

**Annual Registration Statement / Annual Report 2025**  
**Form 56-1 One Report**  
**(e-One Report)**

**HANA MICROELECTRONICS PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025

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## **Part 1 Business Operations and Performance**



# 1. Organizational structure and operation of the group of companies

## 1.1 Policy and business overview

### 1.1.1 Overview of the vision, objectives, goals and business strategies

#### Message from the chairman

Dear Shareholders,

As we enter 2026, I am pleased to present my report on Hana Microelectronics Public Company Limited's performance during the past year and to share our outlook for the challenges and opportunities ahead.

#### Macroeconomic Overview

2025 was a turbulent year for global trade and manufacturing. The announcement of significant tariffs by the United States on April 2nd created uncertainty across international markets. Thailand and Cambodia ultimately faced tariffs of 19–20%, broadly in line with the rest of Asia, maintaining a relative level playing field.

While the overall direct impact on Hana was limited as several of our key product lines benefited from tariff exemptions the volatility and shifting policies during the year created disruption, particularly within our China operations.

#### Business Performance

##### OSAT Assembly (Ayutthaya, Thailand & Jiaxing, China)

It was a challenging year for our OSAT operations in both Ayutthaya and Jiaxing.

In Ayutthaya, utilization declined to a historic low of 43% in the fourth quarter. Combined with the strengthening Thai baht, this significantly pressured margins and made breakeven performance difficult over the year.

In China, an industry-wide overcapacity situation triggered aggressive price competition. Hana Jiaxing was particularly affected as consumer demand softened and geopolitical tensions impacted export markets. Despite strong cost-control measures, we made the strategic decision to rationalize certain standard IC product lines and refocus on higher-value specialist segments, including EV modules and power packages.

This strategic repositioning, together with workforce optimization, enabled the division to remain profitable despite adverse market conditions.

##### EMS Assembly (Lamphun, Thailand; Jiaxing, China; Koh Kong, Cambodia)

Our EMS (Electronics Manufacturing Services) division remained the backbone of the Hana Group.

Lamphun faced market headwinds; however, overall demand remained relatively stable. Automotive, telecom (test & measurement), and industrial segments performed steadily. Consumer and medical segments softened, though our exposure to these sectors is limited.

Koh Kong benefited from production transfers from Jiaxing to mitigate U.S. tariff exposure. Coupled with strong productivity improvements, this resulted in a profitable year despite operational disruptions related to border closures and ongoing Thai-Cambodian tensions.

### **Silicon Carbide (SiC) Production – Korea**

Demand for both silicon (Si) and silicon carbide (SiC) remained soft throughout 2025. Oversupply from China -exacerbated by aggressive price competition - weighed heavily on the market. Slower-than-expected growth in EV and renewable energy markets outside China further reduced global demand.

Power Master Semiconductor (PMS) advanced its cost-reduction strategy by partnering with Chinese foundries. Silicon production has now been qualified, and SiC qualification is progressing, with full implementation expected by mid-2026. PMS expanded marketing efforts in India, Taiwan, Turkey, and Korea. Although semiconductor qualification cycles are lengthy, several promising opportunities are emerging. In Korea, PMS secured its first foundry contract for locally manufactured Si devices, benefiting from supply chain diversification trends and demand for “Made in Korea” sourcing. Production is expected to commence by mid-2026.

Our R&D efforts remain focused on next-generation SiC technologies. Generation III devices were launched, delivering approximately 20% size reduction while maintaining high performance. A new SiC product targeting consumer applications has also been introduced and is currently undergoing customer qualification, with results expected by mid-2026.

### **RFID Inlay Manufacturing (Solon, Ohio, USA & Jiaxing, China)**

2025 was a difficult year for our RFID division. Despite expanding inlay production capacity by more than 50%, industry-wide price competition significantly compressed margins as competitors sought market share.

The tyre-tag segment experienced a sharp decline in demand, particularly in Europe. During the year, HTI pursued an M&A opportunity that ultimately did not proceed. As a result, an exceptional expense was recognized at year-end, leading to a loss in the fourth quarter of 2025.

In China, capacity utilization improved, though at the expense of margin compression.

### **Financial Performance**

Hana’s key financial performance figures for 2025 compared to 2024 were as follows:

- Revenue: THB 20,563 million in 2025, down 17% from THB 24,801 million in 2024
- Normalised Profit: THB 803.9 million in 2025, down 33% from THB 1,201 million in 2024
- EBITDA: THB 2,228.3 million in 2025, down 29% from THB 3,138 million in 2024
- Net Earnings after Tax: THB 670.4 million in 2025, up 206% from THB -633.7 million in 2024
- Cash and Financial Investments: THB 11.9 billion at year-end 2025, up 16.6% from THB 10.2 billion at year-end 2024
- Dividend: Proposed gross dividend of THB 1.00 per share for 2025 (subject to shareholder approval), increase from THB 0.75 per share in 2024

### **Sustainability, Innovation & Quality**

Sustainability remains a core pillar of Hana’s long-term strategy. In 2025, the Company continued to strengthen its environmental initiatives, focusing on carbon footprint reduction, energy-efficient manufacturing, and the development of environmentally responsible products.

We remain committed to responsible environmental management, continuous improvement, innovation, and maintaining high standards of quality and operational excellence across all business units.

Through disciplined execution and innovation-driven growth, Hana continues to build a resilient and sustainable organization for the future.

### **Looking Ahead**

Following a challenging 2025, early indicators suggest improving conditions as we move into 2026. While geopolitical risks remain elevated, we are encouraged by several positive developments:

- OSAT – Ayutthaya: Major customers have indicated a meaningful increase in demand. Utilization is expected to improve significantly, and we anticipate increasing headcount to support growth.
- RFID – HTI: We have secured new high-volume inlay orders. Capacity expansion in both the U.S. and China is underway and will be completed by mid-2026. Tyre-tag demand is beginning to recover, and we have won several significant new accounts.
- EMS – Lamphun: We have entered the AI supply chain, manufacturing solid-state cooling devices experiencing rapid growth. Automated lines will be installed, with ramp-up expected in Q3 2026. Additional contracts from key customers are expected to support second-half growth.
- PMS – Korea: Market conditions for Si and SiC are improving gradually. We expect our expanded marketing initiatives and cost-reduction strategy to begin contributing meaningfully to performance in the second half of 2026.

### **Acknowledgments**

On behalf of the Board of Directors, I extend my sincere appreciation to our employees for their dedication and resilience, to our customers for their continued trust, and to our shareholders for their steadfast support.

We remain firmly focused on strengthening performance and delivering sustainable long-term value for all stakeholders. Thank you for your continued confidence in Hana Microelectronics Public Company Limited.

Sincerely,  
Mr. John Thompson  
Chairman

## Vision

In 2025, the Board of Directors annually reviewed and approved the Company's vision, mission and corporate objectives/the long-term goals as below.

"To become the electronics manufacturing services company of choice, by providing world-class quality manufacturing through a diverse field or related disciplines."

## Objectives

### Corporate Objectives / Long-Term Goals

- Develop and foster our human resources base for continuous expansion and in order to meet the ever-changing demands of the market and for their own personal career paths
- Build strong and long relationships with our core customers to foster continuous growth
- Understand our customer demand and endeavor to meet them
- Continuously diversify our customer base, geographic and industry exposure in order to cope with fluctuations in economic cycles
- Create and grow shareholder value through the distribution of profits and increasing returns
- Conduct business with responsibilities, maintain integrity through business ethics and respect the rights of all groups of stakeholders
- Promote innovative ways to enhance employees' creativity focusing on social responsibilities, reducing environmental impacts and challenges adaption while developing business opportunities towards sustainability

## Goals

### Goals & Mission

To create long-term shareholder value in a manner which minimizes fluctuations in earnings; to develop and promote our employees' wellbeing; to create strong customer satisfaction; to be a good corporate citizen maintaining high corporate, environmental and social practices for the benefit of all stakeholders, and to enable a culture of innovation enhancing business, social and environmental success.

## Business strategies

Hana conducts its business with good governance, transparency, and accountability, focusing on long-term corporate growth and delivering appropriate and sustainable returns to shareholders. The Company also promotes creativity and drives innovation across production processes, operational workflows, and services, aiming to enhance efficiency and deliver high-quality products and services to customers. These efforts contribute to positive impacts on the organization and support sustainable development.

## 1.1.2 Material changes and developments

### Details regarding material changes and developments

years	Material changes and developments
2025	<ul style="list-style-type: none"> <li>The Company invested the additional 10,000,000 ordinary shares of Hana Microelectronics International Company Limited, in amount of USD 100 million or equivalent to Baht 3,426 million representing 100% of the issued and paid-up share capital of the subsidiary.</li> </ul>
2024	<ul style="list-style-type: none"> <li>The Company additionally invested in 20,000 ordinary shares of Hana Microelectronics (Cambodia) Company Limited, in amount of USD 20 million or equivalent to Baht 715.04 million. As at 31 December 2024, the Company invested in 40,000 ordinary shares of Hana Microelectronics (Cambodia) Company Limited, amounting to USD 40 million or equivalent to Baht 1,417.17 million, representing 100% of the issued and paid-up share capital of the subsidiary.</li> <li>The Company entered into an agreement with NewVersal Company Limited, the subsidiary of PTT Public Company Limited for an investment in a newly incorporated company, FT1 Corporation Limited, to seek business opportunity in smart electronics industry. The Company has invested in 4,900 ordinary shares, in an amount of Baht 0.49 million, representing 49% of the issued and paid-up share capital of that company. Then the Company additionally invest in 7,448,000 ordinary shares of the share capital increase of FT1 Corporation Limited, in an amount of Baht 744.80 million, according to its shareholding percentage of 49% in that company.</li> </ul>
2023	<ul style="list-style-type: none"> <li>Hana Microelectronics Public Co., Ltd. additionally invested in 15,000 ordinary shares of Hana Microelectronics (Cambodia) Co., Ltd., a subsidiary of the Company in amount of USD 15 million or equivalent to THB 546.18 million. As of 31 December 2023, the Company has total investment of 20,000 ordinary shares of Hana Microelectronics (Cambodia) Co., Ltd. amounting to USD 20 million or equivalent to THB 702.13 million, representing 100% of the issued and paid-up share capital of the subsidiary.</li> <li>Hana Microelectronics Public Co., Ltd. issued and allocated the newly-issued ordinary shares by means of a general mandate in the amount of 80,478,800 shares, at the par value of Baht 1.00 per share for the purposes of offering for sale in the private placement at the offering price of Baht 57.00 each or a total of Baht 4,587.80 million. The Company received payment for such shares and registered the increase of its paid-up capital with the Ministry of Commerce on 19 October 2023.</li> </ul>

## 1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : Yes

### Spending of the money obtained from each offering of equity or debt securities

List of spending of the money obtained from each offering of equity or debt securities	
Item 1	
Types of securities used for fundraising	Amount of funds raised
Equity Instruments	4,561.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
Joint venture investment to establish FT1 Corporation Limited with NewVersal Co., Ltd. which is a subsidiary of PTT Public Company Limited.	Jan 2024 - Jun 2024	0.49 - 0.49	0.49
Additional capital investment in FT1 Corporation Limited	Jul 2024 - Dec 2024	372.00	372.00
CAPEX investment in Power Master Semiconductor Co., Ltd, the subsidiary of the Company.	Jul 2024 - Dec 2024	1,037.00	1,037.00
Increase in share capital of Hana Microelectronics International Co., Ltd. to support recapitalization of Power Master Semiconductor Co., Ltd.	Jan 2025 - Jun 2025	3,151.00	3,151.00

#### Implementation according to objectives

Achieve objectives

#### Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

- As Hana Microelectronics Public Co., Ltd. (“The Company”) completed the capital increase from the allocation of 80,487,800 newly issued ordinary shares under a General Mandate to Private Placement (PP) at a price of THB 57.00 per share on 19 October 2023, the amount of funds raised after the deduction of related expenses was THB 4,560,772,213.
- On 28 February 2024, the Company establishment of FT1 Corporation Limited, a joint venture company with NewVersal Co., Ltd. which is a subsidiary of PTT Public Co., Ltd. in the amount of THB 490,000.
- During 1 July - 31 December 2024, the Company increased capital in FT1 Corporation Limited. in the amount of THB 372,400,000 and investment expenses (CAPEX - Capital Expenditures) in Power Master Semiconductor Co., Ltd., a subsidiary of the Company, in the amount of THB 1,037,204,000.
- The total fund utilization as of 31 December 2024 was THB 1,409,604,000 and the outstanding as of 31 December 2024 was THB 3,150,678,213.
- During 1 January - 30 June 2025, the Company Increase in share capital of Hana Microelectronics International Co., Ltd. to support recapitalization of Power Master Semiconductor Co., Ltd. in the amount of THB 3,150,678,213.
- By 31 December 2025, total fund utilization reached THB 3,150,678,213, with no remaining outstanding funds.

#### Related links

<https://weblink.set.or.th/dat/news/202507/0324NWS300720250848421950E.pdf>

#### 1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or : No  
conditions?

#### 1.1.5 Company information

Company name : HANA MICROELECTRONICS PUBLIC COMPANY LIMITED  
Symbol : HANA  
Address : 65/98 Soi Vibhavadi-Rangsit 64, Junction 2, Kwang  
Talad Bangkhen, Khet Laksi  
Province : Bangkok  
Postcode : 10210  
Business : Electronics Manufacturing Service "EMS" Producer  
Registration number : 0107536000773  
Telephone : 0-2551-1297, 0-2521-4935-9  
Facsimile number : 0-2551-1299 , 0-2552-4906  
Website : [www.hanagroup.com](http://www.hanagroup.com)  
Email : -  
Total shares sold  
Common stock : 885,366,660  
Preferred stock : 0

## 1.2 Nature of business

### 1.2.1 Revenue structure

The following table presents the Company's revenue structure by product line and geographical area for the years 2023–2025.

#### Revenue structure by product line or business group

	2023	2024	2025
<b>Total revenue from operations (thousand baht)</b>	26,152,116.00	24,801,340.00	20,563,406.00
PCBA (thousand baht)	15,957,944.00	15,870,321.00	12,841,787.00
IC (thousand baht)	8,711,965.00	7,198,860.00	6,186,068.00
RFID/Microdisplay (thousand baht)	1,482,207.00	1,732,159.00	1,535,551.00
Others (thousand baht)	0.00	0.00	0.00
<b>Total revenue from operations (%)</b>	100.00%	100.00%	100.00%
PCBA (%)	61.02%	63.99%	62.45%
IC (%)	33.31%	29.03%	30.08%
RFID/Microdisplay (%)	5.67%	6.98%	7.47%
Others (%)	0.00%	0.00%	0.00%

#### Note

##### Details of revenue structure

The Company's revenue is primarily derived from PCBA and IC product segments, which represent the core of its operations. The relative contribution of each segment reflects changes in product demand and market conditions during the period. Further discussion on overall revenue performance is provided in the MD&A section.



## By geographical area or market

	2023	2024	2025
Total revenue (thousand baht)	26,152,116.00	24,801,340.00	20,563,406.00
Domestic (thousand baht)	225,270.00	202,865.00	248,426.00
International (thousand baht)	25,926,846.00	24,598,475.00	20,314,980.00
United States of America (thousand baht)	6,260,140.00	6,347,509.00	3,664,504.00
Malaysia (thousand baht)	3,062,530.00	3,165,987.00	3,137,291.00
Singapore (thousand baht)	6,431,606.00	5,093,289.00	2,738,796.00
China (thousand baht)	3,174,530.00	2,801,303.00	2,487,477.00
Germany (thousand baht)	1,127,591.00	772,537.00	892,849.00
Others (thousand baht)	5,870,449.00	6,417,850.00	7,394,063.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	0.86%	0.82%	1.21%
International (%)	99.14%	99.18%	98.79%
United States of America (%)	24.15%	25.80%	18.04%
Malaysia (%)	11.81%	12.87%	15.44%
Singapore (%)	24.81%	20.71%	13.48%
China (%)	12.24%	11.39%	12.24%
Germany (%)	4.35%	3.14%	4.40%
Others (%)	22.64%	26.09%	36.40%

## Note

### Majority of the Company's revenue

The Company generates the majority of its revenue from international markets, reflecting its integration within global supply chains. Revenue contributions across regions vary in line with customer demand and market conditions.

### Other income

Other income represents additional income recognized in the financial statements, which may vary from period to period depending on underlying transactions and events.

#### Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	438,666.00	641,656.00	667,584.00
Other income from operations (thousand baht)	438,666.00	641,656.00	667,584.00
Other income not from operations (thousand baht)	0.00	0.00	0.00

#### Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (thousand baht)	0.00	12,912.00	-26,342.00

#### Note

##### Investment in associate

The share of profit (loss) reflects the operating performance of the Company's associate, which may vary depending on the results of the entity.

## 1.2.2 Information on products and services

### 1.2.2.1 Product/service information and business innovation development

#### Printed Circuit Board Assembly (PCBA)

Printed Circuit Board Assembly (PCBA) is the IC and other electronic components assembling on a printed circuit board which holds electronic parts to create a useful electronic circuit. In providing high quality with high precision and high accuracy as the components are getting smaller, we have invested in up-to-date technological equipment to meet customers' requirement and aim towards zero defect manufacturing approach to provide our customers with PCBA solutions and services worldwide.

The PCBA operations of Hana are located in Lamphun province, Thailand and Jiaxing city, China and Koh Kong city in Cambodia where our business includes Printed Circuit Board (PCB) manufacturing and electronic contract manufacturing service.

#### PCBA – HANA LAMPHUN

The PCBA factories in Lamphun, Thailand provides manufacturing services for the following products:

##### A) COB (Chip-on-Board) Assembly

COB (Chip-on-Board) Assembly is die-assembly onto printed circuit board directly that does not operate die as package before installing which facilitates to reduce operation steps and cost of production. This method is suitable for less circuitry using products such as automotive sensor products, household products, consumer products, telecommunication devices and medical products, etc.

COB and PCBA are used as the component parts of electric appliances and other electronic devices such as:

- Circuit Board in automotive sensors for pressure sensor applications
- Circuit Board in personal computers (PC) and notebooks
- Circuit Board for hearing aid devices to help a wearer hear certain sounds better
- Circuit for adding memory management unit in computer industry

##### B) Wireless High Frequency Product

The product is a high frequency telecommunication device for infrastructures and test accessories. It needs technology for signal check technology, high frequency check equipment and requires high delicacy for this assembly operation as material part is very highly delicate and costly. Also, professional competencies in workmanship are crucially required. High frequency device receives and sends Microwave and Millimeter wave signal of telecommunication device that is used for mobile phone network station and all other related infrastructures.

##### C) Electric Part Product for Interface Device

Electric part products for interface devices are the products for supporting in demand transmitting between users and electronic equipment (such as PC, laptop, mini-stereo, server, mobile phone or safety equipment) which users can touch demand transmitting equipment via computer screens, keyboards for selecting information, changing places for information, signal or option setting.

##### D) Other Electronic Devices include:

- Air Pressure and Temperature Control product is an electronic device for air pressure controlling of vehicles brake system, air bag system and electronic device for temperature measurement and controlling including other pressure measurement meters (for water and gas).

- Medical Devices to assist the hearing aid purpose
- Wireless Sensor products are equipment for sending and receiving light signals that are used with other electronic equipment such as optical mice, printers, mobile phones, etc.

## PCBA – HANA JIAXING

The PCBA operation in Jiaxing, China provides manufacturing services for the following products:

### A) COB (Chip-on-Board) and CIB (Chip-in-Board) Assembly

COB (Chip-on-Board) assembly is die-assembly onto printed circuit board directly that has the advantage of lower-cost die component compared with IC package mounting. The process is quite similar to conventional IC process. The only difference is instead of using lead frame, printed circuit board is used as substrate. This method is suitable for products with moderate circuitry complexity such as consumer electronics e.g. Software Copy Protection Devices, circuit boards in personal computers (PC) and notebooks, etc. Aside from using printed circuit boards, a flexible printed circuit may also be used. This is highly recommended for products requiring thin and flexible profile not attainable using conventional printed circuit boards. Typical applications of this are in the area of RF cards, BLE (Bluetooth Low Energy) cards, tags, hearing aid devices, etc.

CIB (Chip-in-Board) assembly process has the same technology as above but for those products that thickness is critical, the die itself is mounted at the substrate below its surface level.

### B) Wireless Radio Frequency Product

Wireless Radio Frequency Product from low, high, and ultrahigh frequency telecommunication devices. This involves using expensive electronic equipment to perform signal level and data integrity check. The wavelength used can range from Millimeter wave to Microwave and the applications are mainly for mobile phone network stations.

Not limited to the above, the need for low power consuming electronic devices has led to BLE technology that can send and receive signals to multiple devices at short ranges.

### C) Electronic Devices

- Air pressure and temperature control product is an electronic device/MEMS for air pressure controlling of vehicles brake system, air bag system, air flow and measurements for medical applications, gas and air quality detectors, and electronic devices for temperature measurement and controlling including other pressure measurement meters (for water and gas).
- Fiber optic device is connector equipment between computer equipment and fiber optic threads which sends and receives light signal from fiber optic thread and sends to computer equipment.
- Wireless sensor products are equipment for sending and receiving light signals that are used with other electronic equipment such as optical mice, imaging sensors, printers, mobile phones, health-monitoring devices, base stations/routers, remote controls for drones and UAV, etc.
- Smart card products are used for telecommunication, entertainment, controlling equipment, payment transactions, other electric appliances, employee cards, student cards, etc.
- LED assembly products such as LED boards for vehicles rear lighting, trucks, traffic LED light boards which offer brighter light than ordinary light bulbs and electronic backlight.

- Medical devices such as hearing aid and accessories, pregnancy test kits and dosimeters.
- Card readers and embedded modules which may include RFID technology for door entrance/ access system for residences, offices, transportation vehicles, manufacturing and government facilities, hotels, public areas, asset tracking, etc.
- Bluetooth low energy devices used for childcare, mobile phones, controlled door access, routers/extenders, card readers, programmable cards, audio/acoustic devices, building administration system, etc.
- System in Module and/or System on Chip are ultra-compact devices/modules that offer efficient computing core for variety of leading edge IoT applications for professional camera platforms, multi-display, video conferencing, and/or advanced AI drone/robotics, 3D printing products as provide multiple specialized processing cores for AI engine, ISP, GPU, and DSP processing needs.
- Power controllers for power distribution system operators offer end-to-end multipurpose intelligent solutions for smart grids and power distribution systems used on railways, power grids, EV charging stations, etc. where remote control is needed.
- Home security products that offer 24-hour monitoring, surveillance, and alarm either standalone or cloud-based security systems for any sign of movements and/or force intrusions. The products integrate with known home kits applications that may come along with home automation integration.

#### **D) Flexible Circuit Board**

Flexible circuit board product is the assembly of IC or other electronic parts onto flexible circuit boards for more convenience of using such as RFID tags and low profile dimension products which is adapted for using in commercial work for inventory and selling which is replaced of old bar code system, using in traffic section, transportation, personal identification and building security and asset tracking.

#### **E) Electric Part Product for Interface Device**

Electric part product for interface device is the product for supporting of data transmission demand between users and electronic equipment (such as PC, laptop, mini-stereo, server, mobile phone or safety equipment) which users can use the touch screen as transmitting equipment via computer screens, keyboards for selecting information, changing places for information, signal or option setting, either by using wired, RF wireless, or BLE protocol.

#### **F) Micro Coil Winding Assembly**

A coil is the key component used in wireless transmission and communication such as smart cards, RFID cards, security readers, sensors, etc.

#### **G) Surface-Mount Technology (SMT)**

SMT is a method for constructing electronic circuits (IC) in which the components are mounted directly onto the surface of printed circuit boards (PCB) or flexible printed circuit (FPC) boards by automated equipment. Applications are mainly in equipment and/or products used in telecommunication, measuring equipment, industrial and security services, automotive and medical field of use.

## **H) Radio Frequency Identification (RFID) - Inlay**

An RFID inlay consists of a tiny RFID chip mounted on a thin substrate called an antenna, typically etched aluminum, printed copper, or conductive ink, that resonates at the intended operating frequency.

