Accounting supervisor

(***) 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 : 31 Dec 2024
next four executives as of date

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 enhance its ability to attract, retain and motivate competent and experienced staff. Remuneration of executives of 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 year with the Company. Other 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 group's financial performance and on the CEO's 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

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	35,010,006.00	34,377,265.00	31,660,804.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	35,010,006.00	34,377,265.00	31,660,804.00

The remuneration for the CEO and executive directors is designed to align their compensation with the Company's performance, ensuring that it is competitive within the industry and reflective of the responsibilities and contributions of their roles. The policy is structured to provide both fixed and performance-based compensation, which incentivizes executives to contribute to the Company's success.

The remuneration for the CEO and executives is considered based on the overall financial performance of the Company, individual achievements, and market benchmarking against industry standards to ensure competitiveness. Any changes to the remuneration structure are made to align the compensation with Hana's strategic goals and to retain and motivate the executives to meet the Company's annual objectives. The remuneration for the CEO and executives is reviewed and approved by the executive committee.

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	1,503,184.00	1,532,665.00	1,566,108.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Executive directors and executives receive the 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 : 0.00
and executives in the past year

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight⁽⁴⁾

General information	Email	Telephone number
1. Ms. Achara Chaicharncheep	acharach@hanabk.th.com	-
2. Ms. Kwanrak Wongpin	kwanrakw@hanabk.th.com	02 551 1297-8 #248

Remark: ⁽⁴⁾ Ms. Achara Chaicharncheep was the chief accountant until 31 December 2024.

Ms. Kwanrak Wongpin is the chief accountant on 1 January 2025.

List of the company secretary

General information	Email	Telephone number
1. Ms. Jirapa Kongmanee	jirapak@hanabk.th.com	02 551 1297 - 8 #117

Remark: Duties and responsibilities of the company secretary are as follows:

- To prepare and maintain the following documents:
 - Director registration
 - Notification and minutes of the Board of Directors meetings including annual reports
 - Notification and minutes of shareholders' meetings
- To maintain Report on Interest of Directors, Executives and Related Persons and send a copy of the report under Section 89/14 of SEC regulation to the Chairman of the Board and Audit Committee within 7 days from the date that the report is received.
- Other duties regulated by the Securities and Exchange Commission
- Other duties assigned by the Board of Directors such as:
 - Advise on the laws and regulations involved and oversee the activities of the Board to be in accordance with the applicable laws
 - Conduct the Board of Directors and shareholders' meetings
 - Liaise with regulatory agencies such as the SET and ensure disclosure and press release according to the applicable laws

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 investor relations : Have relations

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Terrence Philip Weir	terry@hanabk.th.com	-

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2264 9090	2,450,000.00	Types of non-audit service : 1. BOI audit fee 2. Inventory destruction fee 3. Tax consulting service fee Details of non-audit service : Amount paid during the fiscal year 1. Inventory destruction fee = 40,000 Baht 2. Tax consulting service fee = 330,000 Baht Amount to be paid in the future: 1. BOI audit fee = 630,000 Baht Amount paid during the fiscal year 370,000.00 baht Amount to be paid in the future 630,000.00 baht Total non-audit fee 1,000,000.00 baht	1. Ms. KAMONTIP LERTWITWORATEP Email: Kamontip.Lertwitworatep@th.ey.com Telephone number: 02-264-9090 #77027 License number: 4377 2. Mrs. SARINDA HIRUNPRASURTWUTTI Email: Sarinda.hirunprasurtwutti@th.ey.com Telephone number: 02-264-9090 License number: 4799 3. Mr. WICHART LOKATEKRAWEE Email: Wichart.Lokatekrawee@th.ey.com Telephone number: 02-264-9090 License number: 4451

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2264 9090	1,750,000.00	<p>Types of non-audit service : 1. BOI audit fee 2. Inventory destruction fee 3. Tax consulting service fee</p> <p>Details of non-audit service : Hana Semiconductor (Ayutthaya) Co., Ltd. - Amount paid during the fiscal year: Inventory destruction fee = 20,000 Baht - Amount to be paid in the future: BOI audit fee = 270,000 Baht 2.Hana Semiconductor International Ltd. - Amount paid during the fiscal year: Tax consulting service fee = 150,000 Baht - Amount to be paid in the future: Tax consulting service fee = 150,000 Baht</p> <p>Amount paid during the fiscal year 170,000.00 baht Amount to be paid in the future 420,000.00 baht Total non-audit fee 590,000.00 baht</p>	<p>1. Ms. KAMONTIP LERTWITWORATEP Email: Kamontip.Lertwitworatep@th.ey.com License number: 4377</p> <p>2. Mrs. SARINDA HIRUNPRASURTWUTTI Email: Sarinda.hirunprasurtwutti@th.ey.com License number: 4799</p> <p>3. Mr. WICHART LOKATEKRAWEE Email: Wichart.Lokatekrawee@th.ey.com License number: 4451</p>

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

Board of Directors' Meetings

The Board of Directors sets the meeting schedules in advance by informing in the meeting agenda before each year-ending so that the directors can arrange their time to attend the meetings. In 2024, the Company held 7 meetings of the Board of Directors, which are the normal agenda items. The total number of directors attending the meetings must be no less than one half of the total number of directors to constitute a quorum. The chairman of the Board and CEO set the agenda of the Board meetings.

Any director may suggest agenda items and may raise at meetings other matters that they consider importance of discussion. Information and data for the Board's understanding of the business to be discussed at meetings are distributed in advance of meetings according to the policy that is to provide 5 days in advance. To prepare for meetings, directors are responsible for reviewing the materials that are sent to them in advance. If there are additional inquiries, the directors can contact the CEO, the corporate secretary or designated executives. At the Board meetings, ample time is scheduled to allow full discussion of important matters. Management presentations are scheduled to permit an appropriate portion of the Board meeting time to be available for discussion and comments. The Board's policy is to vote on the agenda item by having at least 2 out of 3 of total directors present in the meeting for each agenda item. The minutes of Board of Directors' meeting are properly made and contain key facts such as the timing of start and finish, name of directors present and absent, summary of items of major discussion and resolutions, the minute taker and certifier. The minutes are maintained at the Company's head office and cannot be edited without prior consent of the Board's approval.

The Meeting without Attendance of Management

The Board encourages the non-executive directors to have a separate meeting in absence of management to encourage more open discussion without management present. In 2024, the independent directors conducted a meeting without attendance of management one time on 13 November 2024. The meeting was conducted with the participation of internal and external auditors with the agenda discussion on the significant matters and other concerns related to financial statements and internal control audits by the auditors during the year 2024 including review if there is any connected transaction in 2024 that may lead to conflicts of interest, any fraud findings, as well as the cooperation from management and staff to support the auditors and any limitation related to the audit works, and report to the Board meeting subsequently.

Reviewing Vision, Mission and Corporate Objectives

The Board of Directors annually reviews and approves the Company's vision, mission and corporate objectives or the long-term goals as well as overseeing the implementation and monitoring the performance of the management. The Board of Directors' Meeting No. 7/2024 held on 11 December 2024 reviewed and approved the Company's vision, mission and corporate objectives or the long-term goals. The CEO has reported to the Board for the execution summary with the Company's strategies once a year in addition to report the operating performance for each meeting.