As a global ARC-Certified RAIN RFID inlay manufacturer, Hana supports the RFID ecosystem-leading service bureaus, converters, and system integrators-with the highest-quality inlay products. Its dedication ensures brand owners and retailers receive unparalleled performance, driving satisfaction and success in every application.

## **PCBA – HANA CAMBODIA**

Hana Cambodia's PCBA operation provides end-to-end manufacturing services covering printed circuit board assembly and full system integration for high-reliability electronic products. The operation supports customers from PCB assembly through box build and electromechanical integration, enabling delivery of complete, ready-to-use systems that meet international quality and compliance standards.

## **A) Secure Reader Box Build Assembly**

Box build assembly is an advanced electromechanical integration process that combines PCBs, cable assemblies, and mechanical components into finished enclosures. This capability enables Hana Cambodia to deliver complete system-level products for security and access control applications.

### **1. RFID Readers**

Contactless RFID card reader modules for door access and entrance control systems used in residential buildings, offices, transportation, manufacturing and government facilities, hotels, public areas, and asset management applications.

### **2. Smart Card Readers**

Contact smart card reader modules that support secure communication between users and electronic equipment such as personal computers, laptops, and security devices.

## **B) ID / Passport Document Readers**

Devices designed to capture, scan, and verify identification documents including passports, driver's licenses, and national ID cards, supporting security verification and authentication processes.

## **C) USB Token Security**

Multi-factor authentication tokens enhance access security for online systems and protected digital platforms.

## **D) Ultra Switch**

RF and microwave switches for signal routing in test and measurement systems and other high-frequency electronic applications.

## **E) Remote Control**

Remote control units for cable television and satellite set-top boxes, supporting consumer electronics and digital broadcasting applications.

## Integrated Circuit (IC) Assembly and Test

Integrated Circuit (IC) is a semiconductor chip consisting of circuit components such as resistors, capacitors, inductors, transistors, diodes, etc., which are connected with wires. Electronic circuits are developed by getting smaller but more power and safety to incorporate them into devices. We have invested in up-to-date technology equipment to meet customers' requirements and aim towards a zero-defect manufacturing approach to provide our customers with a wide range of integrated circuit solutions.

The IC operations of Hana are located in Ayutthaya province, Thailand and Jiaxing city, China where our business includes IC Packaging and Assembly and electronic contract manufacturing service.

### IC – HANA AYUTTHAYA

The IC operation of Hana Ayutthaya, Thailand provides manufacturing services for the following products:

#### A) IC (Integrated Circuit) Assembly

IC is a part of electronic devices consisting of Chip IC (Integrated Circuit) that compound as IC package for assembling to other electronic device parts.

- Optical Sensors and Modules:  
Used in a variety of applications, including mobile, electronic appliances, and retail automation
- Leadless Packages:  
*QFN, DFN, Multi Row/Routable, QFN, MCM on QFN*  
Used for mobile phones, tablets, industrial/power, electric appliances & PlayStation
- Leaded Packages:  
*VSOP, MSOP, SOIC, SOT, SC70, SOT5x3, SOT9x3, SOD723*  
Used for telecom industry, notebooks, computers, tablets, electronic appliances, home appliances, appliances, mobile phones & quick battery chargers
- Laminate Packages:  
*SIP, MEMS, LGA*  
Used for mobile phones, digital cameras, DVD readers/appliances & power management
- Smart Card Modules:  
Used for RFID cards, credit cards, security cards & consumer tags
- Power Packages:  
*Flip-Chip, Cu-Clip, Soft Solder, Heavy Al Wire*  
Used for home appliances, motor drivers, UPS & power management

#### B) DC-DC Converter Assembly

A DC-to-DC converter is an electronic circuit that converts a source of direct current (DC) from one voltage level to another. The DC-DC Converter is used in general electronic devices such as computers and medical products.

### **C) Optocoupler Assembly**

An optocoupler is an electronic component that transfers electrical signals between two isolated circuits by using light. Optocouplers prevent high voltages from affecting the system receiving the signal. Two parts are used in an optocoupler: an LED that emits infrared light and a photosensitive device that detects light from the LED. Optocouplers are used in industrial, computing, consumer, communication, and automotive markets.

### **D) RF, Microwave, Millimeter Wave and Optical Component Assembly**

RF, Microwave, Millimeter Wave and Optical Component are semiconductor products that are used in satellite, radar, wired & wireless networks, automotive, industrial, medical, and mobile devices.

### **E) Die Sales**

This type of business is to support customers who do not have capability on wafer probe, back grind, wafer dicing & die inspection, Hana will service & provide sawn dice put in wafer rings, waffle packs, antistatic chip trays.

## **IC – HANA JIAXING**

IC Division of Hana Jiaxing in China has offered variety of IC assembly and test services as follows:

### **A) Standard IC Products**

- QFN/DFN/LGA/Flip-Chip Packages:  
Used for consumer electronics (like smart phone, tablet, sensor and touch pad, etc.), industrial and automotive applications
- SC, SOT, TSOT, MSOP:  
Used for consumer electronics (like mobile phones, digital camera, computer, etc.), industrial and automotive applications

### **B) Power Modules and Power Discrete with IGBT or SiC (Silicon Carbide) Dies**

Used for industrial welding machine, UPS, EV Charging Station, PV inverter, electrical vehicle, hybrid electrical vehicle and wind turbine.

### **C) Wafer Level Chip Scale Package (WLCSP)**

WLCSP is driven by a strong push for cost reduction and miniaturization. Hana Jiaxing offers wafer level chip scale packaging services for handheld and portable servers and automotive products.

### **D) LEDs and LED Modules for Automotive Lighting and Projector Light Sources**

Automotive lighting designers can utilize the small size and distinctive look of LUXEON LEDs to rethink lighting applications and lighting engineers can take advantage of the efficiency, robustness and power savings that the small, light-weight emitters deliver. For example, headlamps, high and low beams, break lights, turn signals, position and marker lamps, etc. High power LED modules are used in light sources for projectors, screenless TV and heads-up display. UV LED modules are used in 3D printing and sterilization.



## IC - POWER MASTER

Integrated power device manufacturer, Power Master Semiconductor with FAB and R&D center in Korea, provides manufacturing services for the following products:

### A) SiC MOSFET

650V/1200V e SiC MOSFET is an advanced Power Master Semiconductors SiC MOSFET family. This technology provides design flexibility for high system efficiency, higher switching frequency for system size reduction with higher reliability thanks to its extremely low switching losses, low FOM [Q<sub>G</sub> RDS(ON)], no reverse recovery losses of body diode and high ruggedness.

### B) SiC Diode

650V/1200V/1700V e SiC Diode is an advanced Power Master Semiconductors SiC Diode family by utilizing MPS technology. This technology combines the benefits of high surge current capability and excellent performance with lower VF and QC for both low and high frequency applications.

### C) HV SJ MOSFET

600V/650V e MOS 7 series is an advanced Power Master Semiconductors Super-Junction MOSFET family. e MOS 7 series classified by two products.

- The e MOS E7 technology provides well-balanced performance, and ease of use (e.g. low ringing) with an excellent switching performance in hard-switching topologies for high efficiency and high-power density power conversion system.
- The e MOS UF7 technology provides extremely low QRR and robust body diode performance for higher system efficiency and improve reliability for resonant topologies and bridge topologies for various applications.

The end application covers system solutions, especially in automotive, Cloud, energy infrastructure and consumer applications.

### D) MV MOSFET

The e MOS G1 is a Power Master Semiconductors medium voltage (MV) MOSFET family. This technology is optimized for high current capability and high ruggedness such as avalanche and dynamic dv/dt. With a breakdown voltage ranging from 150V to 300V, eMOS is ideal for various applications requiring performance and ruggedness. Product differentiation through low conduction loss & high ruggedness capability.

## RFID

### RFID - USA

Hana Technology Inc. (HTI) in Solon, Ohio, USA designs and manufactures RFID (Radio Frequency Identification) passive tags.

An RFID (Radio Frequency Identification) device is used to transfer information in a fast and wireless mode. HTI manufactures passive tags where these tags can be queried by a reader. The tags are programmed with identification, security, and other historical information that is of interest in the particular applications. The information can also be modified on the tags (write mode) by the RFID readers. The tags consist of an IC that contains vital information and an antenna. The antennas that are primarily used are thin conductors that are either printed or etched onto a plastic web so that they can be manufactured in a high-speed, flip-chip manufacturing mode. HTI is the world's leading producer of RFID tire tags.

The product lines of HTI are RFID Inlays, comprised of RFID chip (IC), tag antenna and substrate, typically on a film face, and RFID Tire Tags, which couple a discrete packaged IC with a shaped wire-based antenna.

An RFID inlay is the functional part of an RFID label. The inlay can be used alone by simply attaching it to the target asset. RFID inlays become the best option particularly for retailers and other small-scale users for tracking, identification, and inventory management. RFID Tire Tags are embedded directly in automotive tires during the tire manufacturing process. RFID Inlays and Tire Tags will drive HTI for future growth. HTI customers are mainly based in North America, Asia and Europe.

Product end applications for RFID technology are listed as follow:

- Inventory tracking
- Asset tracking
- Attachcloth for thief preventing in shops (anti-thief tags)
- Anti-Counterfeit
- Car parking cards
- Tire Tracking
- Supply chain management
- Microchips used in pets
- Movie cards
- Anti-thief equipment for car's key
- M-commerce via mobile phones instead of using credit cards
- Transportation and Logistics

Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Research and development (R&D) policy : Yes

#### R&D expenses in the past 3 years

	2023	2024	2025
<b>Research and development (R&amp;D) expenses over the past 3 years (Million Baht)</b>	131.56	136.93	161.71

#### Additional explanation about R&D expenses in the past 3 years

##### 1. Silicon & Silicon Carbide Power Management Devices

Silicon Carbide (SiC), is a new material, a compound of Silicon and Carbon which can operate at very high temperatures allowing much higher voltage, higher switching frequency with lower power losses than traditional Silicon semiconductors so it is perfectly suited to power applications for smarter power designs in a broad range of high-end consumer electronics, consumer white goods, telecommunications, cloud computing & especially EV-inverter/OBC (On-Board charger) and renewable energy (solar and wind sectors), where faster re-charging speeds are required. Because of these physical properties, SiC is more difficult to manufacture and costlier. However, we will also produce standard Silicon for devices that do not require such high-performance levels but are lower in cost to produce as there is the demand for both types.

- Hana has invested the necessary equipment to produce in mass production scale the products of Silicon & Silicon Carbide Power Management devices through its subsidiary Power Master Semiconductor (PMS) in Korea. As a result of equipment installation, Hana's subsidiary PMS has the capability to produce Silicon & Silicon Carbide Semiconductors to be sold directly to end customers or further processed at Hana's existing IC Assembly & Test factories in Thailand and/or China into packaged IC or Power Modules.

This will support the growth of Hana's existing IC Assembly & Test business to enter into the fast-growing market for EV cars & EV chargers and other uses of Power Management devices.

- Strategic Products and Package Developments (SPPD) in Hana Jiaxing which has been established in July 2021 focusing on power semiconductor packaging solutions for emerging renewable energy saving application market like Electric Vehicles (EV) traction module, On-board charger, EV charging station, using SiC MOSFET, Diode and Si IGBT, Diode. This research and development organization is capable semiconductor packages design, predict its electrical and thermal performance by simulation software, as well as thermo-mechanical stress and mold flow, also Hana Jiaxing's pilot line can provide prototype and pre-production samples to customers.

These packages targeted Halogen free EMC, robust delamination solution, heavy Aluminum wire up to 20 mil and Clip Bonding capability. This discrete power package's reliability qualification is following AEC-Q101.

Power semiconductor package solution to electric vehicles is most focused activities. For Semiconductor Packaging Research and Development, Hana established Finite Element Analysis (FEA) capabilities. These simulation solutions will predict products and packages thermal, electrical, thermo-mechanical performance by proposed and given design by Hana Jiaxing, also to minimize trial and error, learning cycles, preventing failures, saving customer resource and development cycles.

- Automotive qualified SiC product release (1200V SiC Diode) in 2023
- Automotive qualified SiC product release (1200V SiC MOSFET Gen1 21/80 milli ohm, Gen2 16/40 milli ohm) in 2024
- Automotive qualified SiC products release with Top Side Cooling package (1200V SiC Diode/MOSFET) in 2025

### **Key Benefits of Silicon & Silicon Carbide Power Management Devices:**

#### **Product Market Opportunities:**

- Expanding the product range to cover new segments
- Entering new markets or adapting existing products for emerging markets
- Developing customized solutions for specific customers
- Increasing or maintaining market share
- Growing green revenue by offering energy-efficient solutions

#### **Internal Capabilities and Organization:**

- Upgrading employee skills to meet evolving industry needs
- Enhancing the Company's ability to absorb, process, and analyze knowledge effectively
- Promoting better knowledge sharing and transfer between Hana sister companies
- Improving the efficiency and functionality of the Company's value chain
- Strengthening relationships with external entities, such as other firms and universities
- Increasing business resilience and adaptability to changing market conditions
- Establishing new business models to align with future growth opportunities

### Economy, Society, and Environment:

- Delivering energy-efficient products that contribute to green revenue for the group
- Supporting the global energy transition towards clean energy, as our end-use products are integral to electric vehicles (EVs), power management systems, renewable energy applications, and more

### Green Revenue

Our PMS products contributed to more green revenue to the group enhancing the transition to the green economy by saving CO2 emissions as follows.

- In 2023, CO2 emissions were reduced by 8,895 tons CO2eq.
- In 2024, CO2 emissions were reduced by 39,621 tons CO2eq.
- In 2025, CO2 emissions were reduced by 70,752 tons CO2eq.

## 2. Operational Excellence and Digital Transformation

Hana has been advancing its automation and digital transformation journey since 2019, transitioning from conventional manufacturing toward smart manufacturing under the Industry 4.0 framework. This long-term commitment reflects the Company's strategic focus on operational excellence, product quality, and sustainable growth.

By continuously investing in automation, system integration, and data-driven technologies, Hana enhances production efficiency, strengthens quality assurance, and improves responsiveness to evolving customer requirements. These efforts also support the optimization of resource utilization, reduction of operational risks, and mitigation of labor-related challenges, including rising costs and workforce shortages.

### Strategic Focus

Hana's automation and digital transformation are driven by four key areas:

- **Automation of Manual Processes:** Enhancing quality control and reducing human error to support zero-defect manufacturing
- **Process Streamlining:** Improving production efficiency, speed, and consistency through optimized workflows
- **System Integration:** Enabling machine-to-machine communication for real-time monitoring and operational control
- **Data Analytics:** Leveraging production data to detect abnormalities and support informed decision-making

### Progress and Scale of Implementation (2019–2025)

Since the initiation of its automation program in 2019, Hana has progressively expanded the scale and sophistication of its implementation across key manufacturing sites, including Lamphun, Ayutthaya, and Jiaying.

Over the years, the Company has:

- Implemented more than 500 automation projects
- Automated over 3,000 machines
- Achieved significant cumulative cost savings
- Enhanced workforce productivity through role transformation and redeployment

This progression reflects a shift from project-based automation to a more integrated and intelligent manufacturing ecosystem.

### Sustainability Contribution

Automation and digitalization initiatives contribute to Hana's sustainability goals by:

- Improving resource efficiency and reducing material waste

- Supporting energy-efficient operations through better process control
- Enhancing workforce capability through upskilling and role transformation
- Strengthening operational transparency and governance through digital systems

Hana will continue to advance its digital transformation by integrating smart technologies and expanding data-driven manufacturing capabilities. These efforts will further enhance competitiveness, resilience, and the Company's ability to deliver sustainable value to stakeholders.

### 3. Use of Advanced Enterprise Resource Planning (ERP) system

Hana has implemented the new SAP S/4HANA ERP system which enables the workflow of information more efficient, enabling cost controlling including increased productivity by reducing time and effort employees need for completing their day-to-day activities, eliminating manual processes, and automating new information fast and in real-time planning, execution, reporting and analytics with the integration and streamlining business functions: sales, planning, purchasing, finance, inventory, and logistics into one central database. A modern ERP system helps Hana to enable innovation, optimize resources, and streamline operations.

### 4. Process Development

Hana Ayutthaya has developed technical competencies encouraging our customers to continue to load significant number of new package development activities in 2025. This implementation has boded very well for the business outlook in 2025 and beyond since all of this development and NPI activities will translate into increased production over the next 12-24 months. We have also continued to file our intellectual property (IP) on some of our custom package developments. Our focus on IP will continue in 2025 and beyond to further differentiate Hana Ayutthaya.

Our technology development focuses on the following key areas:

- **Optical Sensors**

We focus the sensor development to build sensor products to be smaller and thinner to sustain our positioning in this area. R&D also focuses on enhancing the working temperature of the sensors to be higher in order to cover more market sectors. In addition, there is also a focus to enhance light sensing to be higher accuracy and precision by implementing high accuracy die placement machine for next generations of sensors in the future.

- **Power Packages**

We focus on power package development to have more functionality & thermal efficiency. Packages developed to have multi-chip options as well as different cooling options like bottom side cooling or top side cooling or both sides cooling called dual cool. In addition, there are improvements on isolation developed especially for future and higher voltage requirements.

Recently development in this area will fit to market requirement today and future especially SiC wafer, GaN wafer, LowK wafer.

- **Multichip Modules (MCM)**

We focus on IC packaging with complex designs to integrate more functionality while trying to reduce also the overall package size. Development in combining different technologies in IC assembly to have multiple systems in a package with multiple active dice, whether stacked die or side-by-side configuration.

Development in 2025 mainly focus into copper pillar stack on top of ASIC die for today and future application related to Ai and Precision timing.

- **SIP (System-in-Package)/SMT (Surface-Mount Technology) Modules**

Demand for more functionality in a small package size also drives SIP & SMT modules combining technology for IC packaging for active components & SMT package with passive components. These packages also have some additional requirements for its functionality improvement, for example, metal shield for EMI protection.

Development in 2025 mainly focuses on reducing solder paste void to be less than 3%, 01005 extra small component as well as 0.25 ball patch BGA and this will help to enable business in this area.

- **Commodity/Standard IC Packages**

The commodity or standard IC package also gets to be improved & developed further using new supplier capabilities to increase lead frame/substrate density, combined with new BOM selection to improve capabilities to support latest customer requirements.

Development in 2025 will mainly focus on unit level traceability, wettable flange, automotive grade zero and this will help to enable new opportunities aligned to today and future market demand.

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.

## **5. Capability Enhancement Projects**

In 2025, Hana Jiaying continued to strengthen its in-house technological capabilities through the implementation of targeted automation and process enhancement initiatives. These projects were designed to improve production efficiency, ensure consistent product quality, and support scalable operations. Key initiatives included the deployment of bonding verification equipment, label scanning systems, wire color inspection systems, glue thawing control equipment, automated weight verification systems, and a smart baking temperature stability control system.

These advancements contribute to enhanced process reliability, reduced human error, and improved quality control, while enabling faster response to customer requirements. Collectively, they support the Company's commitment to operational excellence, continuous improvement, and sustainable manufacturing practices.

### 1.2.2.2 Marketing policies of the major products or services during the preceding year

#### Printed Circuit Board Assembly (PCBA)

##### Hana's Marketing Policy for PCBA (EMS Business)

Hana's PCBA business focuses on providing reliable electronic assembly services to customers in telecommunications, automotive electronics, medical devices, industrial applications, and consumer electronics. The Company serves a diversified customer base, including multinational corporations and specialized technology developers.

The marketing policy emphasizes long-term customer relationships through integrated manufacturing services that support customers' production requirements. Hana provides services covering joint development manufacturing (JDM) activities, prototyping support, and scalable mass production. The objective is to deliver consistent quality, stable delivery performance, and manufacturing services that meet international standards.

The Company maintains close collaboration with customers to understand product requirements and provide suitable manufacturing solutions. Continuous improvement in manufacturing processes, quality systems, and operational efficiency remains a key focus.

##### The domestic/export sales ratio <sup>(1)</sup>

Countries	Ratio (%)
Malaysia	24.00
China	16.00

Remark :<sup>(1)</sup>The Company's revenue is primarily derived from export markets, reflecting the Company's participation in the global electronics manufacturing supply chain. Major markets include Malaysia and China, with the remaining revenue distributed across other regions.

##### The industry competition during the preceding year

The EMS industry in 2025 continued to stabilize following the previous inventory correction cycle. Demand remained mixed across end markets, with consumer electronics gradually normalizing, while automotive electronics, industrial applications, and digital infrastructure continued to provide structural growth support.

##### Market Segmentation

The Electronics Manufacturing Services (EMS) market can be broadly segmented into:

1. High-volume consumer electronics manufacturing,
2. Mid-volume industrial and automotive electronics, and
3. High-mix, low-to-medium volume specialized electronics manufacturing.

Hana primarily operates in the high-mix and mid-volume EMS segment, which typically requires higher engineering content, product customization, and manufacturing flexibility compared to high-volume consumer electronics production.

### Industry Competition (Quantitative Structure)

The global EMS market is estimated at approximately USD 640–670 billion, based on industry research sources, and is characterized by a highly fragmented structure. The industry includes both large multinational EMS providers and a significant number of mid-sized regional manufacturers

Within the high-mix EMS segment, the number of directly comparable global competitors is estimated at approximately 10–15 major EMS providers, including Flex, Jabil, Celestica, and USI. This segment is considered moderately concentrated at the top tier but fragmented overall.

Competition intensity is high and driven by:

- manufacturing capability and process complexity
- engineering and customization capability
- quality and yield performance
- supply chain reliability and delivery performance

Price remains a factor but is not the sole determinant of customer selection.

### Industry Benchmark Indicators - Electronics Manufacturing Services (EMS)

Metric	Global Industry Benchmark	Hana
EMS Industry Size	~USD 640–670 billion	Operates in EMS industry (high-mix / mid-volume segment)
Market Structure	Highly fragmented global market	Participates in mid-tier EMS segment
Competitive Peer Group	~10–15 comparable global EMS providers	Competes with global EMS providers
Customer/ Geography	Global OEM supply chains	Asia, North America, Europe

### Hana's Value Proposition and Competitive Advantage

Hana operates as a specialized EMS provider focusing on high-mix and mid-volume manufacturing requirements. The Company differentiates itself through manufacturing flexibility, engineering capability, and consistent quality performance.

Hana's competitive advantage is based on:

- ability to support complex and customized electronic assemblies
- integration of engineering support with manufacturing services
- long-term customer relationships within global supply chains
- reliable production execution and delivery performance

The Company competes in segments where product complexity and reliability are key factors, rather than competing solely on cost.



## Reference Sources:

EMS industry market overview

- <https://www.mordorintelligence.com/industry-reports/electronics-manufacturing-services-market>
- <https://www.fortunebusinessinsights.com/electronic-manufacturing-services-ems-market-105519>

Thailand electronics industry outlook

- <https://www.krungsri.com/en/research/industry/industry-outlook/hi-tech-industries/electronics/io/electronics-2026-2028>

## Integrated Circuit (IC) Assembly and Test

### Hana's Marketing Policy for Integrated Circuit (IC Assembly and Test – OSAT Business)

Hana's IC business focuses on semiconductor assembly and testing services supporting global semiconductor supply chains. The Company provides packaging, assembly, and test services for semiconductor devices used in automotive, industrial, communication, and consumer applications.

The marketing approach emphasizes long-term partnerships with semiconductor customers through stable manufacturing quality, process capability development, and flexible production support. Hana continuously enhances its technical capabilities to support evolving semiconductor packaging requirements.

### The domestic/export sales ratio <sup>(2)</sup>

Countries	Ratio (%)
Singapore	31.00
United States of America	19.00

Remark :<sup>(2)</sup> The Company's revenue is primarily derived from export markets, reflecting the Company's participation in the global semiconductor supply chain. Major markets include Singapore and the United States of America, with remaining sales distributed across other regions.

### The industry competition during the preceding year

The global semiconductor industry in 2025 continued to stabilize following previous inventory corrections. Demand recovery varied across end markets, with automotive, industrial, and data-driven applications showing stronger structural growth.

The global OSAT market is estimated at approximately USD 45–55 billion and is moderately concentrated among leading Asian semiconductor packaging and testing providers, while still maintaining a diversified competitive landscape.

### Industry Competition (Quantitative Structure)

Within OSAT, the relevant competitive landscape includes approximately 8–12 major global OSAT providers operating across advanced packaging, assembly, and testing services.

Competition is primarily based on:

- advanced packaging capability
- yield and quality performance
- technology readiness

- customer qualification and reliability
- capacity scalability

The industry is moderately concentrated, with leading players holding significant share, while mid-tier providers compete in specialized segments.

#### Industry Benchmark Indicators - IC Assembly and Test (OSAT Business)

Metric	Global Industry Benchmark	Hana
OSAT Industry Size	USD 45 - 55 billion	Operates in OSAT / semiconductor assembly and test segment
Market Structure	Moderately concentrated industry with leading Asian OSAT providers	Participates in diversified OSAT value chain
Semiconductor Output Scale	>700 billion semiconductor devices annually (global estimate)	Engaged in semiconductor packaging and test services
Competitive Peer Group	~8–12 major global OSAT providers	Competes in selected OSAT sub-segments
Customer / Geographic Structure	Global semiconductor supply chain (IDM, fabless, OEM customers)	Diversified customer base across Asia, North America, and Europe

#### Hana's Value Proposition and Competitive Advantage

Hana's IC business focuses on semiconductor assembly and test services within selected product segments. The Company competes through manufacturing reliability, process stability, and capability development in semiconductor packaging.

Hana's competitive strengths include:

- established semiconductor packaging and test capabilities
- ability to support diversified semiconductor applications
- integration within broader electronics manufacturing value chain
- long-term relationships with global semiconductor customers

The Company participates in segments where manufacturing stability, quality consistency, and supply chain reliability are critical customer requirements.

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EMS industry market overview

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## RFID

### Hana's Marketing Policy for RFID Business

Hana RFID (Radio Frequency Identification) business is committed to providing innovative and reliable solutions to meet the diverse needs of industries such as automotive, healthcare, retail, transportation, logistics, and consumer electronics. Our marketing policy focuses on delivering high-performance RFID tags that enhance operational efficiency and enable advanced tracking capabilities.

We aim to position ourselves as a leading provider of integrated, turnkey solutions that leverage cutting-edge technology in RFID. Our product offerings include high-quality RFID tags for asset tracking, inventory management, and supply chain optimization. Through continuous innovation and collaboration with our customers, we ensure our solutions are scalable, customizable, and aligned with industry-specific requirements.

Our marketing strategy is built around creating long-term, trusted relationships with our customers, supported by expert consultation and technical assistance. We focus on providing end-to-end solutions from initial design and prototyping to full-scale production and after-sales support. Hana is committed to staying at the forefront of RFID, ensuring that we deliver products that not only meet but exceed customer expectations for quality, reliability, and performance.

In the future, Hana plans to expand its reach in emerging markets, positioning itself as a go-to partner for RFID solutions by combining technological advancements, competitive pricing, and outstanding customer service to address evolving market needs.

### The domestic/export sales ratio <sup>(3)</sup>

Countries	Ratio (%)
United States of America	40.00
Hong Kong	16.00

Remark :<sup>(3)</sup>The Company's revenue in the RFID business is primarily derived from international markets, reflecting its participation in the global electronics supply chain. Major markets include the United States of America and Hong Kong, with the remaining revenue distributed across other regions.

### The industry competition during the preceding year

#### Competitive Landscape

The RFID market is highly competitive, featuring a mix of established players and emerging innovators. Key companies include Zebra Technologies, Impinj, NXP Semiconductors, Avery, Tagueos, Beontag and SML. These companies focus on strategic initiatives such as product development, partnerships, and regional expansions to strengthen their market positions. The global RFID tag market was valued at approximately USD 14.7 billion in 2024 and is projected to reach USD 30.5 billion by 2032, growing at a CAGR of around 9.5% over that period.

Regionally, North America and Europe have been early adopters of RFID technology, primarily due to advanced infrastructure and a strong emphasis on technological innovation. In Asia-Pacific, countries like China, Japan, and India are witnessing rapid adoption, driven by manufacturing hubs and increasing investments in smart technologies.

In summary, the RFID market in 2025 reflects a dynamic and rapidly evolving landscape, with significant investments and innovations driving adoption across various sectors. As industries continue to recognize the benefits of RFID

technology, the market is expected to witness robust growth, offering ample opportunities for both established and emerging players.

### 1.2.2.3 Procurement of products or services

Hana operates in the Electronics Manufacturing Services (EMS) and Outsourced Semiconductor Assembly and Test (OSAT) industries, providing Printed Circuit Board Assembly (PCBA) services, Integrated Circuit (IC) assembly and test services, as well as RFID products to customers across a wide range of industries.

The procurement of raw materials and components is an important part of the Company's manufacturing operations. The Company sources materials through a global network of suppliers to support consistent product quality, reliable supply, and cost efficiency. Suppliers are primarily reputable manufacturers and authorized distributors of electronic components and related materials that are registered in the Company's Approved Vendor List (AVL).

Raw materials used in the manufacturing process are sourced both directly from suppliers and from customers under consignment arrangements. To support efficient production planning and supply chain management, the Company utilizes production planning systems and an Enterprise Resource Planning (ERP) system to forecast material requirements and plan procurement in alignment with customer demand.

Supplier selection is based on key criteria including product quality, reliability of supply, cost competitiveness, technical capability, and compliance with applicable regulatory and environmental standards.

The Company also maintains appropriate inventory levels and collaborates closely with suppliers to support production continuity and manage supply chain risks.

#### Printed Circuit Board Assembly (PCBA)

Hana manufactures Printed Circuit Board Assembly (PCBA) products according to customers' specifications and requirements and sells them directly to its customers. Key raw materials are sourced either directly from suppliers or are consigned by customers. Material orders are placed in accordance with customer demand and supported by planning software systems that align production with customer requirements.

The raw materials used in PCBA production are primarily applied in industrial applications and are generally available on the market. The Company sources materials and electronic components through a global supplier network to support consistent quality, cost efficiency, and reliable supply.

#### The company's production capacity

	Production capacity	Total utilization (Percent)
Lamphun Plant 1 and 2 (Million Pieces/Year)	1,200.00	70.00
Jiaxing Plant (Million Pieces/Year)	925.00	68.00
Cambodia Plant (Million Pieces/Year)	15.00	50.00

### Acquisition of raw materials or provision of service

The major raw materials used in the PCBA product segment include wafers/dies, application-specific integrated circuits (ASICs), printed circuit boards (PCBs), electronic components, metal parts, and plastic parts. For certain customers, wafers or dies with proprietary designs are provided on a consignment basis and are used exclusively in their products.

The Company's PCBA operations in Thailand import approximately 95% of key materials from overseas suppliers, while the remaining 5% are sourced domestically either directly from manufacturers or through distributors. For the Company's operation in Cambodia, 100% of raw materials are imported. In China, approximately 75% of raw materials are imported, while 25% are sourced locally.

To ensure product quality and compliance with international standards, all incoming materials undergo testing and inspection before being released to the production lines.

### Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Malaysia	Package assembly materials, printed circuit boards (PCB), metal and plastic parts	3,572,358,746.00
Belgium	Application-specific integrated circuits (ASICs)	1,632,049,176.00

### Major raw material distributors

Number of major raw material distributors (persons) : 30

For the PCBA product segment, the Company has not purchased raw materials from any single supplier with a value exceeding 10% of total purchases based on the consolidated financial statements. This diversified sourcing approach helps support supply continuity and operational efficiency.

The Company maintains a network of qualified suppliers that have undergone evaluation and approval under the Company's vendor qualification process. Many of these suppliers have maintained long-term business relationships with the Company and are included in the approved vendor list. The longest supplier relationship has been maintained for approximately 10 to 28 years.

### Integrated Circuit (IC) Assembly and Test

Hana provides integrated circuit (IC) assembly and test services to meet the specific requirements of its customers. These services support a wide range of industries, including electronics, automotive, Optocoupler, telecommunications, industrial applications, and consumer products. Through advanced manufacturing processes and quality control systems, the Company ensures that its IC products meet required performance, reliability, and industry standards.

The Company's IC assembly and test operations are primarily conducted under an Outsourced Semiconductor Assembly and Test (OSAT) model, whereby semiconductor wafers or dies are often consigned by customers and processed according to their proprietary designs and specifications.

### The company's production capacity

	Production capacity	Total utilization (Percent)
Ayutthaya Plant (Million Pieces/Year)	6,264.00	47.00
Jiaxing Plant (Million Pieces/Year)	2,244.00	45.00
Korea Plant (Million Pieces/Year)	38,500.00	71.00

### Acquisition of raw materials or provision of service

The major raw materials used in the IC product segment include semiconductor wafers or dies, lead frames, bonding wires, epoxy molding compounds, and other electronic components. For major customers, wafers or dies are provided on a consignment basis and are used exclusively in the production of the customers' products.

In Thailand, the Company's IC operation procures approximately 95% of key production materials from overseas suppliers, while the remaining 5% are sourced domestically either directly from manufacturers or through authorized distributors. In China, approximately 78% of raw materials are imported, while 22% are sourced locally. For the factory in Korea, approximately 32% of raw materials are imported, with the remaining 68% procured from domestic suppliers. Certain raw materials, including gold, copper, and steel, are subject to fluctuations in global commodity prices, which may affect production costs. To mitigate such risks, the Company implements various risk management measures, including diversifying suppliers, negotiating long-term supply arrangements, sourcing alternative materials where feasible, and coordinating closely with suppliers and customers to forecast material requirements.

In addition, the Company continuously improves production efficiency and optimizes manufacturing processes to help mitigate the impact of increasing raw material costs. In certain circumstances, the Company may also work with customers under mutually agreed commercial arrangements to manage the impact of significant raw material price fluctuations.

### Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Malaysia	Semiconductor wafers, bonding wires, and lead frames	1,168,536,553.00
United States of America	Bonding wires, solder materials, and electronic components	802,570,473.00

### Major raw material distributors

Number of major raw material distributors (persons) : 30

For the IC product segment, the Company has not purchased raw materials from any single supplier with a value exceeding 10% of total purchases, based on the consolidated financial statements. This diversified sourcing approach helps support supply continuity and operational efficiency.

Major suppliers supporting the IC assembly and test operations have maintained long-term business relationships with the Company, with the longest supplier relationship extending approximately 25 years.

## RFID

Hana manufactures Radio Frequency Identification (RFID) products that support a wide range of applications, including logistics, inventory management, authentication, and security systems. These products are designed to meet specific customer requirements and enhance product tracking, identification, and operational efficiency across various industries.

RFID technologies are increasingly used in applications that require reliable data capture, secure identification, and compact display capabilities.

### The company's production capacity

	Production capacity	Total utilization (Percent)
USA Solon Plant (Million Pieces/Year)	2,865.00	49.50

### Acquisition of raw materials or provision of service

Key materials used in production include integrated circuits (ICs), printed circuit boards (PCBs), antenna films, and other specialized electronic components required for product assembly.

The Company's RFID operation procures approximately 27% of key materials from overseas suppliers, while the remaining 73% are sourced domestically either directly from manufacturers or through authorized distributors.

Incoming materials are subject to inspection and quality control procedures before being used in the production process to ensure product reliability and compliance with applicable standards.

### Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
United States of America	ICs, Plastic Parts, Label Materials	506,191,382.00
Europe	Packaged ICs, Adhesives	117,939,664.00

### Major raw material distributors

Number of major raw material distributors (persons) : 10

For the RFID product segment, the Company has not purchased raw materials from any single supplier with a value exceeding 10% of total purchases, based on the consolidated financial statements. This diversified sourcing approach helps support supply continuity and operational efficiency.

The Company has maintained long-term business relationships with suppliers supporting the RFID product segment, with the longest supplier relationship extending approximately 24 years.

#### 1.2.2.4 Assets used in business undertaking

##### Core permanent assets

The property, plant and equipment of the Company and subsidiaries as of 31 December 2025 (Unit: Million Baht) For further detail reference, it is provided in Attachment 4.

##### The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Land	486.00	Owned asset and leasing	None	-
Buildings	1,611.00	Owned asset and leasing	None	-
Leasehold improvement	16.00	Leasing	None	-
Fixtures	309.00	Owned asset	None	-
Machinery and equipment	5,356.00	Own assets and leasing	None	-
Office furniture and equipment	122.00	Own assets	None	-
Vehicles	17.00	Own assets	None	-
Construction in progress and machinery under installation	284.00	Own assets	None	-

##### Core intangible assets

Intangible assets of the Company and subsidiaries as of 31 December 2025 (Unit: Million Baht)

##### The appraisal price of core intangible assets

List of assets	Types	Book value / Appraised value	Additional details
Computer software	Software	65.00	-
Development costs	Others : Research and Product Development	65.00	-

##### Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes  
companies

The Company has authority to manage and oversight the subsidiaries and associated companies. Operating sections of each subsidiary shall be responsible by General Manager which shall report to the Chief Executive Officer. Capital



expenditure and financial control management shall be handled by the Executive Committee, which is reviewed by the Board of Directors.

#### 1.2.2.5 Under-construction projects

Under-construction projects : No

#### Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

## 1.3 Shareholding structure

### 1.3.1 Shareholding structure of the group of companies

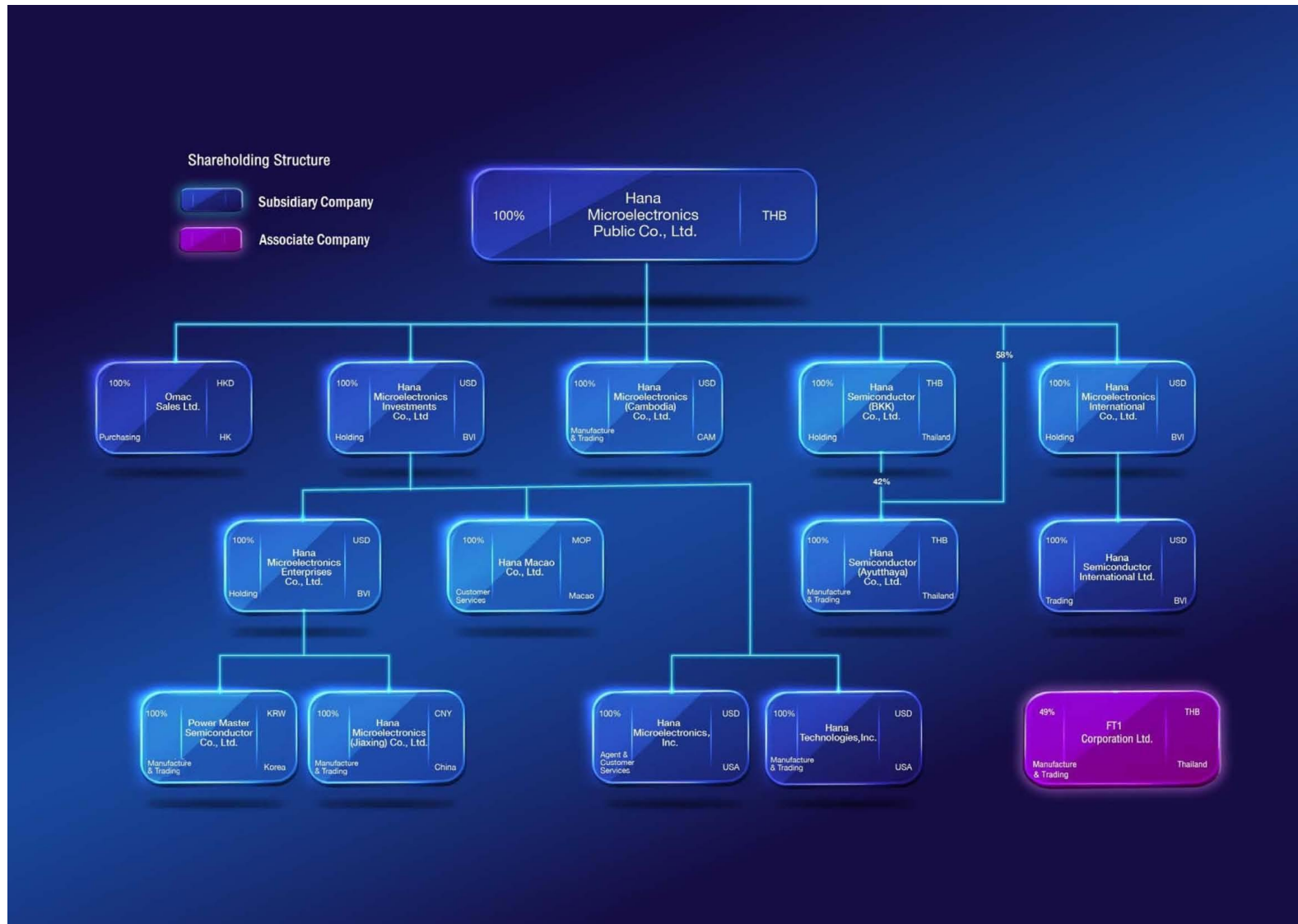
#### Policy on operational organization within the group of companies

Hana has the policy to diversify its business to multiple manufacturing locations strategically based in low-cost country wherever possible and setting up the necessary companies for customer service, purchasing center, trading and holding companies to serve the group requirements.

#### Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes  
companies?

### Shareholding diagram



## Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Hana Semiconductor (BKK) Co., Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	100.00%	100.00%
Omac Sales Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	100.00%	100.00%
Hana Microelectronics International Co., Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	100.00%	100.00%
Hana Microelectronics Investments Co., Ltd	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	100.00%	100.00%
Hana Semiconductor (Ayutthaya) Co., Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	58.00%	58.00%
	Hana Semiconductor (BKK) Co., Ltd.	42.00%	42.00%
Hana Microelectronics (Cambodia) Co., Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	100.00%	100.00%
Hana Semiconductor International Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	0.00%	0.00%
	Hana Microelectronic International Co., Ltd.	100.00%	100.00%
Hana Technologies, Inc.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	0.00%	0.00%
	Hana Microelectronics Investments Co., Ltd.	100.00%	100.00%
Hana Microelectronics, Inc.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	0.00%	0.00%
	Hana Microelectronics Investments Co., Ltd.	100.00%	100.00%

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Hana Microelectronics Enterprises Co., Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	0.00%	0.00%
	Hana Microelectronics Investments Co., Ltd.	100.00%	100.00%
Hana Macao Co., Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	0.00%	0.00%
	Hana Microelectronics Investments Co., Ltd.	100.00%	100.00%
Hana Microelectronics (Jiaxing) Co., Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	0.00%	0.00%
	Hana Microelectronics Enterprises Co., Ltd.	100.00%	100.00%
Power Master Semiconductor Co., Ltd.	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	0.00%	0.00%
	Hana Microelectronics Enterprises Co., Ltd.	100.00%	100.00%

#### Associated companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
FT1 Corporation Limited	HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	49.00%	49.00%

#### Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
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Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Hana Semiconductor (BKK) Co., Ltd. 65/98 Soi Vibhavadi-Rangsit 64 Junction 2, Kwang Talad Bangkhen, Khet Laksi, Bangkok 10210 Telephone : 66 2 5511297-8 Facsimile number : -	Holding	Common shares	100,000,000	100,000,000
Omac Sales Ltd. Unit B1, 10/F, Block B, HK IND. Centre 489-491 Castle Peak Road, Lai Chi Kok, Kowloon, Hong Kong SAR, China Telephone : - Facsimile number : -	Purchasing	Common shares	100,000	100,000
Hana Microelectronics International Co., Ltd. Vistra Corporate Services Centre, Wickhams Cay II, Road Town, Tortola, VG 1110, British Virgin Islands Telephone : - Facsimile number : -	Holding	Common shares	10,000,000	10,000,000
Hana Microelectronics Investments Co., Ltd Vistra Corporate Services Centre, Wickhams Cay II, Road Town, Tortola, VG 1110, British Virgin Islands Telephone : - Facsimile number : -	Holding	Common shares	2	2

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Hana Semiconductor (Ayutthaya) Co., Ltd. 100 Moo 1, T. Baan Lane, A. Bang Pa-in, Ayutthya 13160 Telephone : 66 35 350803-4 Facsimile number : -	Manufacturing and trading	Common shares	120,000,000	120,000,000
Hana Microelectronics (Cambodia) Co., Ltd. Neang Kok Village, Pakkhleng Commune, Mondul Seyma District, Koh Kong Province, Cambodia Telephone : 855 016 234 112 - 4 Facsimile number : -	Manufacturing and trading	Common shares	40,000,000	40,000,000
Hana Semiconductor International Ltd. Rua De Pequim No. 126 EDF. Commercial I TAK C18, Macao Telephone : - Facsimile number : -	Trading	Common shares	18,512,830	18,512,830
Hana Technologies, Inc. 29000 Aurora Road, Solon, Ohio 44139, USA Telephone : 1 330 405 4600 Facsimile number : -	Manufacturing and trading	Common shares	437,752	437,752
Hana Microelectronics, Inc. 3140 De La Cruz Blvd., #107, Santa Clara, CA 95054, USA Telephone : - Facsimile number : -	Agent and customer services	Common shares	1,000	1,000

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Hana Microelectronics Enterprises Co., Ltd. Vistra Corporate Services Centre, Wickhams Cay II, Road Town, Tortola, VG 1110, British Virgin Islands Telephone : - Facsimile number : -	Holding	Common shares	2	2
Hana Macao Co., Ltd. Rua De Pequim No. 126 EDF. Commercial I TAK C18, Macao Telephone : - Facsimile number : -	Customer services	Common shares	1	1
Hana Microelectronics (Jiaxing) Co., Ltd. No#18, Hengnuo Road, Xingcheng Industrial Zone, Xiuzhou District, Jiaxing City, Zhejiang Province, 314000, P.R. China Telephone : 86 573 83528000 Facsimile number : -	Manufacturing and trading	Common shares	65,000,000	65,000,000
Power Master Semiconductor Co., Ltd. 79-20, Gwahaksaneop 4-ro, Oksan-myeon, Heungdeok-gu, Cheongju-si, Chungcheongbuk-do, Republic of Korea Telephone : 82 043 219 6850 Facsimile number : -	Manufacturing and trading	Common shares	810,599,864	810,599,864



Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
FT1 Corporation Limited 65/98 Soi Vibhavadi-Rangsit 64 Junction 2, Kwang Talad Bangkhen, Khet Laksi, Bangkok 10210 Telephone : 025511297 Facsimile number : -	Manufacturing and trading	Common shares	7,452,900	15,210,000

### 1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts : No  
of interest holding shares in a subsidiary or associated  
company?

### 1.3.3 Relationship with major shareholders' business

The major shareholders of Hana Microelectronics Public Co., Ltd. are Omac Limited, Omac (HK) Limited and Rainbow Joy Limited, all of 3 companies holding shares total of 253,419,360 shares, equivalent to 28.62%. Those companies have no relationship or related to any other businesses with the Company.

Does the company have a relationship with a business : No  
group of a major shareholder?

### 1.3.4 Shareholders

## List of major shareholders <sup>(1)</sup>

Group/List of major shareholders	Number of shares (shares)	% of shares
1. OMAC (HK) LIMITED	172,480,000	19.48
2. Thai NVDR Company Limited	82,539,018	9.32
3. LGT BANK (SINGAPORE) LTD	72,030,600	8.14
4. OMAC LIMITED	40,939,360	4.62
5. RAINBOW JOY LIMITED	40,000,000	4.52
6. VAYUPAK FUND 1	24,148,600	2.73
7. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	21,934,560	2.48
8. MR. CHAYPHITHAKS WORAPHATHRSILAWONGS	5,200,000	0.59
9. MR. MOONG-CHU HUI	5,060,000	0.57
10. STATE STREET EUROPE LIMITED	4,876,287	0.55

Remark : <sup>(1)</sup> 1. No. 1 OMAC (HK) LIMITED, No.4 OMAC Limited and No. 5 RAINBOW JOY LIMITED are the related companies under Section 258 of the Securities and Exchange Act (No. 4) B.E. 2551. These 3 major shareholders hold totally 253,419,360 share or equivalent to 28.62% of the total issued shares.