Board Composition and Diversity

In 2024, the Board maintained a diverse and independent composition, ensuring a broad range of skills and expertise. The Board's composition is based on factors such as professional experience, gender, age, and includes directors from various nationalities. The Board set a target to have at least two women on the Board, and this target was successfully met with two female directors in 2024.

Risk Management Oversight

Throughout the year, the Board remained in overseeing the Company's risk management to review the risk profiles including identifying, mitigating, and reporting on key risks to the business. This included discussing the Company's approach to emerging risks and ensuring sufficient contingency plans were in place.

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 2024, the Board reviewed the sustainability policy and ensure that the Company integrates environmental, social, and governance (ESG) principles into its operations and implementing sustainability initiatives across organization, wherever applicable. This includes promoting responsible environmental practices, fostering a positive social impact, and adhering to governance standards. The Board also monitored the progress of these initiatives to ensure alignment with the Company's long-term goals and commitment to sustainable growth.

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. Richard David Han	Director	26 Jul 1993	Electronic Components, Strategic Management, Risk Management, Leadership
Mr. Terrence Philip Weir	Director	26 Jul 1993	Risk Management, Accounting, Strategic Management, Leadership
Ms. Pornphan Abhamongkol	Director	1 Jan 2022	Strategic Management, Risk Management, Accounting, Leadership

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 requirement set by the Securities and Exchange of Commission (SEC). In particular, an independent director is a director who:

1. Must hold shares less than 0.5% of the total shares eligible to vote of the Company, subsidiaries, associates, or controlling parties, including the 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. Must not be 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. Must not be 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. Must never have engaged or not engage 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. Must never have been or not be an auditor for the Company, its subsidiaries, associates, major shareholders, or controlling person, and must not be 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. Must never have been or not be 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 must not be a significant shareholder, controlling person, or partner of the above mentioned service firms unless the foregoing status ended at least two years before.

7. Must not be 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. Must not conduct the same business and compete significantly with the Company or its subsidiaries, and must not be 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. Must 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 : No
over the past year

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 : Yes
through the nomination committee

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

Number of directors from major shareholders

Number of directors from each group of major shareholders : 1
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 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) under section Investor Relations > Sustainable Development > Corporate Governance > CG Related Policies, on the subject - Procedures to Propose AGM Agenda Items and Nomination of Board Members. However, in 2024 there were no shareholder proposals sent 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
<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"> 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). 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 Company's strategies. In addition, at least 1 director has an experience in the electronic industry or related to the Company's business. 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. 4. To have a moral, ethical, and any other features that may be required by laws or deemed appropriate by the Board. 	<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
1. Mr. John Thompson (Chairman of the Board of Directors)	Participating	Other <ul style="list-style-type: none"> • 2024: Sustainability Disclosure Standards: IFRS S1 & S2 by Ross Maynard, Fellow Certified Management Accountant (FCMA)
2. Mr. Richard David Han (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Sustainability Disclosure Standards: IFRS S1 & S2 by Ross Maynard, Fellow Certified Management Accountant (FCMA)
3. Mr. Terrence Philip Weir (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: ACMF-ISSB Virtual Technical Training on the IFRS Sustainability Disclosure Standards for Corporate by The Securities and Exchange Commission • 2024: Fraud awareness and resilience in the digital age by HSBC • 2024: Financials Investigation and Forensic Accounting by CPA Australia
4. Ms. Pornphan Abhamongkol (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Sustainability Disclosure Standards: IFRS S1 & S2 by Ross Maynard, Fellow Certified Management Accountant (FCMA) • 2024: Preventing, Deterring and Suppressing improper behaviors of listed companies by The Securities and Exchange Commission • 2024: SET ESG Professionals Forum 2024 - Innovative and Adaptive Governance: Leading Boards Excellence by the Stock Exchange of Thailand • 2024: ESG-related risks and management: A practical guide for listed companies by the Stock Exchange of Thailand • 2024: Key concerns of Audit Committees - in the age of great transformation by EY Office Limited • 2024: Fraud awareness and resilience in the digital age by HSBC
5. Mr. Sanjay Nirendra Mitra (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Sustainability Disclosure Standards: IFRS S1 & S2 by Ross Maynard, Fellow Certified Management Accountant (FCMA)
6. Mr. Insuk Klm (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Sustainability Disclosure Standards: IFRS S1 & S2 by Ross Maynard, Fellow Certified Management Accountant (FCMA)
7. Mrs. Sunun Thongbai (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Preventing, Deterring and Suppressing improper behaviors of listed companies by The Securities and Exchange Commission • 2024: ACMF-ISSB Virtual Technical Training on the IFRS Sustainability Disclosure Standards for Corporate by The Securities and Exchange Commission • 2024: SET ESG Professionals Forum 2024 - Innovative and Adaptive Governance: Leading Boards Excellence by The Stock Exchange of Thailand • 2024: ESG-related risks and management: A practical guide for listed companies by The Stock Exchange of Thailand • 2024: Key concerns of Audit Committees - in the age of great transformation by EY Office Limited

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. Stephanus Josephus Hendrikus Brader (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Sustainability Disclosure Standards: IFRS S1 & S2 by Ross Maynard, Fellow Certified Management Accountant (FCMA) • 2024: ACMF-ISSB Virtual Technical Training on the IFRS Sustainability Disclosure Standards for Corporate by The Securities and Exchange Commission • 2024: Fraud awareness and resilience in the digital age by HSBC • 2024: How to Prevent Fraud in Business by Alison

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. Director's self-improvement and management training

Further, the Board also can provide feedback in the assessment form to improve the Board's performance. The Corporate Secretary concludes the Board's group performance and reports to the Board meeting.

Evaluation of the duty performance of the board of directors over the past year⁽⁵⁾

In 2024, the overall performance of the Board as a group was evaluated with a "very good" ranking, achieving a score of 3.61/4, or 90.25%. This result reflects the Board's effective governance, strategic oversight, and alignment with the Company's objectives. Additionally, an individual performance evaluation was conducted with an average individual performance score for the directors in 2024 was 3.59/4, or 89.75%. These evaluations reflect the commitment of each director to their role, ensuring that they continue to effectively contribute to the Company's 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 Company's goals and objectives, further reinforcing the Board's and sub-committees' commitment to effective governance.

Remark: ⁽⁵⁾ * 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
Audit Committee	Group assessment	3.79	4
	Self-assessment	3.59	4
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Nomination Committee	Group assessment	3.51	4
	Self-assessment	3.59	4
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainability Committee:	Group assessment	3.53	4
	Self-assessment	3.59	4
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	3.66	4
	Self-assessment	3.59	4
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	3.57	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 past year : 7
(times)

Date of AGM meeting : 30 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	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)	7	/	7	1	/	1	N/A	/	N/A
2. Mr. Richard David Han (Director)	7	/	7	1	/	1	N/A	/	N/A
3. Mr. Terrence Philip Weir (Director)	7	/	7	1	/	1	N/A	/	N/A
4. Ms. Pornphan Abhamongkol (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
5. Mr. Sanjay Nirendra Mitra (Director)	7	/	7	1	/	1	N/A	/	N/A
6. Mr. Insuk Klm (Director)	7	/	7	1	/	1	N/A	/	N/A
7. Mrs. Sunun Thongbai (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
8. Mr. Stephanus Josephus Hendrikus Brader (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

The Company provides the 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 the 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 the remuneration of directors have always been approved by shareholders every year.

Remuneration of the board of directors⁽⁶⁾

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	
1. Mr. John Thompson (Chairman of the audit committee)			663,250.00		N/A
Audit Committee	663,250.00	0.00	663,250.00	No	
2. Ms. Pornphan Abhamongkol (Member of the audit committee)			368,225.00		N/A
Audit Committee	368,225.00	0.00	368,225.00	No	
Nomination Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee:	0.00	0.00	0.00	No	
3. Mrs. Sunun Thongbai (Member of the audit committee)			368,225.00		N/A
Audit Committee	368,225.00	0.00	368,225.00	No	
Nomination Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
Corporate Governance and Sustainability 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	
4. Mr. Stephanus Josephus Hendrikus Brader (Member of the audit committee)			368,225.00		N/A
Audit Committee	368,225.00	0.00	368,225.00	No	
Corporate Governance and Sustainability Committee:	0.00	0.00	0.00	No	
Nomination Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
5. Mr. Richard David Han (The chairman of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
Nomination Committee	0.00	0.00	0.00	No	
6. Mr. Terrence Philip Weir (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee:	0.00	0.00	0.00	No	
7. Mr. Sanjay Nirendra Mitra (Member of the executive committee)			0.00		N/A
Executive Committee	0.00	0.00	0.00	No	
8. Mr. Insuk Klm (Member of the executive committee)			0.00		N/A

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	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. Audit Committee	1,767,925.00	0.00	1,767,925.00
2. Executive Committee	0.00	0.00	0.00
3. Nomination Committee	0.00	0.00	0.00
4. Corporate Governance and Sustainability Committee:	0.00	0.00	0.00
5. Risk Management Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	1,767,925.00
Other monetary remuneration (Baht)	0.00
Total (Baht)	1,767,925.00

Remark: ⁽⁶⁾ 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 board of : 0.00
directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated 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 Board's 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.

The Company's Conflict of Interest Guidelines have been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investor Relations > Sustainable Development > Corporate Governance > CG Related Policies, on the subject – Business Code of Conduct of the Board of Directors.

In 2024, 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

	2022	2023	2024
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 on 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 to 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 2024, 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

	2022	2023	2024
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 2024, 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 2024, 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 Company’s 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 2024, the Company received the signed acknowledgement from 1,433 suppliers, which was 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 2024, the risk assessment included the anti-corruption was reported to the Board for consideration.

Certification - The Company has re-certified for the third time as a member of Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC) in the end of March 2025, which for the Company’s actions and effort to support the mobilization of the private sector in the fight against corruption since 2013.

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 announces “No Gift Policy” and communicates with its business partners and discloses to the public as the guideline for directors and employees not to accept or give gifts by cooperating with other business sectors for the fight against corruption.

The Company’s Anti-Corruption Policy has been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investor Relations > Sustainable Development > Anti-Corruption.

Number of cases or issues related to corruption

	2022	2023	2024
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 procedures : Yes
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 the good corporate governance, any suggestion or any complaints regarding to activities or conduct of the Company or any of its staff or business partners relating to the Company. Stakeholders can report such complaint or concern in good faith directly to following channels.

- **Mr. John Thompson**

Chairman of the Board of Directors and the Audit Committee
email: john@ntasset.com

- **Mr. Terrence Philip Weir**

Chairman of Risk Management Committee
email: terry@hanabk.th.com

- **Mr. Richard David Han**

President and Chief Executive Officer
email: richardh@hanabk.th.com

- **Mrs. Tappawong Na Tarlang**

Corporate Human Resources Business Partner/Training & Administration Senior Director
email: tappawong@hanabk.th.com

- **Ms. Jirapa Kongmanee**

Corporate Secretary and the Head of Internal Audit Department
email: jirapak@hanabk.th.com

Mailing Address - Hana Microelectronics Public Co., Ltd., 65/98, Soi Vibhavadi-Rangsit 64 Junction 2, Kwang Talad Bangkokhen, 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 employee's 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 2024, 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 Company's reputation due to the administration of the Board of Directors, as well as no legal dispute concerning labour, human rights, and the environment.

The Company's Whistleblowing Policy has been disclosed both in Thai and English on the Company website (www.hanagroup.com) under section Investors Relation > Sustainable Development > Corporate Governance > CG Related Policies, on the subject - Whistleblowing Policy.

Number of cases or issues related to whistleblowing

	2022	2023	2024
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

Reviewing Vision, Mission and Corporate Objectives

The Board of Directors annually reviews and approves the Company's vision, mission and corporate objectives or the long-term goals as well as overseeing the implementation and monitoring the performance of the management. The Board of Directors' Meeting No. 7/2024 held on 11 December 2024 reviewed and approved the Company's vision, mission and corporate objectives or the long-term goals. The CEO has reported to the Board for the execution summary with the Company's strategies once a year in addition to report the operating performance for each meeting.

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		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. John Thompson (Chairman of the audit committee)	4	/	4
2 Ms. Pornphan Abhamongkol (Member of the audit committee)	4	/	4
3 Mrs. Sunun Thongbai (Member of the audit committee)	4	/	4
4 Mr. Stephanus Josephus Hendrikus Brader (Member of the audit committee)	4	/	4

The results of duty performance of the audit committee

In 2024, the Audit Committee performed its duties and responsibilities as assigned by the Board of Directors and in accordance with the Charter of the Audit Committee as follows.

- Reviewed the financial statements of the Company and its subsidiaries to ensure compliance with generally accepted accounting principles, and the disclosure of the notes to the financial statements including the judgments used in preparing financial statements in accordance with the financial reporting standards. The Audit Committee agreed with the auditors that the financial performance and cash flows of the Company and its subsidiaries for the fiscal year ending 31 December 2024 presented fairly in all material respects and disclosed in accordance with generally accepted accounting principles and financial reporting standards. These disclosures were made adequately and in a timely manner.
- Reviewed the adequacy and efficiency of the internal control systems by evaluating internal controls, approving the annual audit plan, reviewing audit reports, considering risk assessments and risk control measures, as well as considering the qualifications of the head of the internal audit department. From the review, the Audit Committee concluded that the internal control and risk management systems were sufficient and appropriate for the business. The head of the internal audit department was deemed to possess the necessary qualifications, experience, and training to perform her duties effectively.
- Reviewed the connected transactions to ensure compliance with the Securities and Exchange Acts and to prevent conflicts of interest. The Company has the policy that a director and an executive shall report his interest or a related person's interest which may cause conflicts of interest and the policy requiring the Board to approve the major transactions. The Committee confirmed that all related-party transactions in 2024 were conducted in the ordinary course of business under agreed commercial terms, with no transactions giving rise to potential conflicts of interest.
- Reviewed to ensure the Company's compliance with rules and regulations of the Securities and Exchange Commission, applicable regulatory requirements, and Board policies. Additionally, the Committee assessed the Company's adherence to corporate governance best practices, where applicable, and its anti-corruption efforts. The Audit Committee concluded

that the Company had complied with all applicable laws, regulations, established policies, and had effectively implemented measures to promote good governance and prevent corruption through its anti-corruption framework.