2. Han Family hold shares in Omac Limited which is a holding company, equivalent to 66.66%. The shareholders of the company consist of:

- 1) Ms. Janine Margaret Han holds 120,000 shares or equivalent to 33.33% of the total issued shares.
- 2) Ms. Alyn Sylvie Han holds 40,000 shares or equivalent to 11.11% of the total issued shares.
- 3) Mr. Oliver Edward Han holds 40,000 shares or equivalent to 11.11% of the total issued shares.
- 4) Mr. Rupert George Han holds 40,000 shares or equivalent to 11.11% of the total issued shares.

3. Mr. Richard David Han holds the position of Director at Omac Ltd., Omac (HK) Ltd., and Rainbow Joy Limited. These three companies are engaged in holding business activities.

In accordance with Section 258 of the Securities and Exchange Act of Thailand (No. 4) B.E. 2551, these three companies are considered part of the same group of shareholders.

## Major shareholders' agreement

Does the company have major shareholders' agreements? : No

## 1.4 Amounts of registered capital and paid-up capital

### 1.4.1 Registered capital and paid-up capital

#### Registered capital and paid-up capital

Registered capital (Million Baht) : 885,366,746.00

Paid-up capital (Million Baht) : 885,366,660.00

Common shares (number of shares) : 885,366,660

Value of common shares (per share) (baht) : 1.00

Preferred shares (number of shares) : 0

Value of preferred share (per share) : 0.00

#### Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

### 1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from : No  
those of ordinary share

### 1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes

Number of shares (Share) : 82,539,018

Calculated as a percentage (%) : 9.32

#### The impacts on the voting rights of the shareholders

There is no effect on the voting rights of shareholders.

## 1.5 Issuance of other securities

### 1.5.1 Convertible securities

Convertible securities : No

### 1.5.2 Debt securities

Debt securities : No

## 1.6 Dividend policy

The Board of Directors' Meeting No. 1/2026 on 27 February 2026 and resolved to approve a revision of the Company's dividend payment policy, as detailed below:

### The dividend policy of the company

The Company has a policy to pay dividends to shareholders at a rate of not less than 30% of its consolidated net profit, after deduction of corporate income tax and allocation to statutory reserves as required by law. The actual dividend payment shall depend on the Company's operating results, financial position, cash flow, investment plans, and other factors as deemed appropriate by the Board of Directors, and shall be in compliance with applicable laws and regulations. Accordingly, the dividend payout ratio may be lower or higher than the above rate, and may exceed 100% of consolidated net profit where deemed appropriate by the Board of Directors.

### The dividend policy of subsidiaries

The dividend policy of the subsidiaries is to pay dividends to the Company based on their operating results, financial position, cash flow, investment plans, and business requirements, as deemed appropriate by their respective boards of directors and in compliance with applicable laws and regulations.

### Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	1.9200	2.6100	2.1400	-0.7200	0.7600
Dividend per share (baht : share)	1.0000	0.5000	0.5000	0.5000	0.7500
Interim Dividend (Baht/ share) (baht : share)	1.0000	0.5000	0.5000	0.2500	0.2500

	2021	2022	2023	2024	2025
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	1,609,757,720.0000	804,878,860.0000	845,122,760.0000	664,024,995.0000	664,024,995.0000
Dividend payout ratio compared to net profit (%)	104.00	38.00	47.00	0.00	132.00

**Note:**

#### Dividend payout ratio 2024

The dividend payout ratio is calculated based on the total dividend declared for each respective year relative to the Company's consolidated net profit. For 2024, in which the Company reported a net loss, the dividend payout ratio is not presented, as the dividend payment was made from retained earnings.

## 2. Risk management

### 2.1 Risk management policy and plan

#### Risk management policy and plan

The Risk Management Committee has established the Company's risk management policy with following objectives:

- To enable the Company to manage potential risks efficiently through sound and systematic risk management processes.
- To promote proactive risk management practices that are implemented promptly, transparently, accurately, and consistently across the organization.
- To encourage and develop employees and management at all levels to understand and recognize the importance of effective risk management practices, while fostering active participation in the Company's risk management system.
- To ensure that risk management processes are implemented appropriately and align with the Company's mission, policies, and strategic objectives.

**Risk Management Framework:** As part of its commitment to good corporate governance, the Board of Directors oversees and ensures the adequacy and effectiveness of the Company's risk management system. The Company has established a risk management framework designed to identify, assess, and prioritize risks that may affect the achievement of its strategic objectives.

The framework includes processes for risk identification, risk assessment, risk mitigation, and continuous monitoring. Key risks and mitigation measures are regularly reviewed and reported to the Board of Directors to ensure effective oversight and timely response to emerging risks.

**Risk Management Structure:** The Board of Directors recognizes that various risk factors may affect the Company's business operations. The Board has therefore assigned the Risk Management Committee, which is composed primarily of independent directors, to oversee the Company's risk management framework and report the status of risk management to the Board.

An independent Risk Management Unit, which operates separately from day-to-day operations, is responsible for implementing the risk management policy. The unit conducts risk analysis and assessments and reports on the Company's overall risk profile.

The Executive Committee, led by the Chief Executive Officer (CEO), is responsible for managing operational risks and ensuring that risk management practices are aligned with the Company's strategic objectives.

Each business unit within the Company acts as a risk owner and is responsible for identifying, assessing, and mitigating risks within its respective area of responsibility. The CEO holds overall responsibility for operational risk management and leads the organization in implementing effective risk management practices.

The Company's risk management process follows a structured approach that prioritizes risks based on their likelihood and potential impact. A risk evaluation matrix is applied to support decision-making and maintain effective internal control systems.

**Risk Culture:** Risk management is an integral part of the Company's Quality Management System. Risk and opportunity assessments are conducted at each process level using various risk analysis tools, including SWOT analysis, PESTLE analysis, Process Approach, Risk-Based Thinking, Turtle Diagram, and Failure Modes and Effects Analysis (FMEA).

These tools support the Company's strategic risk management approach and are integrated with its occupational health, safety, and environmental management systems. This integration ensures that risk management is incorporated into the Company's operational processes and decision-making practices throughout the organization.

**Business Continuity Plan:** The Company has established a Business Continuity Plan (BCP) to address significant risks and mitigate potential disruptions to production and product delivery. The plan includes crisis management and communication strategies to ensure an effective response during emergencies.

Specific measures are in place to minimize potential damage to production facilities caused by natural disasters, prevent damage to warehouses and finished goods inventory, and address risks that may affect production capacity, such as machinery failure or human error.

The plan also ensures the continuity of raw material supply and the availability of critical utilities required for operations. Emergency procedures have been developed for various scenarios, and a Crisis Management Team has been appointed to coordinate response actions and communications during crisis situations.

The Company regularly reviews and updates its Business Continuity Plan to ensure preparedness and operational resilience in an evolving business environment.

Link for risk management policy and plan : <https://www.hanagroup.com/File/ViewDoc/96>

Link Page Number : 2 - 6



## 2.2 Risk factors

### 2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

Hana recognizes that risk management is an integral part of business operations and corporate governance. The Company has established a risk management framework to identify, assess, and monitor potential risks that may affect its business operations, financial performance, and strategic objectives. The following risk factors represent key risks that may affect the Company.

#### Risk 1 Strategic Business Risk

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers
- Reliance on large customers or few customers
- Economic risk

#### Risk characteristics

- **Customer Concentration and Major Customer Relationship Risk**

The Company serves a diversified customer base across the electronics industry and maintains long-term relationships with many of its major customers. However, a portion of the Company's revenue is derived from key customers that account for significant manufacturing programs with the Company. Risks may arise from changes in the composition of the Company's major customers due to factors such as changes in ownership structures, adjustments to product programs, or financial instability of certain customers. As the Company relies on several large customers, any significant change within this group may disproportionately affect the Company's business operations and financial performance.

- **Global Economic Risk**

Global economic risks may arise from factors such as geopolitical conflicts, trade tensions, inflation, interest rate fluctuations, economic slowdowns, pandemics, and volatility in global energy markets. In addition, evolving global trade policies and technology-related regulations, including export controls affecting the semiconductor industry, may impact global supply chains and market conditions.

#### Risk-related consequences

- **Customer Concentration and Dependence on Major Customers Risk**

Significant changes in the Company's key customer base may have a direct and material impact on its overall business performance. Changes in the ownership structure, strategic direction, or financial condition of major customers could affect the Company's revenue and may require adjustments to its business operations to respond to evolving customer demands or market conditions. In addition, reliance on a limited number of key customers may adversely affect the Company's long-term financial stability and ability to sustain growth.

- **Global Economic Risk**

The Company's product demand and selling prices may be affected by global economic conditions, including trade tensions, geopolitical developments, inflation, interest rate changes, economic slowdowns, pandemics, and volatility in energy prices, which may weaken overall market demand. Changes in global economic growth rates may also affect the demand for the Company's products and services as well as pricing conditions in the markets where the Company operates.

## Risk management measures

- **Customer Concentration and Dependence on Major Customers Risk**

The Company maintains a diversified customer base across various industries, market segments, and geographical markets, and seeks to ensure that no single customer contributes more than 20% of the Group's total sales revenue. The Company also focuses on maintaining long-term strategic partnerships with key customers by supporting their product innovation and delivering high-quality manufacturing and engineering services. In addition, the Company continuously enhances its technological capabilities and operational efficiency to maintain competitiveness and strengthen customer relationships.

- **Global Economic Risk**

The Company maintains a diversified customer base and a broad range of products and services to mitigate the impact of global economic fluctuations. The Company also focuses on maintaining a competitive cost structure and adequate cash reserves to enhance resilience during periods of economic uncertainty. In addition, the Company continuously monitors global economic trends, trade policies, and geopolitical developments in order to adjust its business strategies and operations when appropriate.

## Risk 2 Operation Risk

Related risk topics : 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

### 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 employs over 7,000 people worldwide, primarily in production roles. The Company may face risks from a shortage of skilled labor or difficulty in attracting enough workers to meet demand. Additionally, rising labor costs from minimum wage adjustments, high turnover rates, and increasing competition can lead to higher production costs and a competitive disadvantage.

- **Information security and cyber-attack**

Cybersecurity threats continue to evolve and may pose risks to the Company's IT systems, networks, digital infrastructure, and intellectual property. These threats may include unauthorized access, malware, ransomware, or other cyber-attacks that could disrupt business operations or compromise sensitive business information.

- **Climate change and disasters**

Our factories face potential risks from natural disasters, i.e. fires, floods, or earthquakes, which could partially or destroy production facilities. While the Company operates multiple factories, such events could lead to significant

customer losses and long recovery times to replace equipment and fulfill orders. Additionally, climate change may increase the frequency and severity of these events. The potential impact of climate change could further intensify these risks, increasing exposure to extreme weather events.

- **Supply Chain Risk**

Supply chain risks in the electronics industry may arise from potential shortages of key materials and components used in the manufacturing process. Geopolitical developments, trade tensions, and other disruptions across global supply chains may create uncertainties in the availability, lead times, and pricing of these materials and components.

## **Risk-related consequences**

- **Reliance on employees in key positions**

The loss of senior management could create a leadership gap, potentially affecting decision-making, strategic direction, and overall company performance. Challenge in replacing key management could lead to operational disruptions, lower investor confidence, and a decline in market value.

- **Shortage or reliance on skilled workers**

A shortage of skilled workers or challenges in attracting a sufficient workforce could affect production capacity and operational efficiency. Increased labor costs and high turnover could lead to higher operational expenses and potential disruptions, affecting the Company's competitiveness and profitability.

- **Information security and cyber-attack**

Cybersecurity incidents may result in operational disruptions, unauthorized access to sensitive business information, or financial losses. Such incidents could also damage the Company's reputation and adversely affect business operations.

- **Climate change and disasters**

Natural disasters could cause extensive damage to facilities, disrupt production, and lead to delays in meeting customer orders. Recovery may take months or even years, resulting in lost customers and potential long-term financial losses. Limited insurance coverage for flood risk, especially at the Ayutthaya factory, adds to the exposure.

- **Supply Chain Risk**

Supply chain disruptions may result in delays, increased costs, and production inefficiencies due to shortages of critical materials and components. Geopolitical developments and trade tensions may further affect the availability of these materials and components. Such disruptions may impact the Company's production planning and increase raw material costs, which could affect profitability and customer satisfaction.

## **Risk management measures**

- **Reliance on employees in key positions**

To mitigate management risks, the Company ensures capable management team to avoid reliance on any one individual. Additionally, the Company has a succession plan in place at the executive level, focusing on the timely replacement of senior management and key positions to ensure continuity in leadership and business operations.

- **Shortage or reliance on skilled workers**

To address these risks, Hana focuses on automating production processes and investing in human capital development, including reskilling and upskilling employees to align with Industry 4.0. The Company also offers ongoing education, and training programs and encourages employees at all levels to participate in Continuous Process Improvement Programs. These initiatives promote analytical thinking, teamwork, and innovation. Additionally, the Company fosters a culture of collaboration by recognizing and rewarding team contributions. The Company maintains a strong labor relations system to ensure fair and appropriate welfare for employees, with an emphasis on safety, occupational health, and a positive work environment to promote physical and mental well-being.

- **Information security and cyber-attack**

To mitigate cybersecurity risks, the Company has implemented a Cyber Security Policy, Cyber Attack Guideline, and Personal Data Protection Policy, supported by a security incident response plan and dedicated response teams. The Company also continuously monitors and enhances its IT security systems to address evolving cyber threats. Our factories in Ayutthaya and Jiaxing have obtained ISO 27001 certification, and external cybersecurity experts are engaged to conduct periodic assessments to strengthen system security and reduce potential vulnerabilities.

- **Climate change and disasters**

The Company mitigates these risks by operating multiple production sites across different countries. Each factory has measures in place to minimize the impact of fire and flood damage, which are regularly reviewed and audited. The Company also carries property damage and business interruption insurance. Although flood insurance coverage is limited for the Ayutthaya factory due to past flood events, additional flood protection measures have been implemented and reassessed annually by insurance experts at major facilities in Thailand. Furthermore, Hana is committed to climate change mitigation by incorporating sustainable practices across its operations, reducing its carbon footprint, and improving environmental resilience through energy efficiency and green initiatives to adapt to the impacts of climate change.

- **Supply Chain Risk**

To manage supply chain risks, Hana maintains close relationships with key suppliers through regular communication and collaboration to enhance supply chain visibility and enable timely responses to potential disruptions. In addition, the Company works with customers and suppliers to explore alternative sourcing strategies, including multi-sourcing and localized sourcing, to diversify its supplier base and strengthen supply chain resilience.

### **Risk 3 Financial Risk**

Related risk topics : Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

#### **Risk characteristics**

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

The Group is exposed to risks from fluctuations in foreign exchange rates, interest rates, and inflation. In 2025, the Group recorded a foreign exchange loss of THB 130.44 million, compared to a gain of THB 9.78 million in 2024.

The primary exposure arises from movements in the Thai Baht and Chinese Yuan relative to the US Dollar, as a significant portion of the Group's transactions, including sales revenues, raw material purchases, and capital expenditures, are denominated in USD.

In addition, the Group is exposed to interest rate risk from cash deposits and financial investments, while inflationary pressures may increase operating costs such as raw materials, labor, and utilities.

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

As of 31 December 2025, the Group held approximately THB 11.9 billion in cash and financial investments, compared to THB 10.2 billion in 2024. A portion of these funds is invested in deposits, corporate bonds, and short-term debt funds to generate investment income.

The Group is therefore exposed to the risk that actual investment returns may differ from expected returns due to market conditions, as well as credit risk associated with financial institutions or issuers of debt instruments in which the Group invests.

## **Risk-related consequences**

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

Currency fluctuations, particularly in the THB/USD exchange rate, may affect the Group's operating results, margins, and valuation of foreign currency-denominated assets and liabilities. Based on sensitivity analysis, a 1% change in the USD exchange rate may impact profit before tax by approximately THB 29 million in 2025. In addition, changes in interest rates may affect returns on financial assets, while inflation may increase production and operating costs, potentially affecting profitability.

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

Fluctuations in investment returns or deterioration in the credit quality of financial counterparties may reduce investment income and affect the Group's profitability and financial performance. However, the Group maintains a strong liquidity position with significant cash and financial investments, and therefore the risk of insufficient liquidity to meet financial obligations is considered low.

## **Risk management measures**

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

The Company manages foreign exchange risk primarily through natural hedging, as both sales revenues and material costs are largely denominated in USD. The Company also monitors foreign currency exposures and may enter into forward exchange contracts when appropriate.

Interest rate risk is managed by maintaining a balanced mix of financial assets with fixed and floating interest rates, while inflation risks are mitigated through cost management and operational efficiency improvements.

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

The Group mitigates investment risks by investing primarily in investment-grade financial instruments, including deposits, corporate bonds, and short-term debt funds. Investments are made with approved financial institutions and counterparties with strong credit ratings, and the portfolio is diversified to reduce concentration risk. The Group also maintains adequate cash balances and monitors liquidity requirements to ensure that financial obligations can be met when due.

Related risk topics : Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

### Risk characteristics

- **Change in laws and regulations**

Changes in laws and regulations represent a significant risk for the Company, whether domestic or international can directly impact business operations, compliance requirements, or financial obligations. These changes may arise from new government policies, industry-specific regulations, environmental laws, tax changes, or shifts in labor laws.

- **Violations of laws and regulations**

As Hana operates in multiple countries, it faces the risk of violating a range of local and international laws and regulations. The complexity of compliance increases when entering new foreign markets, where unfamiliar legal frameworks may pose potential risks for non-compliance.

### Risk-related consequences

- **Change in laws and regulations**

Changes in laws and regulations could result in increased operational costs, the need for adjustments in business processes, or restructuring to meet new compliance requirements. Non-compliance could lead to legal actions, financial penalties, or reputational damage. Additionally, major changes in tax laws or environmental regulations could impact the 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.

Related risk topics : Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Impact on the environment
- Impact on human rights
- Corruption

#### 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's manufacturing operations involve the use of energy, water, chemical, and other natural resources, which may result in environmental impacts such as greenhouse gas (GHG) emissions, waste generation, and potential pollution. In addition, climate change and the global transition toward a low-carbon economy may lead to stricter environmental regulations and increasing stakeholder expectations regarding environmental performance and sustainability practices.

- **Impact on human rights**

Hana business activities could potentially infringe on human rights, impacting employees, customers, suppliers, and communities if not properly managed. This includes risks related to labor rights, workplace safety, and the ethical treatment of individuals across the supply chain.

- **Corruption**

Corruption risks vary across different locations and operating units of the Group. If not properly managed and monitored, these risks can lead to increased costs and damage to the 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 may affect ecosystems and surrounding communities if not properly managed. In addition, evolving environmental regulations and climate-related policies may increase compliance requirements,

operational costs, and capital investment needs. Failure to effectively manage environmental impacts could also affect the Company's reputation and relationships with customers, investors, and other stakeholders.

- **Impact on human rights**

Human rights violations can lead to legal liabilities, reputational damage, and loss of trust among stakeholders. This may result in the Company being excluded from business opportunities, facing regulatory fines, or encountering negative publicity, all of which could harm long-term sustainability.

- **Corruption**

Failure to address corruption risks can result in legal penalties, financial losses, and reputation damage. The Company could face operational disruptions, damage to relationships with stakeholders, and exclusion from certain markets or business opportunities.

### **Risk management measures**

- **Reliance on large partners / distributors or few partners / distributors**

The Company ensures that suppliers of key raw materials are qualified through a customer-approved supplier qualification program, which identifies and reduces supply risks. The Company also maintains second sources and alternative parts to reduce dependency on a few suppliers and promotes localized suppliers within its supply chain strategy. Additionally, the supplier management program includes onsite visits, a supplier recognition program, and sharing production technology to improve quality, reduce costs, and develop supplier capabilities. The Company further focuses on strengthening supplier relationships and assesses their performance in terms of social responsibility, code of conduct practices, and environmental impact.

- **Impact on the environment**

The Company integrates environmental management and sustainability considerations into its operational strategy to mitigate environmental risks and support long-term business resilience. Key measures include improving energy efficiency, reducing greenhouse gas emissions, and increasing the use of renewable energy across the Group's operations.

Hana continues to expand renewable energy usage, particularly solar power, with installations across several facilities including Lamphun, Ayutthaya, the Headquarters, and Jiaying. These initiatives help reduce dependence on fossil fuels and contribute to the Group's efforts to lower its carbon footprint.

In 2025, the Group implemented multiple facility improvement and energy efficiency projects, including solar rooftop installations and equipment upgrades aimed at optimizing energy consumption. These projects are expected to generate annual cost savings and contribute to greenhouse gas emission reductions, supporting both environmental sustainability and operational efficiency.

The Company will continue to develop and implement environmental initiatives, including renewable energy expansion and resource efficiency programs, to reduce environmental impacts and align with global sustainability trends and regulatory expectations.

- **Impact on human rights**

The Company ensures compliance with human rights standards by employing legally qualified individuals in each country of operation and conducting thorough human rights risk assessments as part of its due diligence process. The Company is assessed by customers for compliance with the Electronic Industry Coalition (RBA) Code of



Conduct, which encompasses labor and human rights principles. Regular internal audits are carried out, and any necessary corrective actions are reported to management and the Audit Committee to ensure continuous improvement and accountability.

Additionally, the Company is certified under ISO 45001 Occupational Health and Safety standards, ensuring a commitment to employee well-being. Suppliers are required to sign an agreement to comply with the Suppliers Code of Conduct, which aligns with the Company's human rights policies and expectations. Hana Lamphun has also been recognized by the Department of Industrial Works for its dedication to sustainable corporate social responsibility practices.

To further support HRDD, the Company maintains an open channel for employees and third parties to file complaints or suggestions for improvement, ensuring transparency and responsiveness in addressing human rights concerns.

- **Corruption**

To manage corruption risks, the Company has implemented an anti-corruption policy and program. Key internal controls are in place, including the establishment of proper workflows for high-risk activities and ensuring compliance with legal requirements. The Board, executives, and employees are adhered to the anti-corruption policy, and monitoring is conducted through the internal audit plan to ensure effectiveness and accountability.

## **Risk 6 Emerging Risks**

Related risk topics : Strategic Risk

- Policies or international agreements related to business operations

- Changes in technologies

- Pandemic risk

- Climate change and disasters

Operational Risk

- Information security and cyber-attack

### **Risk characteristics**

- **Policies or international agreements related to business operations**

Changes in international trade policies, geopolitical conflicts, and global economic conditions may affect the Company's business operations and supply chains. Trade tensions and regulatory changes may disrupt global supply chains, increase operating costs, and create uncertainties in global trade structures, potentially influencing sourcing, manufacturing, and distribution strategies. In particular, trade frictions between major economies such as the United States and China, as well as geopolitical tensions in regions such as the Middle East and Asia, may result in changes in trade regulations, tariffs, and supply chain conditions. In addition, evolving regulations related to technology trade and semiconductor export controls in certain jurisdictions may affect the availability of certain components, equipment, or technologies used in electronics manufacturing, which may influence the Company's sourcing and supply chain arrangements.

- **Climate change**

Climate change may increase the frequency and severity of extreme weather events such as floods, storms, and other natural disasters, which may affect the Company's operations and supply chain. In addition, evolving environmental regulations and the global transition toward a low-carbon economy may create new regulatory and operational challenges.

- **Change in Technologies, Information security and cyber-attack**

The rapid evolution of technology and increased use of digital systems introduce both opportunities and risks for the Group. While technology facilitates operational efficiency, automation, and improved customer service, it also brings challenges such as data breaches, cyber-attacks, and system vulnerabilities. The Company faces the risk of its existing technologies becoming outdated or exposed to new threats, requiring continuous upgrades and investments in information security.

- **Pandemic risk**

Pandemics and health crises pose significant risks to the global economy and the Company's operations.

### **Risk-related consequences**

- **Policies or international agreements related to business operations**

Trade frictions, geopolitical uncertainties, and changes in international regulations may lead to supply chain disruptions, increased operational costs, and potential challenges in maintaining efficient production and logistics. These factors may affect the Company's ability to meet customer demand in a timely manner and could impact overall business performance.

- **Climate change**

Climate change may lead to rising temperatures and extreme weather events such as floods and storms, potentially affecting business operations. These events could result in customer loss, increased energy costs, carbon tax implications, and stricter environmental regulations in the countries where the Company and its customers operate.

- **Change in Technologies, Information security and cyber-attack**

Failure to adapt to new technologies or safeguard against cyber-attacks can result in operational disruptions, data loss, and financial costs. A successful cyber-attack or breach could lead to the loss of sensitive information, harm to the Company's performance. Moreover, inadequate information security could compromise customer trust, disrupt business continuity.

- **Pandemic risk**

Pandemics can disrupt business operations, affect the supply chain, affect employee well-being, and result in financial losses, posing a threat to both the Company's performance and its long-term stability.

### **Risk management measures**

- **Policies or international agreements related to business operations**

To mitigate these risks, the Company has implemented a diversification strategy by establishing production facilities in multiple countries, including China, Thailand, the United States, Cambodia, and South Korea, to reduce

reliance on any single region. The Company has also adjusted its operational approach by aligning production locations with market demand, with the China facility primarily serving local customers while other facilities support global customers.

In addition, the Company continuously monitors geopolitical developments, international trade policies, and technology-related regulations. The Company maintains close coordination with customers, suppliers, and business partners in order to adapt its operations and supply chain strategies when necessary.

- **Climate change**

The Group manages climate-related risks through both short- and long-term strategies and continuously monitors emerging climate risks. The Group implements adaptive practices to comply with existing and future environmental regulations while focusing on greenhouse gas (GHG) emission management.

The Group applies the 3R principles Reduce, Reuse, and Recycle to minimize resource consumption. In addition, the Company regularly evaluates energy efficiency, conducts carbon footprint assessments, and establishes emission reduction targets.

The Group also invests in automation technology to improve production efficiency, optimize resource use, and reduce waste. To further reduce environmental impact, the Company supports renewable energy initiatives such as solar power and continues to invest in technologies that help reduce GHG emissions. The Group also promotes innovation, collaboration, and partnerships with stakeholders to support sustainable practices and contribute to global climate action.

- **Change in Technologies, Information security and cyber-attack**

The Company addresses these risks by continuously monitoring technological trends and manages cyber risks by upgrading security software and procedures to mitigate threats. It adheres to the Personal Data Protection Act and other relevant laws. Additionally, the Company focuses on strengthening its information security system and enhancing employee awareness on cybersecurity practices to ensure a secure working environment.

- **Pandemic risk**

The Company has developed an emergency response plan that includes tracking news and government policies, implementing outbreak control measures, maintaining clear communication within the organization and with partners, and prioritizing the safety and well-being of employees. These actions aim to minimize business disruptions and ensure the Company can operate with minimal impact during any health crisis.

## 2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

### Risk 1 Shareholder Concentration Risk

Related risk topics : Risk to Securities Holder

- Return from investment of securities holder
- Risk of the company having a majority

shareholder holding > 25% of shares

#### Risk characteristics

- **Return from investment of securities holder**

The key factors influencing the payment of dividends include the Company's financial performance, the economic conditions, and the stability of industries related to the Company's operations. These factors contribute to the uncertainty surrounding the rate of return or dividend that shareholders may receive.

- **Risk of the company having a majority shareholder holding > 25% of shares**

The Company has a major shareholder, the Han family, who holds 28.62% of the total shares as of 28 November 2025. As a result, they can exercise their right to influence the resolutions of the shareholders meeting on matters as specified in the Company's Articles of Association or related laws requiring a majority vote or a vote of not less than three-fourths of the shareholders meeting who attended the meeting and voted.

#### Risk-related consequences

- **Return from investment of securities holder**

The Company may pay a lower rate of dividend or may not pay a dividend to shareholders due to a reduction in net cash flow resulting from a decline in operating profit. As a result, shareholders may receive a lower rate of return or dividend than initially expected.

- **Risk of the company having a majority shareholder holding > 25% of shares**

The Han family's ownership of over 25% may influence shareholder resolutions that require a majority vote or a vote of not less than three-fourths of the shareholders present at the meeting. As a result, other shareholders may face challenges in gathering enough votes to counter proposals raised by the major shareholders.

#### Risk management measures

- **Return from investment of securities holder**

The Company manages the risks associated with shareholder investments by enhancing its ability to improve revenue and profit margins. This strategy ensures the achievement of financial goals and strengthens the Company's overall financial position. The Company focuses on key areas such as cost reduction, improving operational efficiency, maintaining high production standards, and fostering continuous development to ensure the highest quality of products and services. Furthermore, the Company actively adjusts its business strategies to address economic changes, market fluctuations, and other external factors that could impact its operations.

- **Risk of the company having a majority shareholder holding > 25% of shares**

Each share carries equal rights in accordance with the Company's good corporate governance policy, ensuring fairness among shareholders. The Company's Board of Directors consists of 50% independent directors, with the Chairman being an independent director, which supports transparency and balanced decision-making.

Shareholder meeting notices include the Board of Directors' opinions on each agenda item to provide shareholders with sufficient information for informed decision-making. In addition, the Company complies with the regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) regarding connected and related party transactions. In cases where shareholder approval is required, shareholders who have a vested interest in the transaction are not entitled to vote on the relevant agenda item.

### **2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)**

Are there any risk factors affecting securities holders from : No  
investing in foreign securities?

### 3. Business sustainability development

#### 3.1 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 : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good sustainability management goals Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

## Note

### SDGs Goals

The Company's sustainability management framework aligns with the United Nations Sustainable Development Goals (SDGs), covering both environmental and social dimensions across its operations. The level of contribution varies by SDG, and detailed disclosures are presented in the relevant sections of this report, including Environmental and Social dimensions.

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

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

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

-



## 3.2 Management of impacts on stakeholders in the business value chain

### 3.2.1 Business value chain

Hana operates an integrated value chain covering sourcing, manufacturing, delivery, and after-sales services, supported by strong corporate functions. The Company conducts its business across the entire value chain, which comprises both primary and support activities, while incorporating sustainability considerations to support responsible business practices. It focuses on operational excellence, quality assurance, resource efficiency, and environmental considerations across all stages to deliver high-value products, effectively manage operational and sustainability-related risks, and maintain competitive advantage.

#### Primary Activities:

The Company's core operations span from inbound logistics and procurement of materials, through advanced manufacturing and assembly processes, to outbound logistics ensuring timely product delivery. Marketing and sales activities emphasize long-term customer relationships, while after-sales services support product performance and customer satisfaction. Across these activities, the Company integrates quality control, resource efficiency, and environmentally responsible practices to enhance efficiency and mitigate operational and environmental risks.

#### Support Activities:

Supporting functions play a critical role in enabling business performance. Procurement ensures reliable sourcing and cost efficiency, while human resource management focuses on talent development, employee well-being, and organizational capability. Firm infrastructure, including governance, finance, and quality management systems, supports operational stability, compliance, and risk management. Technology development, including R&D, IT systems, and cybersecurity, drives innovation, productivity, and long-term competitiveness.

#### Value Creation:

Through the integration of primary and support activities, the Company enhances operational efficiency, maintains high product quality, and strengthens customer relationships. This integrated approach supports sustainable margin improvement, effective risk management, and long-term value creation. The Company aims to meet the expectations of stakeholders across the value chain, foster trust, and deliver positive environmental, social, and economic outcomes.

#### Business value chain diagram



### 3.2.2 Analysis of stakeholders in the business value chain

#### Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Consistent dividend payment</li> <li>Steady growth</li> <li>Environment, Social and Governance</li> </ul>	<ul style="list-style-type: none"> <li>Dividends paid each year based on the Company's cash flow</li> <li>Company vision for constantly strives to grow and be competitive</li> <li>Corporate governance scorecard</li> <li>Environmental management</li> </ul>	<ul style="list-style-type: none"> <li>Visit</li> <li>Press Release</li> <li>Annual General Meeting (AGM)</li> <li>Others <ul style="list-style-type: none"> <li>ESG Questionnaire</li> </ul> </li> </ul>
<b>Internal stakeholders</b>			
<ul style="list-style-type: none"> <li>Employees</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate compensation and welfare</li> <li>Occupational health, safety and environment</li> <li>Career development</li> </ul>	<ul style="list-style-type: none"> <li>Employee satisfaction survey</li> <li>Orientation, exit interview</li> <li>Training and workshop</li> <li>Complaint channels</li> <li>Operation meeting</li> <li>Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>Online Communication</li> <li>Internal Meeting</li> <li>Complaint Reception</li> <li>Employee Engagement Survey</li> <li>Satisfaction Survey</li> <li>Training / Seminar</li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>Customers</li> </ul>	<ul style="list-style-type: none"> <li>Quality products with on-time delivery and competitive product pricing</li> <li>Ethical and environmentally responsible</li> <li>Occupational health, safety and environment</li> </ul>	<ul style="list-style-type: none"> <li>Customer audits</li> <li>Customer satisfaction survey</li> <li>Customer visits</li> <li>Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>Visit</li> <li>Online Communication</li> <li>Internal Meeting</li> <li>Complaint Reception</li> <li>Satisfaction Survey</li> </ul>
<b>External stakeholders</b>			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>Suppliers</li> <li>Others <ul style="list-style-type: none"> <li>Supplier</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fair and transparent supplies selection</li> <li>Payment on time</li> <li>Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>Supplier audit</li> <li>Supplier quality management</li> <li>Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>Visit</li> <li>Online Communication</li> <li>Internal Meeting</li> <li>External Meeting</li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Operate with no impact to the environment</li> <li>Support low-income and disadvantaged communities</li> <li>Employment opportunities for local people</li> <li>Support local business</li> </ul>	<ul style="list-style-type: none"> <li>Activities conducted outside the Company</li> <li>Advice/feedback from Industrial Estate</li> <li>Community visit program</li> <li>Recruitment</li> <li>Procurement</li> </ul>	<ul style="list-style-type: none"> <li>Visit</li> <li>Social Event</li> <li>External Meeting</li> <li>Complaint Reception</li> <li>Satisfaction Survey</li> </ul>

Diagram of the stakeholder analysis in the business value chain

#### Stakeholder Analysis

**Stakeholder Analysis Power-Interest Matrix**



Categorize and analyze stakeholders based on their influence and interest, helping to understand their impact on the value chain and enable to define engagement strategies with each stakeholder.

## Materiality Processes



### Materiality Assessment

The Company conducts a materiality assessment to identify key economic, social, and environmental topics that are most relevant to its business operations and stakeholders.

The assessment process includes identification, prioritization, and validation of material topics. The Company identifies a broad range of potential sustainability topics based on internal and external factors, including industry trends, business risks and opportunities, and stakeholder expectations.

These topics are then assessed and prioritized based on two key dimensions:

- Impact on the business
- Importance to stakeholders

The results are presented in a Materiality Matrix, illustrating the relative significance of each topic. The materiality assessment results are:

- Reviewed by relevant management
- Presented to the Corporate Governance and Sustainability Committee for approval
- Subject to ongoing monitoring and implementation

### Prioritization of Material Topics

The Company has identified and prioritized material topics across economic, social, and environmental dimensions based on their significance to the business and their importance to stakeholders. These topics represent key areas that may impact the Company's long-term sustainability and value creation.

### Economic

- Risk and crisis management
- Innovation and technology
- Good governance

- Supply chain management
- Strong cash flow and continuous dividend payout

Economic topics reflect key factors affecting the Company's competitiveness and long-term financial sustainability. The Company focuses on risk management, innovation, and good governance to support stable and sustainable growth.

### **Social**

- Human rights
- Fair labor practices
- Occupational health, safety, and working environment
- Customer relationship management
- Social contribution

The Company places importance on all stakeholder groups, particularly employees, customers, and communities, by promoting human rights, ensuring a safe working environment, and fostering sustainable relationships with customers and society.

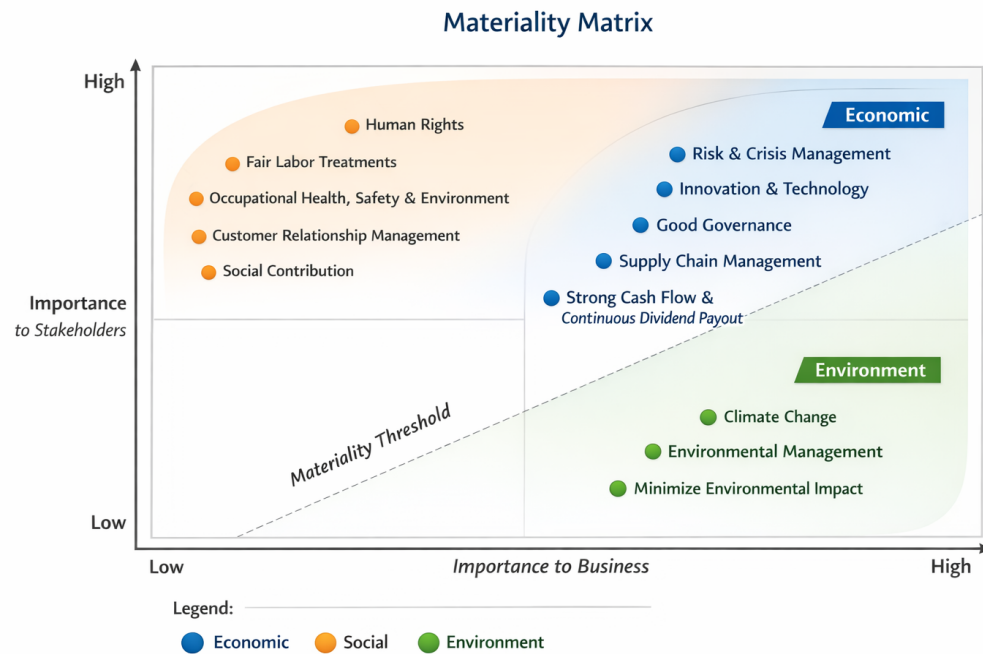
### **Environment**

- Climate change
- Environmental management
- Minimizing environmental impact

These environmental topics reflect key risks and opportunities relevant to the Company's operations, particularly in relation to climate change, resource efficiency, and environmental impacts from manufacturing processes. The Company focuses on greenhouse gas management, renewable energy utilization, water resource management, and waste reduction, in alignment with its sustainability strategy and stakeholder expectations.

### **Materiality Matrix**

The materiality assessment results are presented in the matrix below, showing the importance of each topic to the business and stakeholders.



### Performance Against Sustainability Targets in 2025

The Company has set sustainability targets across environmental, social, and governance (ESG) dimensions to support its long-term sustainable development. The following table summarizes the targets and performance results for 2025, reflecting the Company's progress in achieving its sustainability commitments.

ESG Performance in 2025		
Environment (E)	Social (S)	Governance (G)
<ul style="list-style-type: none"> <li>• <b>Energy Consumption Intensity</b> Target: 20% reduction Performance: 11% reduction</li> <li>• <b>Water Consumption Intensity</b> Target: 25% reduction Performance: 22% reduction</li> <li>• <b>Waste Generation Intensity</b> Target: 22% reduction Performance: 34% reduction</li> <li>• <b>Greenhouse Gas Emission Intensity</b> Target: 20% reduction Performance: 20% reduction</li> <li>• <b>Landfill Waste Reduction</b> Target: 50% reduction Performance: 68% reduction</li> <li>• <b>Complaints on Environmental Pollution (Case)</b> Target: 0 Performance: 0</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Promote Quality Education, Career Advancement, and Better Quality of Life</b> Target: 10,000 people Performance: 50,859 people</li> <li>• <b>Training Hours Per Employee Per Year</b> Target: 50 hours Performance: 53 hours</li> <li>• <b>Employee Satisfaction (Daily and Monthly)</b> Target: 78% Performance: 82% and 83%</li> <li>• <b>Customer Satisfaction</b> Target: 85% Performance: 91%</li> <li>• <b>Employee Engagement in Organizational Innovation towards Hana 4.0 Roadmap</b> Target: 80% Performance: 92%</li> <li>• <b>Workplace Accident (Case)</b> Target: 0 Performance: 0</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Dividend Payout Ratio</b> Target: minimum 30% Performance: 132%</li> <li>• <b>Well-run Board of Directors with Annual Board Member Training</b> Target: 100% Performance: 100%</li> <li>• <b>Women in the Boardroom</b> Target: 2 people Performance: 2 people</li> <li>• <b>Board Violations of Code of Conduct (Case)</b> Target: 0 Performance: 0</li> <li>• <b>Violation of SEC Rules and Regulations (Case)</b> Target: 0 Performance: 0</li> <li>• <b>Corruption or Misconduct by the Board of Directors (Case)</b> Target: 0 Performance: 0</li> </ul>

### 3.3 Management of environmental sustainability

#### 3.3.1 Environmental policy and guidelines

##### Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

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

We are committed to:

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

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

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

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

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



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

### Communication and Engagement

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

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

### Sustainable Reporting and Continuous Improvement

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

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

### Climate Change Governance Roles and Responsibilities

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

#### ● Board of Directors

The Board is responsible for oversight and governance to ensure that the organization develops the necessary plans, targets, and strategies to transition toward a lower-carbon economy. The Board monitors progress and ensures alignment with the Company's sustainability policies and framework, ensuring that action plans comply with sustainability objectives.

- **Corporate Governance and Sustainability Committee (CGS Committee)**

The CGS Committee is responsible for setting the Company’s sustainability policies, goals, and implementation plans. The Committee monitors the performance of the sustainability strategy and ensures that efforts align with the established policy framework and goals. The CGS Committee also reports progress to the Board of Directors.

- **Chief Executive Officer (CEO)**

The CEO integrates sustainability into the corporate vision and leads the development of strategies for climate change mitigation and adaptation. The CEO oversees governance, financial planning, and risk management, ensuring that the 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.

## 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

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

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

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

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

In addition, the Company takes into account advancements in energy efficiency and resource management technologies, as well as relevant government policies and regulations, together with regular comparisons against the baseline year, to ensure that targets remain appropriate, achievable, and effectively monitored over time. The target-

setting and revision process is conducted under the Company's environmental management framework, covering key operational boundaries, with periodic monitoring and review of performance.

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

This revised methodology is intended to improve consistency and comparability of performance reporting at the corporate level, while reducing variability arising from differences in operational scale or structure across sites (site-level variation), as well as impacts from changes in business structure and revenue mix (product mix). To ensure continuity of performance comparison, historical data have been restated in line with the revised methodology, where applicable.

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

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

### 3.3.2 Environmental operating results

#### Information on energy management

##### Energy management plan

The company's energy management plan : Yes

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

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

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

- Equipment and System Optimization - Upgrading and optimizing production machinery, air compressors, chillers, HVAC systems, vacuum pumps, and cooling towers to improve efficiency and minimize energy use.

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

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

Our renewable energy infrastructure now extends to Lamphun, Ayutthaya, Headquarters, and Jiaying facilities, covering manufacturing buildings, office spaces, car parks, and dormitories. As of 2025, this expansion has increased our total solar capacity to 11.51 MW, generating approximately 9.5 GWh/year (~25.7 MTHB/year cost savings across sites), reflecting continued progress in our renewable energy commitment.

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

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

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 30%

Remark : <sup>(1)</sup> 2020: Energy Intensity Reduction  
2030: 30% Energy Intensity Reduction

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

## Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

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

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

### 2025 Key Highlights:

- **Total energy consumption:** 128,415,958 kWh, representing an 11% reduction from the 2020 base year of 143,862,560 kWh. This reflects ongoing efforts to optimize production processes, improve equipment efficiency, and implement energy conservation initiatives across the Company's primary manufacturing sites in Lamphun and Ayutthaya.
- **Energy intensity:** 8,376 kWh per million THB of sales, an 11% reduction from the base year. While total intensity decreased over the long term, energy intensity increased slightly compared to 2024 due to lower sales revenue and changes in product mix, highlighting the sensitivity of intensity-based metrics to operational and business performance.
- **Target achievement:** The Company did not meet the 2025 annual energy intensity reduction target of 20%, primarily due to lower production volumes and operational factors affecting economies of scale, as well as changes in revenue structure and product mix, which impacted energy intensity performance. Despite this, energy efficiency initiatives continued to be implemented across all sites.
- **Efficiency and renewable energy:** Implementation of process optimization, preventive maintenance, and equipment upgrades, along with solar rooftop installations generating approximately 9.5 GWh, contributed to lower grid electricity use and supported long-term energy reduction objectives.
- **Ongoing commitment:** Hana remains committed to enhancing energy performance through continuous process improvements, adoption of high-efficiency technologies, and employee engagement programs, ensuring alignment with sustainability goals and relevant SDG targets.

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

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

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

## Key Drivers of Performance

### Positive Drivers

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

### Challenges

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

## Energy Management and SDGs Alignment:

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

### Primary SDG:

- **SDG 7: Affordable and Clean Energy**

The Company enhances energy efficiency and promotes the use of renewable energy to support a transition toward cleaner energy systems.

### Supporting SDGs:

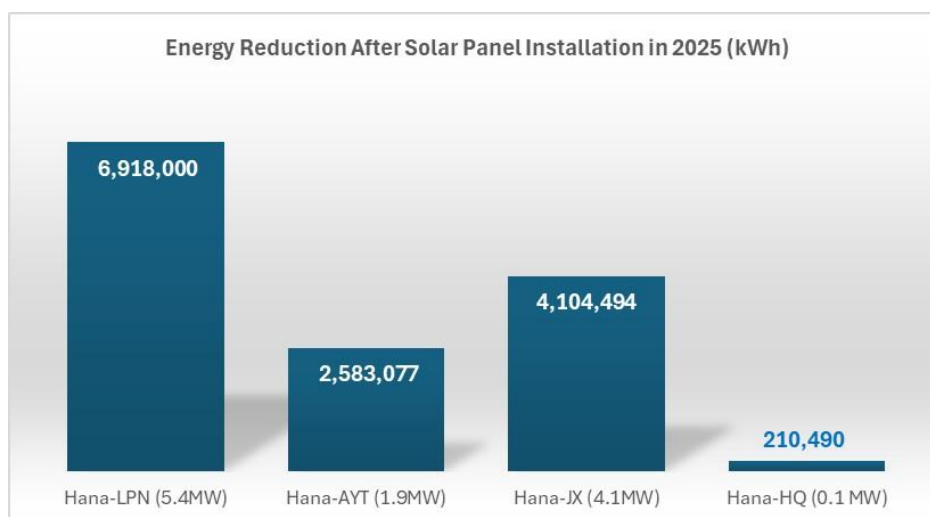
- **SDG 13: Climate Action**

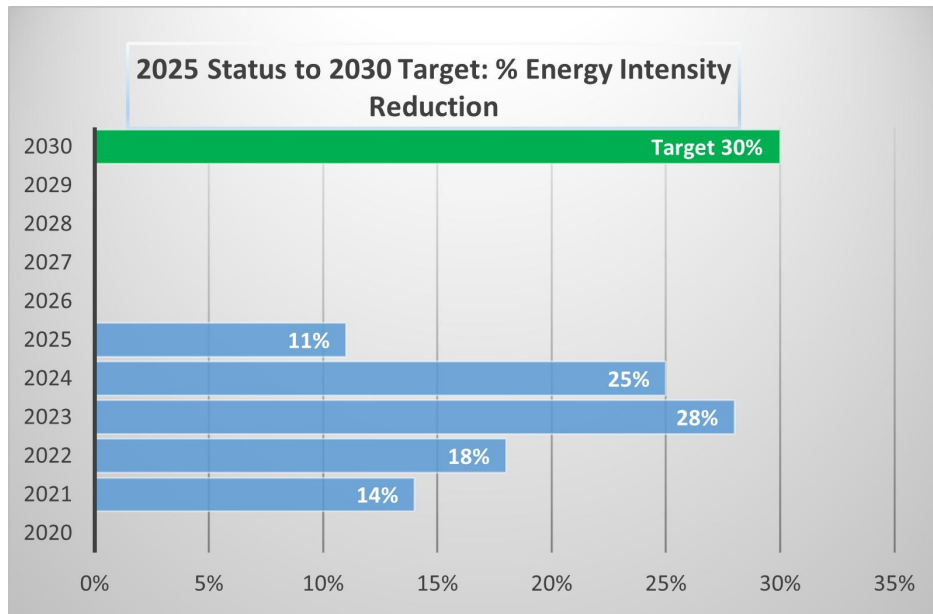
Reduced energy consumption and cleaner energy sources contribute to lowering overall greenhouse gas emissions.