- Recommended the appointment of external auditors and their remuneration by giving due consideration to their experience, knowledge, ability, reliability, staff capability and workload, as well as the independence of auditors in performing such duties. Such auditors must be approved by the Securities and Exchange Commission (SEC). The Audit Committee proposed to the Board to seek shareholder approval for the appointment of Ms. Kamontip Lertwitworatep, Mrs. Sarinda Hirunprasurtwutti, and/or Mr. Wichart Lokatekrawee of EY Office Limited as the auditors for the financial year ending December 31, 2024. The total audit remuneration was proposed at Baht 2,450,000, with a non-audit fee of Baht 1,000,000 for services related to verifying compliance with Board of Investment (BOI) tax privileges, inspecting obsolete inventory destruction, and providing transfer pricing tax consultation. The non-audit fee represented 41% of the audit fee. The Audit Committee believed that the non-audit services did not compromise the auditors' independence in reviewing the Company's financial statements, as the auditors were able to plan and perform the audits using standard audit procedures to obtain sufficient evidence and express their opinions independently in the audit report.
- Communicated with the external auditors on important matters by convening a special meeting to address issues or limitations encountered during the audits. For the financial year ending 31 December 2024, the auditors were able to conduct their duties and exercise their independent judgments, adhering to relevant auditing standards, with the Company's full cooperation.

The Audit Committee concluded its satisfaction with the accuracy, completeness, and creditability of 2024 financial statements' preparation and reporting, the adequacy of the internal control and risk management systems, and the Company's compliance with applicable laws and regulations, including reasonable related party transactions. The Audit Committee concluded that no significant deficiencies or irregularities were identified.

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) : 7

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Richard David Han (The chairman of the executive committee)	7	/	7
2 Mr. Terrence Philip Weir (Member of the executive committee)	7	/	7
3 Mr. Sanjay Nirendra Mitra (Member of the executive committee)	7	/	7
4 Mr. Insuk Kim (Member of the executive committee)	7	/	7

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:

1. Operational Oversight and Performance Management: The Executive Committee has effectively managed and monitored the Company's daily operations, ensuring alignment with strategic goals.

2. Operational 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.

3. Dividend Recommendations: The Executive Committee has proposed interim and annual dividend payments based on earnings appropriations, ensuring financial stability and shareholder satisfaction.

4. 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.

5. 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.

6. 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		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Ms. Pornphan Abhamongkol (The chairman of the subcommittee)	2	/	2
2 Mr. Richard David Han (Member of the subcommittee)	2	/	2
3 Mrs. Sunun Thongbai (Member of the subcommittee)	2	/	2
4 Mr. Stephanus Josephus Hendrikus Brader (Member of the subcommittee)	2	/	2

The results of duty performance of Nomination Committee

The Nomination Committee consists of four directors, three of whom are independent directors. The scope and responsibility of the Committee is to assist the Board of Directors in annually reviewing the size and composition of the Board, ensuring a balanced mix of skills, knowledge, experience, and diversity that aligns with the Company's strategies. The Committee is also overseeing a clear and transparent process for the appointment of directors. The Committee is responsible for selecting and screening candidates, assessing their qualifications, and proposing suitable candidates to the Board for consideration. The Board subsequently recommends the agreed-upon candidates to the shareholders' meeting for approval in line with the established nomination processes.

To nominate the candidates to replace directors completing their term limits, the Nomination Committee considered and screened qualified individuals who met the Company's business strategy requirement and the Board's diversity policy, to be appointed as the directors. The independent directors shall have full qualifications met the definition of independent directors according to the Company's good corporate governance policy, which exceed the requirements set by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

In respect of the director's appointments at the shareholders' meeting in 2024, the Company invited shareholders to

propose candidates for election. The relevant policies and procedures which allow shareholders to propose candidates for Board election, were posted on the Company’s website. However, no candidates were proposed by shareholders in the previous year. As a result, the Nomination Committee reviewed the directors whose terms were expiring by rotation, in accordance with the Company’s Articles of Association, and determined that these directors could continue to contribute to the Board and the Company effectively.

The Nomination Committee believes that the director nomination process is transparent, proper, and fully compliant with the Nomination Committee Charter. The Committee also reviewed and considered the CEO succession planning policy, the qualification criteria (job description) for potential successors, and oversaw the progress of the development plan and proposed to the Board for consideration.

In 2024, the Nomination Committee assessed the current board structure and the composition of the directors. The Committee concluded that the Board is effectively structured of the right size and has a well-balanced mix of skills, knowledge, and experience, aligning with the business strategy and ensuring that the Company remains capable of achieving its goals.

Meeting attendance of Corporate Governance and Sustainability Committee:

Meeting Corporate Governance and Sustainability Committee: (times) : 2

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee:		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Stephanus Josephus Hendrikus Brader (The chairman of the subcommittee)	2	/	2
2 Mr. Terrence Philip Weir (Member of the subcommittee)	2	/	2
3 Ms. Pornphan Abhamongkol (Member of the subcommittee)	2	/	2
4 Mrs. Sunun Thongbai (Member of the subcommittee)	2	/	2

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

The Corporate Governance and Sustainability Committee consists of four directors, the majority of whom are independent directors. The Committee’s roles and responsibilities are outlined in the Charter of the Corporate Governance and Sustainability Committee, which has been approved by the Board of Directors.

In 2024, the Committee conducted its annual review of the corporate governance policy, ensuring the application of sound corporate governance principles relevant to the Company’s operations, while also promoting a culture of good governance throughout the organization. The Committee reviewed the sustainability policy, approved the Company’s materiality prioritization, conducted an ESG risk assessment, evaluated sustainability targets, and monitored the Company’s performance in areas related to the environment, social responsibility, and governance. Additionally, the Committee ensured that management integrated sustainability goals into the annual plan and business strategies, focusing on areas such as operational efficiency, resource management, and long-term value creation. The Committee also closely monitored the implementation of sustainability initiatives, ensuring they aligned with the Company’s objectives and actively contributed to economic growth, environmental protection, and social well-being.

From our continuous efforts in ESG implementation and development, Hana has been recognized as “Excellent” (5 stars) in

corporate governance by the Thai Institute of Directors Association (IOD) for the 11th consecutive years since 2013. The company has been selected as a sustainable stock under the SET ESG Ratings for the 5th consecutive year. For 2024, the Company was rated “AA” in the SET ESG Ratings, based on the annual sustainability assessment by the Stock Exchange of Thailand. In addition, Hana was ranked among the top 100 listed companies for outstanding ESG performance and received the Sustainability Disclosure Acknowledgement Award from Thaipat Institute, which recognized our exceptional efforts in sustainability disclosure and reporting on SDG target 12.6. This recognition reflects the Company’s significant contributions to society, commitment to the environment, and adherence to the principles of good governance.

Despite potential uncertainties ahead, we remain committed to upholding the practice of good corporate governance with a focus on social and environmental responsibility, in line with national and international development goals.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Terrence Philip Weir (The chairman of the subcommittee)	1	/	1
2 Ms. Pornphan Abhamongkol (Member of the subcommittee)	1	/	1
3 Mrs. Sunun Thongbai (Member of the subcommittee)	1	/	1
4 Mr. Stephanus Josephus Hendrikus Brader (Member of the subcommittee)	1	/	1

The results of duty performance of Risk Management Committee

To assist the Board of Directors in overseeing the organization’s risk management, the Board has appointed the Risk Management Committee, which operates at the board level. The Committee is composed of an executive director as Chairman and three independent directors as members. The Risk Management Committee has clearly defined its roles in risk oversight and governance, and it has carried out its responsibilities in compliance with the Risk Management Committee Charter approved by the Board.

The Committee reviewed the Company’s risk management policies and guidelines, considering risk identification, measurement, and mitigation strategies for both enterprise risks and environmental, social, and governance (ESG) risks. Additionally, the Committee examined new and emerging risks to ensure that they align with changes in the business environment, aiming to reduce material risks for the Company. The Committee reported the key risk profile to the Board, enabling the Board to gain a high-level understanding of the significant risks and opportunities facing the Company.

The Committee assessed and addressed risks covering strategic, operational, financial, compliance, social and environmental impact, as well as emerging risks. This included evaluating the potential impact of these risks on the Company’s long-term objectives and ensuring alignment with business strategies. The Committee also focused on risks associated with regulatory changes, technological advancements, and market fluctuations. Furthermore, it assessed the adequacy and effectiveness of the risk management system, reviewing the processes for risk identification, mitigation, and monitoring to ensure that the Company addresses these risks appropriately and efficiently. This assessment involved evaluating the Company’s risk appetite, reviewing key risk indicators, and ensuring that appropriate controls were in place to minimize exposure and maximize opportunities for sustainable growth.

The Committee believes that the Company has adequate risk management oversight, and the Company’s risk exposure remains within its established risk appetite.

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 goals : Yes

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

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

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

Hana is an EMS provider where the Company's activity mainly focuses on product manufacturing serving customers around the world. We are committed to operating sustainably across the value chain, which is divided into primary activities and support activities,

to ensure responsible business practices. Our goal is to meet the expectations of stakeholders both within our organization and across the entire value chain. By adhering to sustainable practices, we aim to create long-term value, foster trust, and drive positive environmental, social, and economic outcomes for all stakeholders involved.

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
Internal stakeholders			
<ul style="list-style-type: none"> Shareholders 	<ul style="list-style-type: none"> Consistent dividend payment Steady growth Environment, Social and Governance 	<ul style="list-style-type: none"> Dividends paid each year based on the Company's cash flow Company vision for constantly strives to grow and be competitive Corporate governance scorecard Environmental management 	<ul style="list-style-type: none"> Visit Press Release Annual General Meeting (AGM) Others <ul style="list-style-type: none"> ESG Questionnaire
<ul style="list-style-type: none"> Employees 	<ul style="list-style-type: none"> Appropriate compensation and welfare Occupational health, safety and environment Career development 	<ul style="list-style-type: none"> Employee satisfaction survey Orientation, exit interview Training and workshop Complaint channels Operation meeting Risk assessment 	<ul style="list-style-type: none"> Online Communication Internal Meeting Complaint Reception Employee Engagement Survey Satisfaction Survey Training / Seminar
External stakeholders			
<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Quality products with on-time delivery and competitive product pricing Ethical and environmentally responsible Occupational health, safety and environment 	<ul style="list-style-type: none"> Customer audits Customer satisfaction survey Customer visits Risk assessment 	<ul style="list-style-type: none"> Visit Online Communication Internal Meeting Complaint Reception Satisfaction Survey
<ul style="list-style-type: none"> Suppliers Others <ul style="list-style-type: none"> Supplier 	<ul style="list-style-type: none"> Fair and transparent supplies selection Payment on time Supply chain management 	<ul style="list-style-type: none"> Supplier audit Supplier quality management Risk assessment 	<ul style="list-style-type: none"> Visit Online Communication Internal Meeting External Meeting
<ul style="list-style-type: none"> Community 	<ul style="list-style-type: none"> Operate with no impact to the environment Support low-income and disadvantaged communities Employment opportunities for local people Support local business 	<ul style="list-style-type: none"> Activities conducted outside the Company Advice/feedback from Industrial Estate Community visit program Recruitment Procurement 	<ul style="list-style-type: none"> Visit Social Event External Meeting Complaint Reception Satisfaction Survey

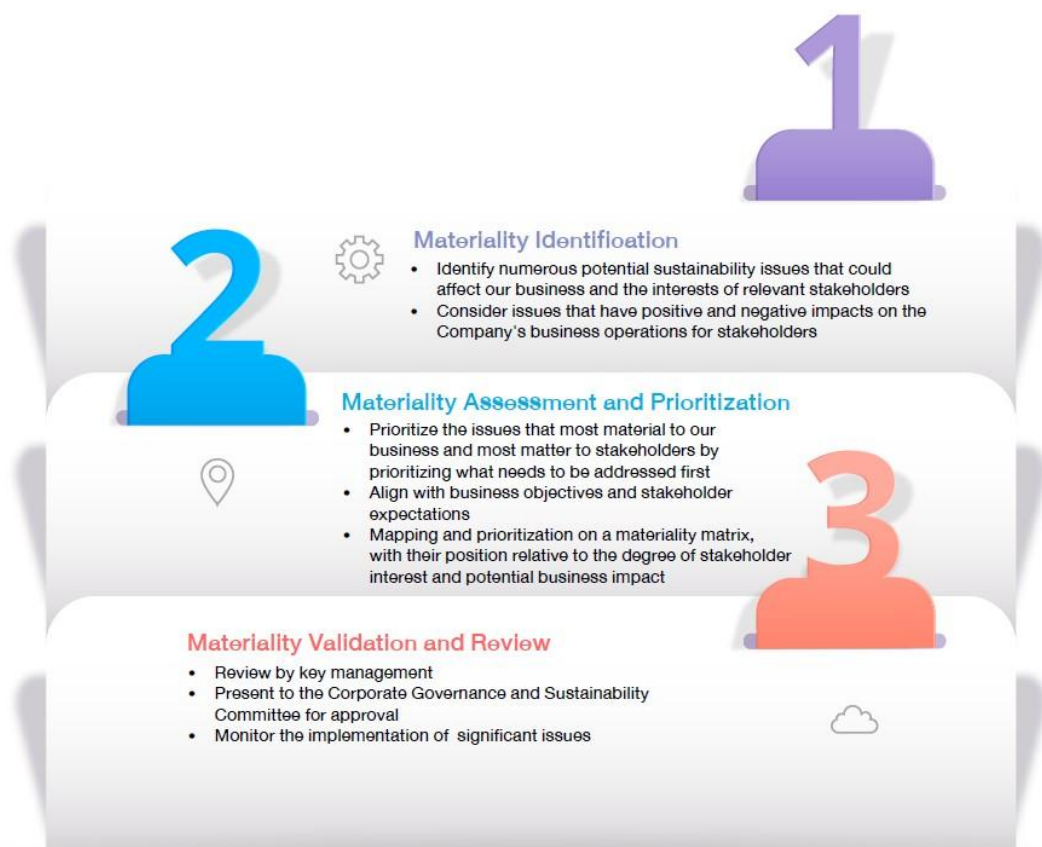
Diagram of the stakeholder analysis in the business value chain