- **SDG 12: Responsible Consumption and Production**

Efficient energy use supports sustainable production processes and minimizes resource waste.

## Diagram of Performance and outcomes of energy management





#### Energy management: Fuel consumption

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

## Energy management: Electricity consumption

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	133,489,537.94	128,367,146.90	128,415,957.89
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	128,902,049.00	121,402,465.40	118,914,880.60
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	4,587,488.94	6,964,681.50	9,501,077.29

## Information on water management

### Water management plan

The Company's water management plan : Yes

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

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

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

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



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

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

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

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

**Key initiatives include:**

**Reduce**

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

**Reuse**

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

**Recycle**

- Advanced wastewater treatment using Reverse Osmosis (RO) and Ultrafiltration (UF) systems to improve water quality
- Recycling of treated wastewater for use in cooling towers, scrubber systems, utilities, and sanitary applications (e.g., restroom flushing)
- Re-treatment and reuse of RO concentrate (brine) within operational processes

- Reduction in reliance on external water supply through internal water recycling systems
- Enhancement of EDI supply through integration with recycled water from RO systems
- Recycling of wastewater from production processes (e.g., Saw Die) for reuse in cooling tower systems
- Reuse of treated cold and warm water from utility and cleaning processes as makeup water in cooling systems

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

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

Does the company set goals for water management : Yes

### Details of setting goals for water management

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

Remark : <sup>(2)</sup> 2020: Water Intensity Reduction  
2030: 40% Water Intensity Reduction

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

## Performance and outcomes of water management

Performance and outcomes of water management : Yes

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

## 2025 Key Highlights:

- **Total water consumption:** 964,939 cubic meters, representing a 25% reduction from the 2020 base year of 1,283,914 cubic meters. This reflects ongoing efforts to optimize production processes, improve system efficiency, and implement water conservation and recycling initiatives across the Company's primary manufacturing sites in Lamphun and Ayutthaya.
- **Water intensity:** 62.94 cubic meters per million THB of sales, a 25% reduction from the base year. While total intensity decreased over the long term, intensity increased slightly compared to 2024 due to lower sales revenue and operational variability, reflecting the sensitivity of intensity metrics to fluctuations in revenue and operational conditions.
- **Target achievement:** The Company exceeded the 2025 annual reduction target of 22%, driven by process optimization, water recycling projects, and effective employee engagement programs that promoted awareness and responsible water usage.
- **Efficiency and reuse:** Continued implementation of water reuse, recovery, and system optimization initiatives contributed to improved resource efficiency, supporting the Company's long-term water reduction objectives.
- **Ongoing commitment:** Hana remains focused on advancing water management performance through continuous process improvements, enhanced monitoring, employee awareness campaigns, and technology upgrades, ensuring alignment with sustainability goals and relevant SDG targets.
- **Number of incidents of non-compliance with water quality and quantity permits, standards, and regulations:** none (0 cases)

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

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

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

## Key Drivers of Performance

### Positive Drivers

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

## Challenges

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

## Water Management and SDG Alignment

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

### Primary SDG:

- **SDG 6: Clean Water and Sanitation**

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

### Supporting SDGs:

- **SDG 12: Responsible Consumption and Production**

Water conservation and the 3R approach support efficient resource utilization and sustainable production processes.

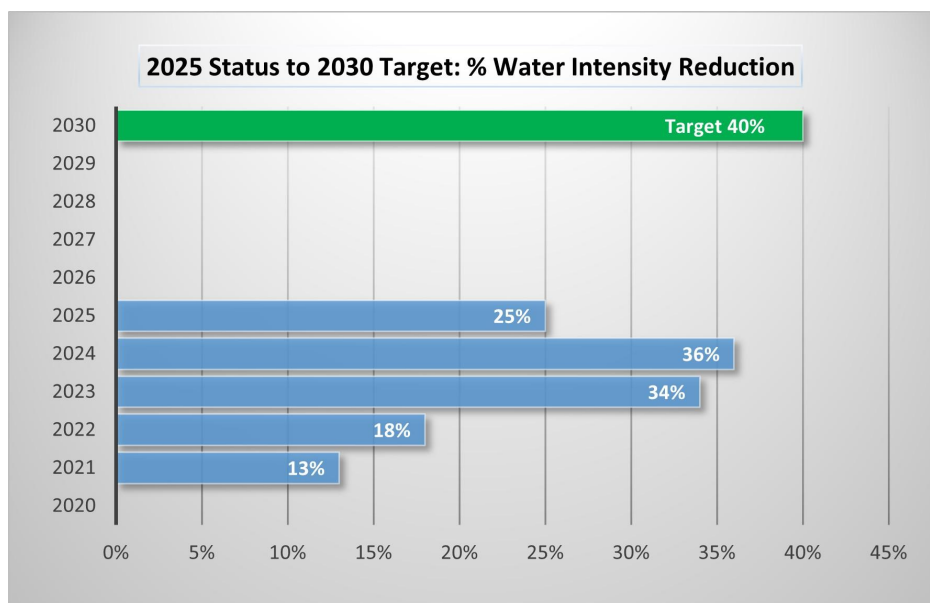
- **SDG 9: Industry, Innovation and Infrastructure**

The adoption of water-saving technologies and wastewater treatment systems enhances operational efficiency and supports sustainable industrial practices.

- **SDG 13: Climate Action**

Efficient water management contributes indirectly to climate resilience and environmental sustainability.

## Diagram of performance and outcomes in water management



#### Water management: Water withdrawal by source

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

#### Water management: Water discharge by destinations

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

#### Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	220,513.20	196,346.60	192,926.20

#### Water management: Recycled water consumption

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

### Information on waste management

#### Waste management plan

The company's waste management plan : Yes

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

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

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

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

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

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

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

**Water Pollution Control** – Hana applies the 3Rs strategy to water management: Reduce, Reuse, Recycle, by minimizing water consumption and discharging minimal wastewater. The Company's wastewater treatment system efficiently removes chemicals and contaminants, ensuring that the quality of the effluent is in compliance with regulatory standards and customer requirements.

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

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

**Long-Term Goals and Continuous Improvement** – 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.

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

Does the company set goals for waste management : Yes

## Details of setting goals for waste management

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

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

## Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

### Waste Reduction and Resource Efficiency:

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

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

### 2025 Key Highlights:

- **Total waste generation:** 1,331,450 kg, representing a 34% reduction from the 2020 base year of 2,021,750 kg. This reflects ongoing efforts to optimize production processes, minimize material losses, and implement effective waste reduction initiatives across the Company's primary manufacturing sites in Lamphun and Ayutthaya.
- **Waste intensity:** 86.85 kg per million THB of sales, a 34% reduction from the base year. While total intensity decreased over the long term, intensity increased slightly compared to 2024 due to lower sales revenue and operational variability, highlighting the sensitivity of intensity metrics to business performance.
- **Target achievement:** The Company exceeded the 2025 annual target reduction of 22%, driven by a combination of process optimization, waste minimization projects, and effective employee engagement programs that promoted awareness and responsible waste practices.



- **Circularity and recovery:** Continued emphasis on reuse, recycling, and diversion from landfills contributed to improved resource efficiency, supporting the Company's long-term waste reduction objectives.
- **Ongoing commitment:** Hana remains focused on advancing waste management performance through continuous process improvement, employee awareness initiatives, and collaboration with certified waste management partners, ensuring alignment with sustainability goals and SDG targets.

#### Waste Generation and Intensity Performance (2020–2025)

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

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

#### Waste to Landfill Reduction:

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

In 2025:

- Total landfill waste: 11.70 tons
- Reduction from 2020 base year: 68%
- Target achievement: Exceeded (target: 50%)

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

#### Waste Recovery and Circularity:

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

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

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

#### Pollution Control and Compliance:

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

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

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

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

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

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

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

## Key Performance Drivers

### Positive Drivers

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

### Challenges

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

## Waste Management and SDG Alignment

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

### Primary SDG:

- **SDG 12: Responsible Consumption and Production**

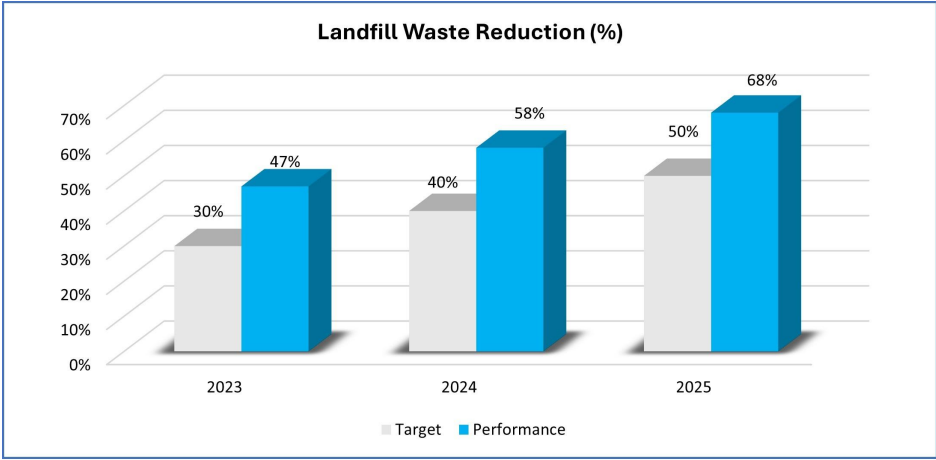
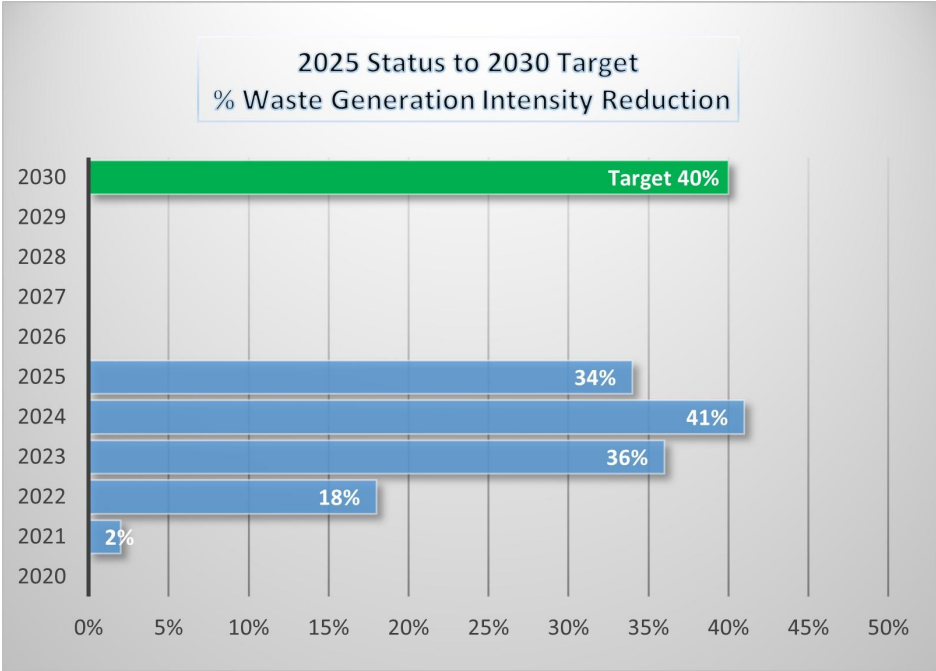
The Company reduces waste generation and landfill disposal through process optimization, waste segregation, recycling programs, and landfill diversion initiatives, supporting efficient resource utilization and sustainable production practices.

### Supporting SDG:

- **SDG 13: Climate Action**

Waste reduction and recycling initiatives contribute to lowering greenhouse gas emissions associated with waste treatment and disposal.

Diagram of Performance and outcomes of waste management



## Waste management: Waste Generation

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	1,679,394.90	1,411,528.96	1,331,448.82
<b>Total non-hazardous waste (kilograms)</b>	1,409,452.40	1,183,460.08	1,138,894.85
Non-hazardous waste - Landfilling (Kilograms)	153,230.00	157,150.00	159,850.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	301,648.00	236,922.00	164,800.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	954,574.40	789,388.08	814,244.85
<b>Total hazardous waste (kilograms)</b>	269,942.50	228,068.88	192,553.97
Hazardous waste - Landfilling (Kilograms)	19,226.00	15,213.00	11,748.17
Hazardous waste - Incineration with energy recovery (Kilograms)	54,520.00	21,250.00	17,760.00
Hazardous waste - Incineration without energy recovery (Kilograms)	3,827.00	5,147.00	5,659.50
Hazardous waste – Others (kilograms)	192,369.50	186,458.88	157,386.30

## Waste management: Waste reuse and recycling

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

## Information on greenhouse gas management

### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

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

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

### Key initiatives include:

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

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

**Decarbonization-Aligned Capital Expenditure:** The Company continues to invest in energy efficiency and renewable energy initiatives, with electricity consumption identified as the primary source of greenhouse gas (GHG) emissions.

Following the initial installation of solar rooftop systems in 2020 and continued expansion across Hana Lamphun, Hana Ayutthaya, and Hana Jiaying, implementation progressed further in 2025. This was led primarily by Hana Lamphun, with a total investment of approximately THB 91.6 million.

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

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

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

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

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

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

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

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

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

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

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

### Setting other greenhouse gas reduction targets

The Company manages Scope 1 and Scope 2 emissions collectively under its GHG intensity reduction target. These targets cover emissions from the Company's major manufacturing operations in Thailand, which represent the core of the Group's activities.

### Details of setting other greenhouse gas reduction targets

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

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes  
management

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

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

#### 2025 Key Highlights:

- **Total GHG emissions:** 51,880 tCO<sub>2</sub>eq, representing a 20% reduction from the 2020 base year of 64,962 tCO<sub>2</sub>eq. This reduction reflects the Company's ongoing efforts to enhance operational efficiency, optimize production processes, and implement energy-saving initiatives across its primary manufacturing sites in Lamphun and Ayutthaya.
- **GHG intensity:** 3.38 tCO<sub>2</sub>eq per million THB of sales, a 20% reduction from the base year. While intensity metrics are influenced by fluctuations in revenue and production volumes, they demonstrate tangible progress toward the Company's long-term decarbonization goals.
- **Scope 2 emissions:** Remain the largest contributor to total emissions. Reductions were achieved through a combination of lower electricity consumption, targeted energy efficiency measures, preventive maintenance, and process optimization initiatives.
- **Renewable energy impact:** Solar rooftop installations generated approximately 9.5 GWh in 2025, reducing reliance on grid electricity and directly contributing to lower Scope 2 emissions. These renewable energy initiatives also support cost savings and demonstrate measurable outcomes of the Company's decarbonization investments.

- **Target revision and rationale:** In 2025, the Company revised its 2030 GHG intensity reduction target from 40% to **30%**, based on historical performance trends, operational realities, and achievable efficiency improvements. This ensures that the target remains realistic, measurable, and aligned with the Company's long-term decarbonization pathway, while maintaining meaningful progress toward emissions reduction.
- **Ongoing commitment:** Hana continues to monitor, verify, and improve its GHG performance, integrating energy efficiency, renewable energy deployment, and process enhancements to support both short-term reductions and the long-term 2030 intensity target.

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

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

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

## Key Drivers of Performance

### Positive Drivers:

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

### Challenges:

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

### Future Plans:

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



## GHG Emission Management and SDG Alignment

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

### Primary SDG:

- **SDG 13: Climate Action**

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

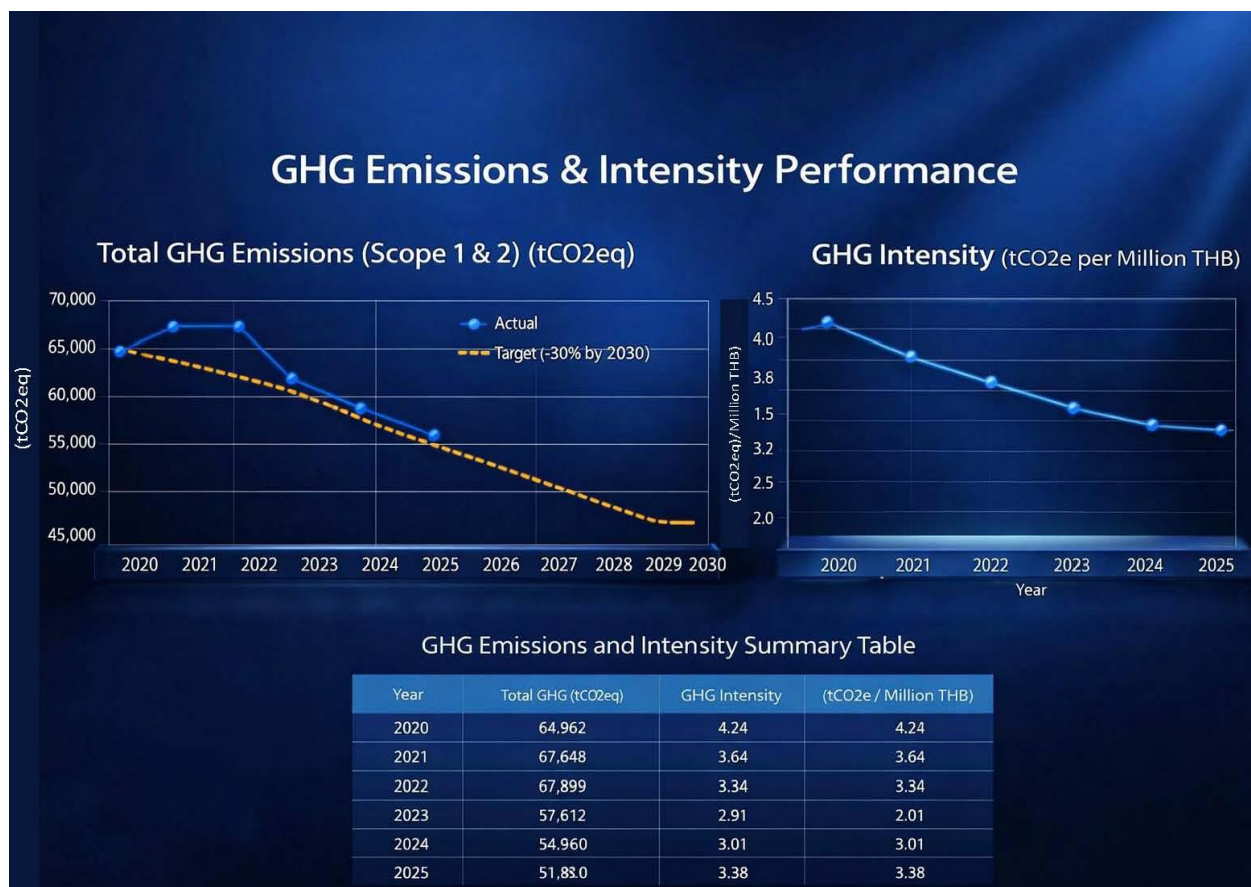
### Supporting SDGs:

- **SDG 7: Affordable and Clean Energy**

The Company increases the use of renewable energy, including solar rooftop installations, to reduce reliance on conventional energy sources.

- **SDG 12: Responsible Consumption and Production**

Process optimization and preventive maintenance improve resource efficiency and reduce energy consumption across operations.



#### Greenhouse gas management : Corporate greenhouse gas emission

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

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

##### Hana Microelectronics Public Co., Ltd.

Verification of the company's greenhouse gas emissions : Yes

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

##### Subsidiary:

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

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

#### Information on incidents related to legal violations or negative environmental impacts

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

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

## 3.4 Social sustainability management

### 3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

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

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

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

Page number of the reference link : 3 - 5

#### 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

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

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

Changes in social and human rights policies, guidelines, : Employee rights, Child labor, Consumer/customer  
and/or goals rights, Community and environmental rights, Safety  
and occupational health at work, Non-discrimination,  
Supplier rights

-

#### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

## Goals and Objectives

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

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

## Human Rights Due Diligence Framework

1. Human Rights Policy Commitment
2. Risk Identification and Impact Assessment
3. Integrating and Addressing Impacts
4. Monitoring, Reviewing and Reporting
5. Grievance Mechanisms and Remediation

### 1. Human Rights Policy Commitment

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

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

### 2. Risk Identification and Impact Assessment

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

#### 2.1 Risk identification

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

The potential human rights risks are as follows:

#### Rights of Employees

- Employment/Working Condition
- Health & Safety
- Data Security & Privacy
- Discrimination

- Forced & Child Labor
- Freedom of Association & Right to Collective Bargaining
- Existing and potential new operations, projects or business expansions

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

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

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

- Health & Safety
- Waste & Pollution

#### **Rights of Customers**

- Data Security & Privacy
- Responsible Sourcing of Conflict Minerals

### **2.2 Impact Assessment**

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

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

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

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

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

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

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

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

### 3.1.2 Risk Management and Impact Mitigation

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

### 3.2 Rights of Business Partners/Subcontractors

#### 3.2.1 Risk Issues

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

#### 3.2.2 Risk Management and Impact Mitigation

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

- Monitor the implementations of both the Company and business partners to ensure compliance with legal requirements, the Company's policies, and guidelines

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

#### **3.3.1 Risk Issues**

- Health & Safety
- Waste & Pollution

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

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

### **3.4 Rights of Customers**

#### **3.4.1 Risk Issues**

- Data Security & Privacy
- Responsible Sourcing of Conflict Minerals

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

- Establish, communicate and ensure compliance with Personal Data Protection Act and Personal Data Privacy Policy, non-disclosure agreements and mutual contracts, Corporate Governance Policy, Corporate Code of Conduct, Human Rights Policy, Responsible Business Alliance (RBA) Code of Conduct, and rules and regulations
- Develop and implement information security management system in accordance with ISO/IEC 27001 standard
- Provide customers channels for expressing opinions/ complaints and resolve/improve to prevent reoccurrence
- Commit to responsible sourcing of conflict minerals and require suppliers to comply with the Hana Conflict Minerals Policy, ensuring materials are sourced from verified conflict-free sources
- Require suppliers to establish and implement policies for sourcing conflict-free minerals, including traceability to at least the smelter level, and must maintain records for five years to ensure transparency and compliance with legal and ethical sourcing standards
- Require suppliers to adhere to the Responsible Business Alliance (RBA) Code of Conduct, ensuring materials are sourced from socially responsible suppliers and prohibiting the use of conflict minerals from the Democratic Republic of Congo and surrounding regions
- Monitor the implementation to ensure compliance with legal requirements, the Company's policies, and guidelines including agreements and contracts with customers

### **4. Monitoring, Reviewing and Reporting**

The Company will oversee and monitor the implementation of guidelines and measures aimed at preventing and addressing human rights impacts. This ensures that the established guidelines and measures effectively mitigate or control human rights risks. If necessary, adjustments will be made, and the results will be reported to the management

and relevant stakeholders. Additionally, a review will be conducted at least annually to reassess the validity of the existing human rights risk assessment. This includes considering any significant changes in business activities, operations, or legal requirements.

## 5. Grievance Mechanisms and Remediation

### 5.1 Grievance Mechanisms

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

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

### 5.2 Human Rights Remediation

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

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

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



## 2025 Human Rights Performance:

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

### 3.4.2 Social operating results

#### Information on employees and labor

##### Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

##### Empowering Human Capital

###### Employees

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

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

###### • Respect Human Rights

Hana aims to conduct its business with ethics holding on to our responsibility to society and all groups of stakeholders based on the corporate governance principles and the code of conduct. For human rights protection, the Company has complied with laws and international standards, especially giving support to and complying with Universal Declaration of Human Rights (UDHR), United Nations Global Compact (UNGC), United Nations Guiding Principles on Business and Human Rights (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 is committed to promoting equal opportunities in employment, promotion and termination, and firmly opposes discrimination based on race, nationality, color, religion, gender, age, disability, marital status, political affiliation, union membership, sexual orientation, or any other legally protected status.