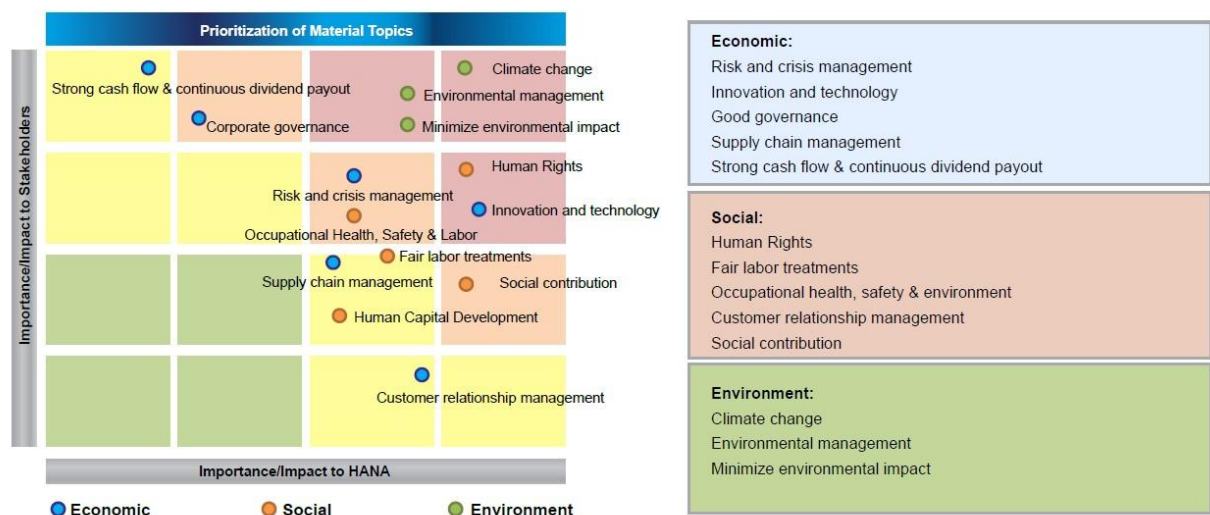
Stakeholder Analysis Power-Interest Matrix



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





STATUS TOWARDS SUSTAINABLE IN 2024		
Environment (E)	Social (S)	Governance (G)
<ul style="list-style-type: none"> • Energy Consumption Intensity: Target: 18% reduction Performance: 14% reduction • Water Consumption Intensity: Target: 20% reduction Performance: 24% reduction • Waste Intensity: Target: 18% reduction Performance: 32% reduction • Greenhouse Gas Emission Intensity: Target: 18% reduction Performance: 18% reduction • Landfill Waste Reduction: Target: 40% reduction Performance: 58% reduction • Complaints on Environmental Pollution: Target: 0 complaints Performance: 0 complaints 	<ul style="list-style-type: none"> • Promote Quality Education, Career Advancement, and Better Quality of Life Target 10,000 people Performance 35,055 people • Training Hours Per Employee Per Year Target 50 hours Performance 57 hours • Employee Satisfaction (Daily and Monthly) Target 78% Performance 80% and 84% • Customer Satisfaction Target 85% Performance 91% • Employee Engagement in Organizational Innovation towards Hana 4.0 Roadmap Target 80% Performance 90% • Workplace Accident (Case): Target: 0 Performance: 0 	<ul style="list-style-type: none"> • Dividend Payout Ratio Target 30% - 100% Performance 74% • Well-run Board of Directors with Annual Board Member Training Target 100% Performance 100% • Women in the Boardroom Target 2 Performance 2 • Board Violations of Code of Conduct (Case) Target 0 Performance 0 • Violation of SEC Rules and Regulations (Case) Target 0 Performance 0 • Corruption or Misconduct by the Board of Directors (Case) Target 0 Performance 0

Information on organization's material sustainability topics

Organization's material sustainability topics

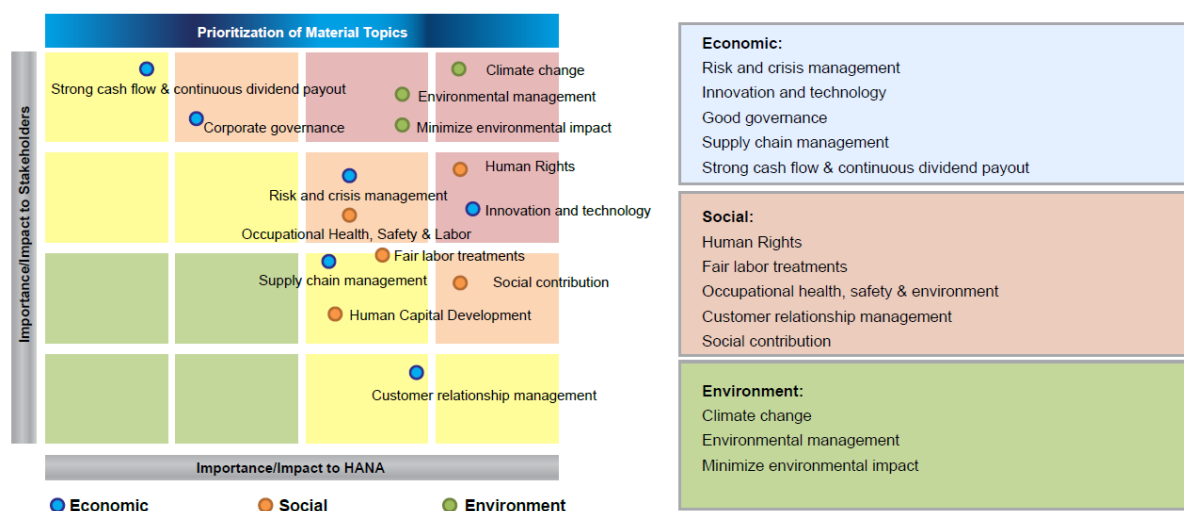
The company has identified its sustainability materiality topics : Yes

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

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"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Others : Minimize environmental impact / Climate change
Social	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility • Others : Occupational Health, safety and environment
Economic	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development • Others : Strong cash flow & continuous dividend payout

Diagram of organization's material sustainability topics



Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesn't Have data

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Risk Management Committee has formulated risk management policies with following objectives:

1. To enable the Company to manage potential risks efficiently, ensuring that management procedures are executed in a sound and systematic manner.
2. To promote preventive risk management procedures that are conducted promptly, transparently, accurately, and completely, on a consistent and organized basis.
3. To encourage and develop all employees and management members at all levels to have thorough understanding and recognition of the significance of risk management procedures, while fostering active participation in the risk management system across the organization.
4. To ensure that risk management procedures are implemented appropriately and align with to the Company's mission and policies.

As part of its commitment to good corporate governance, the Board of Directors is responsible for overseeing the implementation of an appropriate risk management system that aligns with the Company's objectives and strategies. The risk management framework focuses on identifying, assessing, and prioritizing risks, establishing proactive monitoring processes, and regularly reporting to the Board to ensure effective risk mitigation and control.