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

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

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

**Employee Remuneration** - The Company has a policy on remuneration and welfare for employees. Employee performance appraisal is used as a method for regular review of an 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 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

#### *Healthcare Improvement*

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

#### *Family Support*

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

#### *Amenities and Others*

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

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

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

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

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

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

**Human Resources Development** - Hana is committed to equal opportunities and to ensure that individuals are treated equally and fairly based on the assessment of 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 work, within the framework of support provided by the organization.

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

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

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

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

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

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

#### Setting employee and labor management goals

- Training Hours Per Employee Per Year: Target 50 hours
- Employee Satisfaction: Target 78%
- Employee Engagement in Organizational Innovation towards Hana 4.0 Roadmap: Target 80%
- Workplace Accident: Target 0 cases

Does the company set employee and labor management : Yes  
goals

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

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

#### Note

#### Goal setting

Setting year-by-year goals.

## Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes  
management

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

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

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

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

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

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

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

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

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

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

## Number of People with Disabilities per Total Workforce

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

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

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

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

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

### Employee Training and Development:

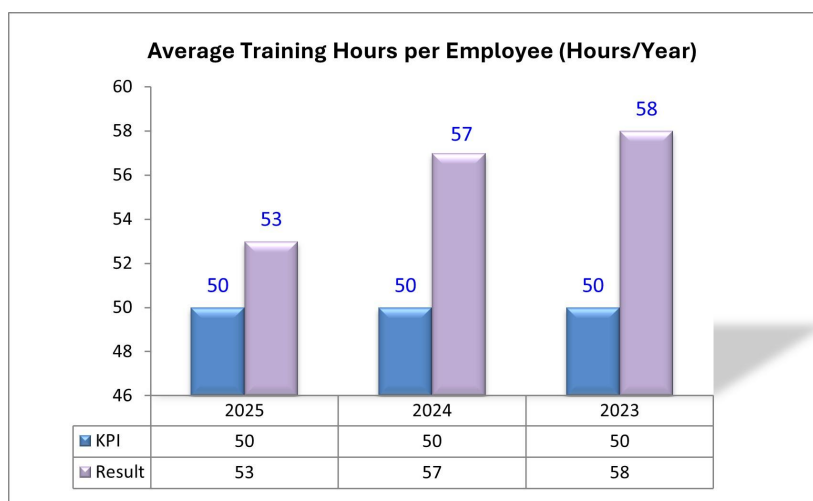
- **E-Learning and Online Training** - Online training on the internet has been promoted as an advanced technology by moving from the traditional training method which offers more convenience for employees to participate in more flexible training or seminars conducted by various organizations which can gain the learning outcomes according to the corporate objectives. In addition, employees can gain knowledge through 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 Course by Training and IT Team** As technology plays an increasingly critical role in operations both in manufacturing processes and office functions the widespread use of computer systems and internet connectivity has become essential. The Company places great importance on cybersecurity to mitigate risks from cyberattacks, prevent data breaches, and safeguard critical organizational information. Hence, the Cybersecurity training program has been implemented to raise employees' awareness of information security, equip them with knowledge on data protection, and promote understanding of cybersecurity measures. The program also covers relevant standards, including the ISO/IEC 27001 Information Security Management System.
- **Money Management Course by Hana Lamphun Management** - The Company places strong emphasis on financial stability and sustainability at both the organizational and employee levels. Employees' financial discipline contributes to improved quality of life, reduces household economic risks, and supports long-term shared sustainability. Accordingly, the Company has implemented a training program designed to educate and motivate employees to save and manage their finances systematically and with discipline. The program covers financial planning for the future and retirement preparedness. In 2025, a total of 290 employees participated in this program.

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

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

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

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





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

- **Career Path Development Program (CPDP)** - To support sustainable growth, the Company has implemented the Career Path Development Program since 2011, along with the Talent Program since 2016. These initiatives focus on developing senior employees at the M1/T1 level and above, ensuring equal opportunities to participate in a structured selection process for inclusion in the programs. Participants receive systematic training and capability development across multiple dimensions, including technical competencies, leadership skills, and readiness for higher-level roles.

The primary objectives of these programs are to support succession planning, retain potential employees over the long term, and promote career advancement in alignment with the Company's growth. In addition, the programs provide a platform for participants to share expertise, exchange perspectives and viewpoints with management, and offer constructive feedback to support organizational development. This helps strengthen internal collaboration and connectivity across the organization. The programs are carefully designed to align with the Company's expectations, goals, and strategic direction, while also fostering employee strengths and encouraging active engagement.

Since the start of the programs, a total of 714 employees has been selected to participate in these development programs. In 2025, 123 employees from Hana Lamphun and Hana Ayutthaya joined the program, reflecting the Company's ongoing commitment to human capital development, strengthening the readiness of future leaders, and supporting sustainable organizational growth in the long term.

- **Technician and Line Leader Development Program** - To increase potential of employees whose duties required specialized expertise including a group of junior-level supervisors to grow further and retain potential personnel in the organization. The Company has initiated development programs for both potential groups to strengthen their skills in performing tasks and growing along with the organization. There were 87 and 91 employees selected to undergo the training programs in 2025, representing 33% and 74% respectively of employees in the same groups.

Both of the above projects create benefits to both employees and the organization such as:

**Value to the Organization:** The program facilitates smoother and more effective internal promotions. Employees can apply the knowledge gained as a basis for analytical thinking to reduce costs, shorten processing time, and increase sales through the Continuous Improvement Program (CIP). As a result of the Improvement Projects implemented, the Company achieved total cost savings of 7,633,410 Baht.

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

- **Internal Knowledge Sharing Program by Internal Trainers** - This program is designed to ensure that employees understand their responsibilities and perform their work correctly, in accordance with company principles, regulatory requirements, legal standards, and customer expectations. It aims to elevate work quality, reduce operational risks, and enhance overall efficiency. In 2025, Hana Lamphun and Hana Ayutthaya benefited from the contributions of a total of 189 internal experts who shared their knowledge and expertise with employees.

**Value to the Organization:** This program helps develop employees' skills and knowledge through learning from internal experts and best practices, enabling them to work more efficiently, reduce errors, and address problems

effectively. It also lowers costs associated with external training. In addition, internal trainers have a strong understanding of the company's environment and culture, allowing them to deliver content and provide guidance that is tailored to actual work contexts and objectives, while promoting effective collaboration and coordination across the organization.

**Value to Employees:** Employees who serve as internal trainers have the opportunity to develop their expertise, communication skills, teaching abilities, and coaching techniques, while also gaining new insights and perspectives from participants. At the same time, employees benefit from learning directly from experts with specialized technical knowledge and best practices within the organization, enabling them to perform tasks accurately, reduce risks in critical processes, and solve problems independently. This program enhances employees' competencies and potential, fosters a culture of continuous learning and self-development, and allows them to apply knowledge in real work situations, increasing confidence and overall work performance.

- **Engineer Development Program** - This program is designed to strengthen engineering capabilities to support the Company's expansion, growth, and evolving business needs. It also aims to prepare and develop future middle management while encouraging employees to acquire knowledge in emerging technologies, automation systems, and innovative design. These efforts enhance the Company's global competitiveness and align with the Hana 4.0 policy. In 2025, Hana Lamphun selected 92 employees to participate in the program, representing 42% of the engineering workforce in this group.

**Value to the Organization:** The program facilitates smoother and more effective internal promotions. Employees can apply their knowledge to analytical thinking and problem-solving approaches that help reduce costs, shorten processing time, and increase sales through the Continuous Improvement Program (CIP). As a result of the Improvement Projects implemented, the Company achieved cost savings of 2,032,579 Baht.

**Value to Employees:** Employees can gain essential skills, capabilities, and expertise aligned with their career goals, enhancing career stability and compensation prospects. The program also supports continuous self-development, enabling employees to grow alongside the Company while strengthening knowledge and competencies required to advance into middle management and higher leadership roles in the future.

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

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

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

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

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

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

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

The Company has established a Continuous Improvement Program (CIP) Department as a key mechanism to drive continuous improvement activities throughout the organization, with a primary role in systematically transmitting policies from senior management to operational levels, to encourage employees to participate in proposing solutions to improve operational performance, creating innovations that can be practically applied, and continuously participating in quality development activities such as Quality Control Circle (QCC), Quality Improvement Project & Kaizen activities through the competitions on CIP Day which is held twice a year. Outstanding projects will be selected to compete in national competitions organized by the Technology Promotion Association (Thailand-Japan), such as the Thailand Quality Prize and the Thailand Kaizen Award. This will benefit the company, the environment, and the community in terms of increasing production efficiency, reducing waste, reducing resource usage, creating innovations that meet actual operational needs, promoting knowledge and learning among employees in the organization, creating organizational engagement and a culture of development that supports ESG (Environmental, Social, Governance) goals for the sustainability of society.

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

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

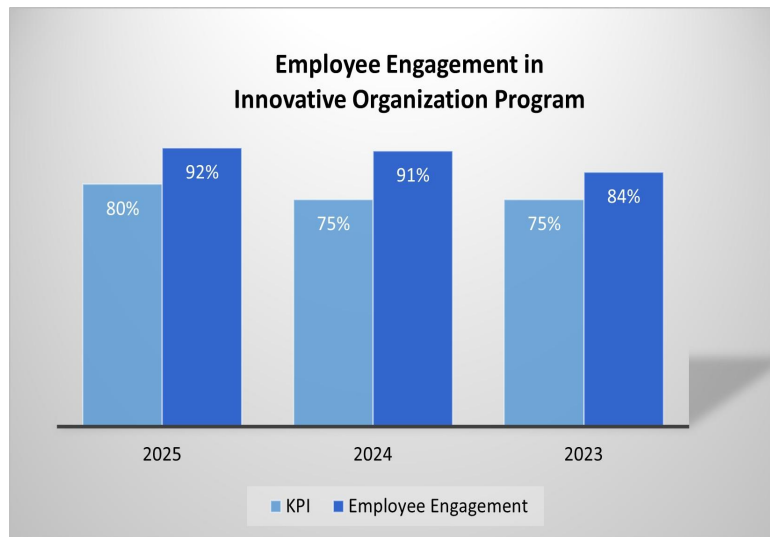
1. **Cost reduction:** total saving 1,526,552 Baht/year divided into:

- Labor cost 1,291,500 Baht
- Print & photocopy cost 212,715 Baht
- Paper cost 22,337 Baht

2. **GHG emission reduction** 1,957 kgCO<sub>2</sub>e

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

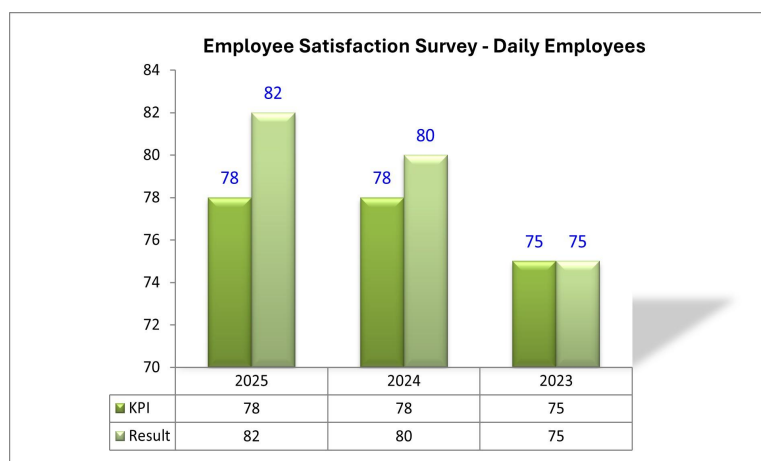
Employee Engagement	2025	2024	2023
KPI	80	75	75
Result	92	91	84

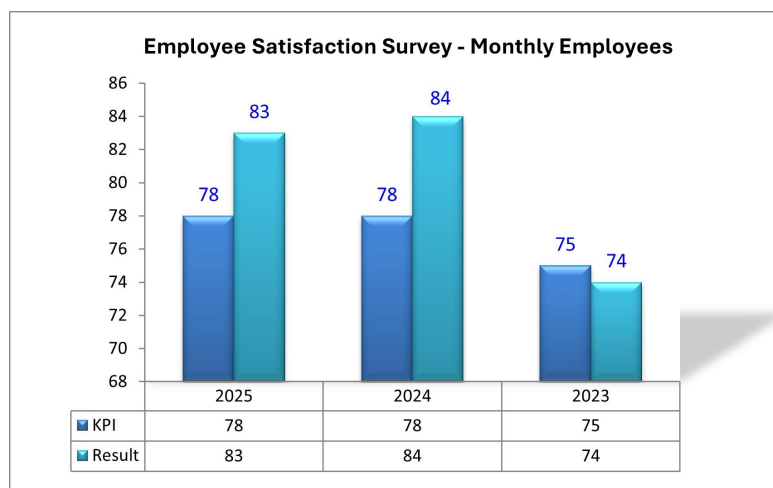


**Employee Satisfaction Survey Results** - The Company has analyzed the results of employee satisfaction surveys to systematically improve and develop employee engagement. Based on feedback from the latest year, the improvement initiatives have included the provision of electric massage chairs to help reduce fatigue from work, as well as the addition of more tables and chairs in break areas to create a comfortable working environment that meets employee needs. The Company also continues to implement other facility improvements to enhance employees' quality of life and promote a positive and satisfying work experience.

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

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





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

**Employee Engagement Initiative Projects** - The Company implemented the “Rest Area Improvement Project,” which was developed through structured employee engagement processes, including open dialogues to gather employee needs and feedback. As part of this initiative, the Company added more tables and chairs in rest areas, upgraded relaxation spaces, improved the surrounding landscape, and increased green spaces. The total project budget amounted to 60,000 Baht. The project aims to enhance employees' quality of working life, boost morale, and foster a positive working environment that supports stronger employee engagement. Additionally, the initiative helps create opportunities for meaningful interaction between employees and management through shared activities within the organization.

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

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

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

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

- **Light Measurement**

Total Areas Checked: 886 areas

Results: All areas met the standards by law.

- **Sound/Noise Measurement**

Total Areas Checked: 108 areas

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

- **Heat Measurement**

Total Areas Checked: 101 areas

Results: All areas met the standards by law.

- **Chemical Measurement**

Total Areas Checked: 104 areas

Results: All areas met the standards by law.

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

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

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

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

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

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

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

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

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

**Workplace Accidents and Injuries:** The Company discloses statistics on workplace accidents and work-related illnesses to employees with daily updates. Although no accidents occurred in 2025, the Company continues to review its safety risk management processes, enhance accident prevention measures, and strengthen monitoring mechanisms to prevent workplace incidents and reduce potential future accidents. Preventive measures are implemented through the Safety



Management Program, which is designed to minimize risks associated with each incident. A safety officer acts as the program leader, reviewing past accidents and organizing dedicated teams to execute action plans aimed at achieving established safety objectives.

#### Workplace Accidents or Injuries

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

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

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

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



## Employee and labor management: Employment

### Hiring employees

	2023	2024	2025
<b>Total employees</b> (persons)	6,450	5,783	5,418
Male employees (persons)	2,080	1,899	1,803
Female employees (persons)	4,370	3,884	3,615

### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities</b> (persons)	89	88	82
<b>Total number of employees with disabilities</b> (persons)	39	39	37
Total male employees with disabilities (persons)	21	20	18
Total female employees with disabilities (persons)	18	19	19
<b>Total number of workers who are not employees with disabilities</b> (persons)	50	49	45
<b>Contributions to empowerment for persons with disabilities fund</b>	No	Yes	No

## Employee and labor management: Remuneration

### Employee remuneration

	2023	2024	2025
<b>Total employee remuneration</b> (baht)	2,521,603,440.00	2,426,142,634.00	2,344,526,936.00
Total male employee remuneration (Baht)	1,099,598,673.00	1,085,467,890.00	1,058,747,347.00
Total female employee remuneration (Baht)	1,422,004,767.00	1,340,674,744.00	1,285,779,589.00

#### Employee and labor management: Employee training and development

	2023	2024	2025
Average employee training hours (hours / person / year)	58.00	57.00	53.00
Training and development expenses for employees (baht)	511,537.68	123,061.00	227,957.88

#### Employee and labor management: Safety, occupational health, and environment at work

##### Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	0	0	0

#### Employee and labor management: Employee engagement and internal employee groups

##### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily</b> (persons)	1,326	1,033	973
Total number of male employee turnover leaving the company voluntarily (persons)	422	286	238
Total number of female employee turnover leaving the company voluntarily (persons)	904	747	735
Proportion of voluntary resignations (%)	20.56	17.86	17.96
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

##### Employee internal groups

Employee internal groups : Yes

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

### Customer management plan

Company's customer management plan : Yes

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

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

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

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

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

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

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

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

- ISO 9001: General Quality Management System focusing on customer satisfaction, process efficiency, and continual improvement
- ISO 13485: Medical Devices Quality Management System focusing on safety, regulatory compliance, and risk management related to medical devices
- IATF 16949: Automotive Quality Management System focusing on defect prevention, waste reduction, and continuous improvement in the automotive supply chain
- ISO 14001: Environment Management System focusing on pollution prevention, waste reduction, energy efficiency, and compliance with regulations
- ISO 45001: Occupational Health and Safety Management System focusing on risk identification, hazard control, employee well-being, and legal compliance
- ISO/IEC 27001: Information Security Management System focusing on data security, risk management, access control, and compliance with regulations

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

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

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

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

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

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

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

Our Customer Service Department plays a key role in addressing customer complaints, resolving issues, and collecting valuable feedback. We work with our customers to provide problem solving solutions regarding customer complaints,

listen to their recommendations, meeting their needs, and honoring our commitments. Customer partnership is a foundation of success that also requires commitment to nurture new relationships and build and foster long-term relationships by creating synergies of knowledge, security, sustainability, and adaptability for both parties.

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

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

### **Product and Customer Responsibility**

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

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

**Responsible Sourcing** – The Company's product is manufactured to meet all applicable standards and the 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’s development and continuous improvement, the Company continues its efforts towards Continuous Improvement Program (CIP) as a fundamental framework to achieve improvements of processes and product quality. Quality Control Circle (QCC) by small group activity is a systematic and step-by-step process for solving problems whereby creating an effective incentive program for employees. Poka-Yoke measurement system is also implemented and developed both in mechanics and software to eliminate all human dependent factors and to get high quality and reliability. In addition, the Kaizen principle has been implemented to continuously develop and improve their own work processes efficiency. This is a clear policy and concrete support from the management that results in the success of Hana. Our quality improvement programs have been continuously developed and recognized by both internal and external organizations. Hana also places importance on corporate innovation development to increase competitiveness in business including with expansion of creativity and innovation towards sustainable growth.

**Customer Relationship Management** - Customer satisfaction surveys are conducted annually to improve the Company’s products, services and other business processes in order to meet or exceed the 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’s best practices.

#### Setting customer management goals

Customer satisfaction: Target 85%

Does the company set customer management goals : Yes

#### Details of setting customer management goals

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

#### Note

#### Goal setting

Setting year-by-year goals.

#### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

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

**Customer Recognition:** Regarding our responsibility for our products and customers, we are committed to developing, improving and being ultimately responsible for the highest standard of product quality and safety to enhance customer satisfaction and trust as to robustly grow further as a reliable partner along with our customers’ journey. Hana never



stops innovating to improve production processes to serve the customers beyond their expectation, enhancing the utmost satisfaction.

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

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

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

In 2025, the Company received totally 9 prizes consisting of 2 Diamond Prizes and 2 Golden Awards of Thailand Quality Prize Award (QCC); and 1 Diamond and 4 Golden Awards for Thailand Kaizen Award (Kaizen). Those are the performance of small groups of staff working together to contribute to the improvement of production processes aiming for waste reduction or zero-defect enabling cost reduction to the Company more than 102 million Baht per year. The group activity program leads to employees’ involvement and participation at all levels working toward common goals for continuous quality improvement as an approach to identify, investigate, analyze and solve their work-related problems so enhance productivity and quality while achieving customer satisfaction. CIP program is also a tool to increase the morale of employees, promote human relations, reduce accidents at work, improve two-way communication with the management and encourage both employees and management at all levels to focus on continuous improvement of our manufacturing processes.

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

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



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

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

#### 1. Smart Manufacturing Lines

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

#### 2. Process Excellence & Automation

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

#### 3. AI-Driven Quality Systems

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

#### 4. Data-Driven Continuous Improvement

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

#### 5. Sustained Technology Investment

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

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

### 1. Local & Resilient Supply Network

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

### 2. Smart Inventory & Visibility

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

### 3. Strategic Procurement & Scale Leverage

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

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

- Improve cost competitiveness through, local supply chain, design-to-cost collaboration
- Accelerate NPI readiness and ramp-up capability to shorten time-to-market
- Build scalable capacity roadmap aligned with high-growth segments and strategic accounts

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

### 1. Regulatory Compliance & Responsible Sourcing

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

### 2. Resource Efficiency & Emission Reduction

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

### 3. Carbon Transparency & Customer Alignment

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

### 4. Workforce & Community Sustainability

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



## Customer management: Customer satisfaction

### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

## Information on community and society

### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Employment and professional skill development,  
the company over the past year Education

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

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

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

### Setting community and social management goals

- Support quality education, career advancement, and better quality of life for both internal and external stakeholders including persons with disabilities and underprivileged: Target 10,000 people per year

Does the company set community and social : Yes  
management goals

### Details of setting community and social management goals

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

### Note

#### Goal setting

Setting year-by-year goals.

### Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes  
management

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

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

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

#### Promotion of Knowledge and Education:

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



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

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



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

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

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

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

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

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

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

### **Career Advancement**

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

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

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

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

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



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

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

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

### **Promoting Environmental Conservation**

- **SET Environmental Conservation Project** - The Company seeks to contribute to improving the quality of life and reduce inequities for the underprivileged in society. Mr. Terrence Philip Weir, an executive director, made the cash donation and 890 old desk calendars which were donated by employees from Hana HQ, Lamphun and Ayutthaya, to the Education Technology for the Blind Center, Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen. For those old desk calendars, the Foundation will use them to produce Braille word cards as well as educational materials for students at the Bangkok Blind School. This project is one of the projects that help reduce waste in the organization with the principles of 3Rs - Reduce, Reuse, Recycle, in line with the Stock Exchange of Thailand environmental project.
- **SAY NO TO FOAM & NO PLASTIC PROGRAM** - The Company joined the government sector in signing a Memorandum of Understanding Ceremony for reducing or banning foam food. The Company has further enhanced the project "HANA NO PLASTIC PROGRAM" along with awareness raising and communication campaign including training provided to all employees to reduce plastic consumption such as plastic cups, plastic bags and switch to use reusable cups/bags/bottles to promote a healthy and safe environment.

- **General Waste Management Project** - The Company promotes waste and energy reduction to increase green spaces and reduce greenhouse gas emissions by raising awareness to employees to realize the environment is not far away and is a matter for everyone. All must take care of the globe for sustainability. Throughout 2025, we have enhanced the process of bringing waste to recycle disposal and other non-recyclable materials turn into fuel.
- **Sustainable Waste Management Project** – The Company encourages employees to participate in sustainable waste management to address the issue of leftover packaging materials from the production process that cannot be reused or recycled. Previously, these materials were delivered for landfill disposal in Saraburi Province, resulting in high costs for transportation, disposal, labor, and contributing to environmental pollution. Employees then analyzed the problem and developed an improvement plan by designing a high-quality packaging waste compactor, enabling environmentally friendly waste disposal. As a result, the Company reduced costs by 46% compared to pre-improvement levels and was able to repurpose waste as fuel and cement components. This approach reduces landfill emissions, minimizes community impact, lowers CO<sup>2</sup> emissions from transportation, and moves the Company closer to its goal of achieving zero landfill waste.
- **Forest Fire Prevention Initiative** – Hana Lamphun, in collaboration with the Lamphun Provincial Industrial Estate Office, organized a volunteer activity to benefit society, the community, and the environment by creating firebreaks around Mae Tip Reservoir, Makuea Chae Subdistrict, Mueang District, Lamphun Province. The initiative aimed to prevent and reduce the risk of forest fires, with approximately 13,850 beneficiaries expected to benefit from this initiative.
- **Natural Weir Construction and Reforestation with the Community** – Hana Lamphun worked with the Lamphun Provincial Industrial Estate Office and Thung Yao community to plant trees and construct water retention weirs following the royal initiative along Mae Tip Reservoir (Makuea Chae Subdistrict) and Thung Yao Community Forest (Sri Bua Ban Subdistrict), Mueang District, Lamphun Province. This project aims to restore natural resources and improve ecosystem moisture, with approximately 14,941 beneficiaries expected to benefit from this project.
- **Clean-up Canal Activity** - Hana Lamphun supported the provision of drinking water for a river dredging activity along the Kuang River, Sri Bun Yuen Subdistrict, Mueang District, Lamphun Province, in collaboration with the Lamphun Provincial Industrial Estate Office, to mitigate flooding in surrounding communities, with approximately 1,421 individuals expected to benefit from this activity.