Risk Management Structure: With due recognition by the Board of Directors of the various risk factors posing as possible threats to the Company's business operations, the Board therefore assigned the Risk Management Committee, composed primarily of independent directors, provides oversight and reports to the Board on the status of risk management efforts. An independent Risk Management Unit that operates independently from day-to-day operations, ensures the policy's execution by analyzing and assessing risks and reporting on the Company's risk profile. The Executive Committee, led by the CEO, manages day-to-day operational risks and ensures alignment with the company's strategic goals.

The Risk Management Committee oversees this process and reports to the Board of Directors, ensuring that the risk management process is effective and aligns with the Company's strategies and objectives. Each business unit within Hana acts as a risk owner, responsible for assessing and mitigating risks within its respective area. The CEO holds ultimate responsibility for operational risk management and leads the Company in ensuring effective risk management practices. The company's risk management process follows a structured approach that prioritizes risks based on their likelihood and impact, using a risk evaluation matrix to guide decision-making and maintain robust internal controls.

Risk Culture: Risk management is an integral part of our Quality System Management Manual. The company's risk and opportunity assessments are conducted at each process level using various risk analysis tools, including SWOT, PESTLE, Process Approach, Risk-Based Thinking, Turtle Diagram, and Failure Modes and Effects Analysis (FMEA). These tools help form the foundation for our strategic risk management approach, which is closely aligned with our occupational health, safety, and environmental management systems, including the environmental management system. This ensures that risk management is embedded in the company's operations and decision-making processes.

Business Continuity Plan: The Company has a business continuity plan to address significant risks, particularly in mitigating the impact of disruptions to production and delivery. The plan includes crisis management and communication strategies, with specific measures to minimize damage to production facilities caused by natural disasters, prevent damage to storage warehouses and finished goods, and address issues that could impact production capacity due to machinery failures or human errors. Additionally, the plan ensures the continuity of raw material supplies and the operation of critical utilities. The Company has established emergency procedures for a variety of scenarios, and a Crisis Management Team is in place to oversee and coordinate responses during any crisis.

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

• Change in Major Customers Base Risk and Reliance on Large Customers or Few Customers

The primary risk faced by the Company arises from significant changes in the composition of our major customer base, which may be brought about due to any number of external factors such as a change in their ownership, a change in their product program, or the financial instability of key customers, etc. In addition, reliance on large customers or few customers mean that any change within this group, whether positive or negative, can disproportionately affect the Company's performance.

• Global Economic Risk

Global economic risks may arise from factors particularly trade wars, inflation, recessions, or pandemic, which can disrupt markets and affect the Company's operations. These risks can influence demand, pricing, and costs across global markets.

Risk-related consequences

• Change in Major Customers Base Risk and Reliance on Large Customers or Few Customers

A substantial change in our key customer base can have a direct and material impact on the overall performance of the business.

A shift in the ownership, strategic direction, or business viability of a large customer could affect revenue or the need to adjust the business model to accommodate new demands or changes in the market. The reliance on a few key customers could undermine long-term financial stability and hinder sustainable growth for the organization.

• Global Economic Risk

The Company's selling prices and demand for products and services can be affected by the economic condition of global markets derived from trade war, inflation, interest rate, recession, pandemic, and global energy crisis which led to the weakness in global demand. Market conditions resulting from changes in economic growth rates of economies will also affect prices and demand for the Company's services.

Risk management measures

• Change in Major Customers Base Risk and Reliance on Large Customers or Few Customers

To minimize the impact of customer risks, the Company has adopted a strategic focus on customer diversification, maintaining a broad customer base across various market segments and ensuring that no single customer contributes more than 20% of the group's total sales revenue.

• Global Economic Risk

The Company maintains a diverse customer base and a broad product portfolio to minimize the impact of global economic downturns. It also focuses on maintaining a low-cost structure and adequate cash reserves to remain competitive and resilient in challenging environments. While changes in U.S. trade policy may negatively affect the Company's manufacturing operations in China or other future-impacted locations, the trade war has also created opportunities for its manufacturers in regions with unaffected trade policies. The Company and its subsidiaries are prepared to make timely adjustments in response to any potential changes.

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 Company's survival, the loss of key management or the inability to replace them could negatively impact the Company's market value and performance.

• Shortage or reliance on skilled workers

Hana Group employs over 7,500 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

Cybercrime poses a significant risk to the Company, as cyber-attacks could affect IT systems, hardware, networks, customer data, and intellectual property. Such attacks can cause damage to the business, disrupt operations, and harm the Company's reputation and customer trust.

• 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 involve potential shortages, particularly in key components such as ICs for PCBA, RFID inlays, lead frames, and IC dies for integrated circuits. The risk also includes challenges in securing a reliable and cost-effective supply of bare wafers for power package devices. Although the semiconductor crisis has eased, ongoing geopolitical trade risks and potential future disruptions across various sectors of the supply chain continue to contribute to uncertainty.

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

Cyber-attacks can lead to the loss of sensitive data, operational disruptions, and financial losses. A breach could damage the Company's reputation, undermine customer trust, and impact the bottom line.

- **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**

The continued uncertainty in the supply chain could lead to delays, higher costs, and production inefficiencies due to component shortages. Geopolitical risks and trade tensions could exacerbate these issues, impacting the availability of critical materials and components. This can disrupt the Company's production loading and increase the cost of raw materials, potentially affecting 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 Group 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, Hana Group 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 cyber risks, the Company has implemented a Cyber Security Policy, Cyber Attack Guideline, and Personal Data Protection Policy, including a security incident response plan and dedicated response teams. Hana Ayutthaya and Hana Jiaxing have achieved ISO 27001 certification, demonstrating adherence to international standards for information security management. Additionally, external expert reviews are conducted to assess cybersecurity risks and implement management actions to reduce 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 fosters strong relationships with key suppliers through regular communication, joint problem-solving, on-site visits, and supplier award programs. The Company also shares technological platforms with suppliers to enhance collaboration and visibility, ensuring timely responses to disruptions. Additionally, Hana works with customers to explore alternative sourcing options, including multi-sourcing and localized sourcing, to diversify its supplier base and reduce dependency on any single entity, thereby mitigating supply chain risks.

Risk 3 Financial Risk

Related risk factors	:	<u>Financial Risk</u>
		<ul style="list-style-type: none">• 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**

In 2024, the Group had a gain on exchange rate amounting to THB 9,780,117, compared to a gain of THB 41,283,448 and a loss on derivatives of THB 49,418,425 in 2023. The primary risk arises from the exchange rate movements of the Thai Baht and Chinese Yuan relative to the US Dollar. However, the Company's sales revenues and material costs are predominantly in USD, which provides a natural hedge. Capital expenditures on machinery, mostly imported, are also in USD.

- **Fluctuation in return on financial assets and investments**

As of 31st December 2024, the group had THB 10.2 billion in cash and financial investments, which is up from THB 7.8 billion on 31st December 2023. Part of the cash reserves are invested in corporate bonds and short-term debt funds to provide investment income return. The chance that an outcome or investment's actual gains may differ from an expected outcome or return.

Risk-related consequences

- **Fluctuation in exchange rates, interest rates, or the inflation rate**

Currency fluctuations, particularly in the Thai Baht/USD and Chinese CNY/USD exchange rates, can impact operating profits and margins. The Group's operating profit sensitivity is approximately THB 200 million per quarter for every 10% change in the average exchange rate. This volatility can affect earnings, operating margins, and inventory valuations, with management reporting significant impacts on profits each quarter when necessary.

- **Fluctuation in return on assets or investment**

The risk of fluctuations in investment returns can affect the Company's financial stability. Negative returns or underperformance of investments could impact overall profitability and limit the Company's ability to meet its financial objectives.

Risk management measures

- **Fluctuation in exchange rates, interest rates, or the inflation rate**

The Company naturally hedges against currency risks through its USD-denominated sales revenues and material costs. Additionally, the Group monitors and reports on the impact of exchange rate movements, adjusting strategies to mitigate significant fluctuations. The exposure to foreign currency risks is continuously assessed to ensure appropriate management of volatility in earnings and margins.

- **Fluctuation in return on assets or investment**

To mitigate financial investment risks, the Company invests in investment-grade financial instruments, such as deposits, bonds, and similar funds. The investment portfolio is diversified across various industries and countries, minimizing the impact of adverse economic events in any single country or sector.

Risk 4 Compliance Risk

Related risk factors	:	<u>Compliance Risk</u>
		<ul style="list-style-type: none">• 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 Group 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 Company's 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	:	<u>Strategic Risk</u>
		<ul style="list-style-type: none">• Reliance on large partners / distributors or few partners / distributors
ESG risk factors	:	<u>Operational Risk</u>
		<ul style="list-style-type: none">• Impact on the environment
		<ul style="list-style-type: none">• Impact on human rights
		<ul style="list-style-type: none">• Corruption
		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 Company's 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

Hana manufacturing operations can impact the environment through pollution, consumption of natural resources, and greenhouse gas emissions. These environmental risks arise from production processes that depend on energy consumption and contribute to waste generation and emissions.

• 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 Hana Group. If not properly managed and monitored, these risks can lead to increased costs and damage to the Company's 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 Company's reputation, lead to legal issues, and affect employee welfare. It could also result in operational inefficiencies or disruptions.

- **Impact on the environment**

Environmental risks can have adverse effects on the ecosystem and may increase operational costs or damage the Company's reputation. Future regulatory changes could impose new obligations or penalties.

- **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**

To address environmental risks, the Company prioritizes the use of renewable energy, with a strong focus on solar power. Solar panels have been installed across several facilities, including those in Lamphun, Ayutthaya, HQ, and Jiaxing. In 2024, Hana Group expanded its solar energy efforts by adding additional panels at the Lamphun, Ayutthaya, and Jiaxing facilities, covering areas such as rooftops, street lighting, and car park. This expansion increased the total solar power capacity across the Group to 10.6 MW, up from 5.8 MW in 2023. An ongoing plan for solar panel installation is in the pipeline, aimed at further reducing reliance on fossil fuels and decreasing greenhouse gas emissions.

The Company is committed to maintaining high standards for wastewater quality before discharge and has recently upgraded the aeration pump in its wastewater treatment system with support from the Ministry of Energy. Regular inspections and maintenance of the air treatment systems are conducted to ensure optimal performance.

Waste management practices focus on minimizing waste generation and effectively managing waste streams through various treatment methods. In addition, the Company runs awareness campaigns and offers employee training to foster a culture of environmental responsibility and sustainability.

- **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 Supplier's 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	: <u>Strategic Risk</u>
	• Policies or international agreements related to business operations
	• Changes in technologies
	• Pandemic risk
	• Climate change and disasters
	<u>Operational Risk</u>
	• Information security and cyber-attack
ESG risk factors	: Yes

Risk characteristics

• Policies or international agreements related to business operations

Trade tensions, geopolitical conflicts, and changes in international policies are significantly disrupting global supply chains, leading to increased operational costs and potential instability in global trade structures. These factors can affect business operations, including sourcing, manufacturing, and distribution strategies. For Hana, the trade friction between major economies like the USA and China, as well as geopolitical tensions such as the Russia-Ukraine conflict, are particularly relevant, as they can lead to shifting trade regulations, tariffs, and supply chain disruptions. These changes may impact production efficiency, costs, and access to key materials, potentially affecting the Company's ability to meet customer demand and maintain profitability.

• Climate change

Climate change presents an operational risk, leading to more frequent and severe weather events such as floods and storms due to rising temperatures and the greenhouse effect.

• 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 Hana 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

Such trade frictions and geopolitical risks can lead to supply chain fragmentation, higher costs, and challenges in maintaining efficient operations, impacting the Company's ability to meet customer demands and maintain profitability.

• Climate change

Climate change poses an operational risk, with its effects including rising temperatures, extreme weather events like floods and storms, potentially impacting the business. These events could result in customer loss, increased energy costs, carbon tax implications, and stricter regulations in our countries of operation and our customers' locations.

• 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**

The Company has implemented a diversification strategy by establishing production bases in multiple countries, including China, Thailand, the USA, Cambodia, and South Korea, to reduce reliance on any single region. Additionally, the Company has adjusted its business model, with the Chinese factory focusing on local demand while other facilities support international needs. The Company continues to monitor the situation closely and coordinates with customers and partners to adapt as necessary.

- **Climate change**

The Company prioritizes the management and control of climate change risks through both short- and long-term strategies, along with continuous monitoring of emerging climate-related risks. To address climate change, the Company and its subsidiaries are implementing adaptive practices to anticipate and comply with current and future legislation, while focusing on GHG emission management, including applying the 3R principles: Reduce, Reuse, and Recycle to minimize resource consumption.

Additionally, the Company regularly evaluates energy efficiency measures, conducts carbon footprint assessments, and sets specific emission reduction targets.

The Company has been investing in automation technology to optimize production processes, improve resource efficiency, and reduce waste, leading to significant environmental improvements compared to previous methods. To further reduce its environmental impact, the Company supports renewable energy initiatives such as solar power and actively pursues investments in technologies that help lower GHG emissions. Furthermore, the Company explores new opportunities for innovation, collaboration, and partnerships with stakeholders to promote sustainable practices and contribute to the global effort to combat climate change.

- **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

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

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

Hana Business Value Chain

Hana is an EMS provider where the Company's 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 : Yes
new suppliers?

	2022	2023	2024
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>
Page number of the reference link : 3 - 6

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 acknowledge : Yes
compliance with the supplier code of conduct?

	2022	2023	2024
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

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	161.30	131.50	136.90

Additional explanation for research and development (R&D) expenses over the past 3 years

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. After installation of equipment, Hana's subsidiary PMS will have 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. These discrete power packages reliability qualification is following AEC-Q101.

Power semiconductor package solution to electric vehicle 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

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 2024, CO2 emissions were reduced by 51,130 tons CO2eq.
- In 2023, CO2 emissions were reduced by 32,414 tons CO2eq.
- In 2022, CO2 emissions were reduced by 20,891 tons CO2eq.

Information on organization's 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

Hana’s 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’s 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

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

	2022	2023	2024
Cost reduction resulting from the innovation development of process (Baht)	0.00	0.00	198,000,000.00

Non-financial benefits

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

	2022	2023	2024
CO2 emissions reduction (Metric tonnes of carbon dioxide equivalent)	20,891.00	32,414.00	51,130.00

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