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



### Community and Social Management and SDGs Alignment:

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

#### Core SDGs

- **SDG 4: Quality Education**

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

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

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

- **SDG 10: Reduced Inequalities**

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

#### Supporting SDGs

- **SDG 1: No Poverty**

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

- **SDG 2: Zero Hunger**

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

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

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

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

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

#### **Summary Awards of ESG Performances and Achievements in 2025**

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

- **CSR-DIW Continuous Award** – Hana Lamphun received the “CSR-DIW Continuous Award” from the Department of Industrial Works for the ninth consecutive years, recognizing its commitment to corporate social responsibility and sustainable development through the application of CSR-DIW standards across various dimensions of social responsibility.



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

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

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations cases</b>	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner 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



## 4. Management Discussion and Analysis (MD&A)

### 4.1 Operation, financial condition and material changes

#### Operational overview

Hana Microelectronics Group 'Hana' Sales Revenue decreased -17% year on year, at THB 20,563 million in year 2025 from THB 24,801 million in year 2024. Sales Revenue in USD terms decreased by -11% to USD 626 million in 2025 from USD 703 million in 2024. Normalised Profit decreased -33% to THB 804 million in 2025 from THB 1,201 million in 2024. (Normalised Profit in 2024 includes THB 299 million from the termination of Credit Suisse Supply Chain Fund.) Net Profit increased by 206% to THB 670 million in 2025 from THB -634 million in 2024 due to 2024 incurring material valuation reduction at IC Korea and exceptional items being impairment at IC Korea and return of funds from termination of Credit Suisse Supply Chain Fund).

Group sales decreased -17% in 2025 to THB 20,563 million from 2024 at THB 24,801 million driven by a continued downturn in the semiconductor cycle. USD sales were -11% lower in 2025 at USD 626 million down from USD 703 million in 2024. The average THB/USD exchange rate strengthened 7% to THB/USD 32.9 in 2025 from THB/USD 35.3 in 2024.

The Microelectronics divisions' sales revenue in USD decreased -14% [-19% in THB terms] in 2025 over 2024. The microelectronics operation in Lamphun sales decreased -10% [-17% in THB terms] and Jiaying decreased by -28% [-33% in THB terms] in 2025.

In 2025 IC assembly sales overall decreased by -1% [-8% in THB terms]. Specifically, IC AYT sales decreased -9% [-15% in THB terms] and IC JXG USD sales increased by 68% [57% in THB terms].

Hana Technologies Inc 'HTI', sales decreased -20% [-26% in THB terms] for the year.

#### The annual sales split was:

	2025	2024	2023
PCBA (Thailand)	50%	49%	47%
PCBA (China)	11%	14%	12%
PCBA (Cambodia)	2%	1%	2%
IC (Thailand)	25%	24%	28%
IC (China)	5%	3%	3%
HTI (USA)	6%	7%	6%
IC (Korea)	1%	2%	2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Analysis on the operation and financial condition

### Operating results and profitability

#### Gross Profit / Cost of Sales Analysis and Sales and Administration Analysis

Gross Profit decreased by THB -591m with the gross margin decreasing -1% point to 8% in 2025 from 9% in 2024 due to the lower sales in the IC AYT, and PCBA divisions.

#### Normalised Profit Analysis

Normalised Profit margin decreased to 3.9% in 2025 from 4.8% in 2024 due to higher other operating income. SGA including R&D expenses were -10% lower in 2025.

### Asset management capability

Net Cash reserves and financial investments were THB 11.9 billion at the 31st December 2025 up from THB 10.2 billion at the 31st December 2024.

### Liquidity and capital adequacy

#### Liquidity

The group has THB 11.9 billion in net cash and financial investments. Liquidity ratios are high at over 3 times current liabilities.

Operating Cashflow (EBITDA) was THB 2,228 million in 2025, -29% lower than THB 3,138 million in 2024 and THB 3,490 million in 2023.

Net cash and financial investments in 2025 increased to THB 11.9 billion, due to EBITDA 2.2 billion less final dividend THB 0.4 billion 2024 paid in Q225, interim dividend Q425 THB 0.2 billion, net capital expenditure THB 0.6 billion, other items THB 0.8 billion.

Net cash and financial investments in 2024 increased to THB 10.2 billion, due to EBITDA 3.1 billion less final dividend THB 0.4 billion 2023 paid in Q224, interim dividend Q424 THB 0.2 billion, net capital expenditure THB 1.7 billion, other items THB 1.7 billion.

Net cash and financial investments in 2023 increased to THB 7.8 billion, due to EBITDA 3.5 billion less final dividend THB 0.4 billion 2022 paid in Q223, interim dividend Q423 THB 0.4 billion, net capital expenditure THB 2.7 billion, share capital increase THB 4.6 billion, other items THB -0.4 billion.

#### Capital Expenditure

Capital Expenditure was THB 646 million in 2025, THB 1,667 million in 2024, and THB 2,689 million in 2023.

Capital Expenditure was much reduced in 2025 due to weaker IC market growth.

Capital Expenditure in 2024 & 2023 was mainly for IC Korea plant due to investment in expansion of Silicon Carbide devices and building purchase for Hana Technologies expansion.

Generally, capital expenditure for production equipment will follow the increase in sales, particularly in the IC division. However, there is a 6 to 12 month time lag due to the ordering lead time. Plant expansion will depend on the current building utilisation and lead time to construct new plant or expand in an existing plant.



## Source of Financial Capital

The group has cash to fund certain subsidiaries capital expenditure. As the operating working capital is positive, the groups major funding is from the shareholders equity.

## Debt obligations and management of off-balance sheet

### Asset Quality

#### Accounts Payable

Credit terms with suppliers are mostly open account with credit terms varying from cash in advance to 90 days. The credit term has been determined in accordance with the principles of fair dealing between the Company and suppliers.

Accounts payable were 50 days in 2025, 52 days in 2024 and 59 days in 2023.

#### Accounts Receivable

Most of customers are well known and have good reputation in the IC, and electronics industry. Provision is made of amounts outstanding over 90 days and amounts which the management believe may be doubtful.

Accounts receivable were 76 days in 2025, 71 days in 2024 and 71 days in 2023.

(Unit: Thousand Baht)

Trade Receivables	2025	2024	2023
Less than 3 months	3,599,070	4,165,292	4,846,118
3 - 6 months	220,296	83,927	45,888
6 - 12 months	167,072	67,395	20,445
More than 12 months	2,651	5,411	8,950
<b>Total accounts receivable - other companies</b>	<b>3,989,089</b>	<b>4,322,025</b>	<b>4,921,401</b>
Less : Allowance for doubtful accounts	(25,380)	(4,002)	(15,964)
	<b>3,963,709</b>	<b>4,318,023</b>	<b>4,905,437</b>

### Inventory

In general, Hana's production is based on clients' order, consequently, the majority of inventory are raw materials, expendable tools and work in process with little finished goods pending for customer delivery. The group companies normally write-off out-of-date inventory, and make provision for aged inventory and depletion in the value of fixed assets, if material, each quarter.

Inventory days were 124 days in 2025, 130 days in 2024 and 145 days in 2023.

## Material Transaction (MT) and Related Party Transaction (RPT)

There were no material transactions and related party transactions.

## Corporate Tax and Tax Payment

Hana has established a corporate tax policy to provide a framework for tax management and practices, ensuring compliance with applicable tax laws, rules, and regulations in each jurisdiction where the Group operates.

Description	Thailand operations	Overseas operations	Total
Total revenues (Million Baht)	15,604	5,627	21,231
Profit before income tax expenses (Million Baht)	1,500	(779)	721
Normal income tax rate (%)	20%	0 - 25%	
Income tax expenses per normal tax rate (Million Baht)	300	(95)	205
Actual income tax expenses (Million Baht)	19	32	51
Actual income tax rate (%)	1%	(4%)	

The corporate income tax expense of the Group differs from the amount calculated using the applicable statutory tax rates due to various factors. Operations in Thailand benefit from tax incentives granted under investment promotion privileges from the Board of Investment (BOI), resulting in a lower effective tax rate. For overseas operations, operating losses during the year contributed to the variance between the statutory tax rates and the actual tax expenses.

## Payout Analysis

- In Q425 THB 221m dividend of THB 0.25 per share was paid as an interim dividend from the profits of 2025.
- In Q225 THB 443m final dividend of THB 0.50 per share was paid during the quarter from the profits of 2024.
- In Q424 THB 221m dividend of THB 0.25 per share was paid as an interim dividend from the profits of 2024.
- In Q224 THB 443m final dividend of THB 0.50 per share was paid during the quarter from the profits of 2023.
- In Q423 THB 442m dividend of THB 0.50 per share was paid as an interim dividend from the profits of 2023.
- In Q223 THB 402m final dividend of THB 0.50 per share was paid during the quarter from the profits of 2022

## Foreign Exchange Rates

The THB/USD currency has strengthened in 2025 from 2024 which was slightly weaker than the average 2023 rate. The average rate for 2025 was THB/USD 32.86 which was 7% stronger than THB/USD 35.26 in 2024, which was 1% weaker than THB/USD 34.80 in 2023.

## Exceptional Items

On 9th August 2024, a subsidiary, received from Credit Suisse, USD 8,535,821 (THB 299 million) being the final payment due from the voluntary redemption offer for the termination of Credit Suisse Asset Management (Switzerland) AG Supply Chain Fund in 2021.

As of 31st December 2024, -THB 1,844 million impairment provision due the revaluation of IC Korea (Power Master).

The company issued 80.5 million new shares in 2023 at THB 57 baht per share raising THB 4.6 billion.

## Subsequent Event

None

## Business Operations Driven Sustainability

Sustainability-related factors play an important role in the Group's long-term business competitiveness and growth. These factors include labor costs, energy costs, technological advancements, and environmental considerations, which may affect the Group's operating costs, production efficiency, and overall competitiveness. Accordingly, the Company integrates Environmental, Social, and Governance (ESG) considerations into its business strategy and operational management to support sustainable growth, operational resilience, and long-term value creation.

- **Labor and Energy Cost Trends**

Labor costs in Thailand and other jurisdictions where the Group operates may continue to increase over time. In addition, energy costs may fluctuate depending on global energy markets, geopolitical developments, and regulatory policies. Global conflicts or geopolitical tensions may affect energy supply, transportation costs, and raw material prices, which could influence the Group's production costs and operating margins.

To mitigate these potential impacts, the Group focuses on improving operational efficiency through automation, energy efficiency initiatives, and the increased use of renewable energy. These initiatives aim to optimize production processes, reduce reliance on traditional energy sources, and enhance overall productivity.

As part of this strategy, the Group continues to invest in manufacturing automation and digitalization initiatives to enhance operational efficiency and long-term cost competitiveness.

- **Manufacturing Automation and Advanced Manufacturing Technologies**

The Group continues to invest in the automation of manufacturing processes and the adoption of advanced manufacturing technologies. Automation technologies help reduce reliance on manual labor, improve manufacturing efficiency, enhance product quality, and strengthen the Company's competitiveness in the global electronics manufacturing industry.

By leveraging digitalized production systems and advanced manufacturing technologies, the Group aims to further enhance operational efficiency while maintaining consistent production quality and reliability for customers.

- **Renewable Energy and Energy Efficiency Initiatives**

The Group continues to expand the use of renewable energy across its manufacturing facilities and implement energy-efficiency initiatives to manage long-term energy costs and support environmental objectives. Increased utilization of renewable energy may help mitigate potential impacts from energy price volatility while supporting the Group's sustainability strategy.

In addition, the Group collaborates with external organizations and relevant government agencies on greenhouse gas reduction initiatives and environmental sustainability programs. These initiatives support the Group's efforts to reduce carbon emissions and align with broader global climate objectives.

- **Operational Efficiency and Quality Improvement**

The Group continuously enhances operational efficiency, product quality, and cost management through improvement programs such as Quality Control Circle (QCC), Kaizen, and other process optimization initiatives. These initiatives aim to improve manufacturing efficiency, reduce waste, and optimize the use of resources across operations.

By continuously improving production processes, the Group seeks to strengthen operational resilience, maintain consistent product quality, and enhance long-term cost competitiveness.

- **Human Capital Development and Workforce Retention**

Human capital plays an important role in supporting the Group's innovation, operational excellence, and long-term growth. The Group continues to focus on developing employee capabilities, strengthening employee engagement, and providing career development opportunities in order to attract and retain skilled personnel.

Through workforce development and a supportive working environment, the Group aims to maintain a capable and motivated workforce to support future business growth and operational stability.

- **Business Opportunities in Energy-Efficient Technologies**

Power Master (PMS) develops and provides power management solutions that support energy-efficient applications, including electric vehicles (EVs), EV chargers, solar power systems, cloud servers, and electric motors used in industrial and consumer products.

As global demand for energy-efficient technologies continues to grow, these solutions may provide potential opportunities for the Group to expand its green-related business while contributing to the transition toward a low-carbon economy. Currently, this business represents a relatively small proportion of the Group's overall operations. However, the Group continues to explore potential opportunities for further development in this area.

These initiatives and developments may influence the Group's operating costs, efficiency, and competitive position, and therefore may affect the Group's financial performance and operating results in future periods.

#### Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No  
to maintain financial ratios?

## 4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

### Significant factors or incidents that may materially affect the future financial condition or the operating results

The Group operates as an electronics manufacturing services provider, manufacturing electronic components and related products on behalf of customers and delivering them either directly to customers or to their designated end-users. Accordingly, the Group's operating performance largely depends on its ability to maintain existing customer relationships and secure new business opportunities. Customer demand may be influenced by global economic conditions, industry trends, and the commercial success of customers' products in their respective markets.

A significant portion of the Group's revenue and certain operating costs are denominated in foreign currencies, particularly the US Dollar. As a result, fluctuations in foreign exchange rates may affect the Group's revenue, costs, and operating results. The Group manages foreign exchange exposure through natural hedging and, when considered appropriate, through the use of forward foreign exchange contracts to mitigate such risks.

The Group maintains prudent financial management, including adequate cash balances and working capital, to support its operating requirements and financial obligations. In addition, the Group manages financial risks associated with its operations, including credit risk, interest rate risk, and foreign exchange risk. Credit risk primarily arises from trade receivables and deposits with financial institutions, which are managed through established credit control procedures and by maintaining business relationships with reputable financial institutions.

Other factors that may affect the Group's operating performance include, but are not limited to, the following:

- the ability to retain existing customers and secure new customers
- changes in product demand and product life cycles in the electronics industry
- pricing pressure and product price erosion in highly competitive markets
- the ability to maintain manufacturing quality standards and delivery schedules in accordance with customer requirements
- availability, cost, and consistent supply of raw materials and electronic components from suppliers
- disruptions in global supply chains, including shortages of electronic components or logistics constraints
- fluctuations in foreign exchange rates between the US Dollar and local currencies in countries where the Group operates
- changes in labour costs and availability of skilled workforce
- operational, legal, regulatory, reputational, and competitive risks
- environmental and climate-related risks that may affect operations, supply chains, or regulatory requirements
- macroeconomic conditions, geopolitical developments, international trade policies, and financial market stability in countries where the Group, its customers, and suppliers operate

These factors may materially affect the Group's financial condition and operating results in future periods.

## 4.3 Information from financial statements and significant financial ratios

### Information from financial statements

#### Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Assets</b>			
Cash And Cash Equivalents (MillionTHB)	6,954.42	6,689.07	4,936.50
Trade And Other Receivables - Current - Net (MillionTHB)	5,178.14	4,480.72	4,462.24
Other Parties (MillionTHB)	5,178.14	4,480.72	371.16
Other Current Receivables (MillionTHB)	0.00	0.00	4,091.08
Inventories - Net (MillionTHB)	8,969.35	7,096.00	5,803.00
Other Current Financial Assets (MillionTHB)	1,938.10	4,055.51	7,056.85
Other Current Financial Assets - Others (MillionTHB)	1,938.10	4,055.51	7,056.85
Other Current Assets (MillionTHB)	119.36	98.07	76.78

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Current Assets - Others (MillionTHB)	119.36	98.07	76.78
<b>Total Current Assets</b> (MillionTHB)	23,159.37	22,419.37	22,335.37
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (MillionTHB)	0.00	369.58	303.26
Investment In Associates (MillionTHB)	0.00	369.58	303.26
Other Non-Current Financial Assets (MillionTHB)	0.15	0.14	0.14
Other Non-Current Financial Assets - Others (MillionTHB)	0.15	0.14	0.14
Investment Properties - Net (MillionTHB)	72.30	158.21	157.01
Property, Plant And Equipment - Net (MillionTHB)	11,701.48	9,327.59	8,200.56
Intangible Assets - Net (MillionTHB)	328.98	161.19	129.70
Intangible Assets - Others (MillionTHB)	328.98	161.19	129.70

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Deferred Tax Assets (MillionTHB)	18.65	26.26	24.59
Other Non-Current Assets (MillionTHB)	25.03	53.51	8.38
Other Non-Current Assets - Others (MillionTHB)	25.03	53.51	8.38
<b>Total Non-Current Assets</b> (MillionTHB)	12,146.59	10,096.48	8,823.64
<b>Total Assets</b> (MillionTHB)	35,305.96	32,515.85	31,159.01
<b>Liabilities</b>			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions (MillionTHB)	1,100.44	555.92	137.38
Trade And Other Payables - Current (MillionTHB)	3,390.55	3,026.41	3,155.92
Other Current Payables (MillionTHB)	3,390.55	3,026.41	3,155.92
Derivative Liabilities - Current (MillionTHB)	0.00	0.00	0.29
Current Portion Of Lease Liabilities (MillionTHB)	4.99	0.68	3.35



	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Short-Term Provisions (MillionTHB)	342.23	339.88	337.85
Income Tax Payable (MillionTHB)	50.82	39.98	26.07
Other Current Liabilities (MillionTHB)	145.02	135.08	145.83
<b>Total Current Liabilities</b> (MillionTHB)	5,034.05	4,097.95	3,806.69
Non-Current Portion Of Long-Term Debts (MillionTHB)	203.34	334.32	0.00
Financial Institutions (MillionTHB)	203.34	334.32	0.00
Non-Current Portion Of Lease Liabilities (MillionTHB)	0.73	1.57	1.40
Contract Liabilities And Unearned Rental Income - Non-Current (MillionTHB)	124.59	170.82	144.10
Deferred Revenue - Others (MillionTHB)	124.59	170.82	144.10
Provisions For Employee Benefit Obligations - Non-Current (MillionTHB)	765.95	798.78	878.86

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Deferred Tax Liabilities (MillionTHB)	30.58	34.17	8.56
<b>Total Non-Current Liabilities</b> (MillionTHB)	1,125.19	1,339.66	1,032.91
<b>Total Liabilities</b> (MillionTHB)	6,159.24	5,437.61	4,839.61
<b>Shareholders' equity</b>			
Authorised Share Capital (MillionTHB)	885.37	885.37	885.37
Authorised Ordinary Shares (MillionTHB)	885.37	885.37	885.37
Issued And Paid-Up Share Capital (MillionTHB)	885.37	885.37	885.37
Paid-Up Ordinary Shares (MillionTHB)	885.37	885.37	885.37
Retained Earnings (Deficits) (MillionTHB)	21,671.67	20,337.34	20,285.87
Retained Earnings - Appropriated (MillionTHB)	541.63	549.11	548.89
Legal And Statutory Reserves (MillionTHB)	541.63	549.11	548.89

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Retained Earnings (Deficits) - Unappropriated (MillionTHB)	21,130.04	19,788.23	19,736.98
Other Components Of Equity (MillionTHB)	359.14	(375.01)	(1,082.38)
Surplus (Deficits) (MillionTHB)	6,230.54	6,230.54	6,230.54
Surplus (Deficits) From Measurement Of Investment In Equity Instruments Through Other Comprehensive Income (MillionTHB)	6,230.54	6,230.54	6,230.54
Share-Based Payment Transactions (MillionTHB)	40.45	69.17	59.04
Other Components Of Equity - Others (MillionTHB)	318.69	(444.18)	(1,141.42)
<b>Equity Attributable To Owners Of The Parent</b> (MillionTHB)	29,146.72	27,078.25	26,319.40
<b>Total Equity</b> (MillionTHB)	29,146.72	27,078.24	26,319.40
<b>Total Liabilities And Equity</b> (MillionTHB)	35,305.96	32,515.85	31,159.01

## Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (MillionTHB)	26,152.12	24,801.34	20,563.41
Revenue From Sales (MillionTHB)	26,152.12	24,801.34	20,563.41
Interest And Dividend Income (MillionTHB)	0.08	0.12	0.11
Dividend Income (MillionTHB)	0.08	0.12	0.11
Other Income (MillionTHB)	438.67	641.66	667.58
<b>Total Revenue</b> (MillionTHB)	26,590.87	25,443.12	21,231.10
Costs (MillionTHB)	23,172.09	22,607.05	18,960.45
Cost Of Sales (MillionTHB)	23,172.09	22,607.05	18,960.45
Selling And Administrative Expenses (MillionTHB)	1,631.19	1,691.27	1,569.94
Selling Expenses (MillionTHB)	210.41	215.46	199.51

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Administrative Expenses (MillionTHB)	1,420.78	1,475.81	1,370.42
Other Expenses (MillionTHB)	27.97	1,844.42	3.01
<b>Total Cost And Expenses</b> (MillionTHB)	24,831.25	26,142.74	20,533.39
Other Gains (Losses) (MillionTHB)	138.25	203.54	36.53
Gains (Losses) On Foreign Currency Exchange (MillionTHB)	41.28	9.78	(130.44)
Other Gains (Losses) - Others (MillionTHB)	96.97	193.76	166.97
<b>Profit (Loss) Before Finance Costs And Income Tax Expense</b> (MillionTHB)	1,897.87	(483.17)	734.24
Finance Costs (MillionTHB)	51.83	64.33	13.04
Income Tax Expense (MillionTHB)	85.47	86.17	50.80
<b>Profit (Loss) For The Period From Continuing Operations</b> (MillionTHB)	1,760.57	(633.67)	670.40

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Net Profit (Loss) For The Period</b> (MillionTHB)	1,760.57	(633.67)	670.40
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (MillionTHB)	1,760.57	(633.67)	670.40
Gains (Losses) On Investment In Debt Instruments Measured At Fair Value Through Other Comprehensive Income (MillionTHB)	14.26	(20.85)	13.85
Currency Translation Adjustments (MillionTHB)	(259.19)	(725.80)	(671.20)
Gains (Losses) On Change In Value Of Foreign Currency Basis Spreads (MillionTHB)	0.00	(16.22)	(39.89)
Share Of Other Comprehensive Income (Expense) From Subsidiaries, Associates And Joint Ventures Accounted For Using The Equity Method That Will Not Be Subsequently Reclassified To Profit Or Loss (MillionTHB)	(14.19)	(36.63)	(57.85)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Other Comprehensive Income (Expense) - Net Of Tax</b> (MillionTHB)	(259.12)	(799.50)	(755.09)
<b>Total Comprehensive Income (Expense) For The Period</b> (MillionTHB)	1,501.45	(1,433.17)	(84.69)
Net Profit (Loss) Attributable To : Owners Of The Parent (MillionTHB)	1,760.57	(633.67)	670.40
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (MillionTHB)	1,501.45	(1,433.17)	(84.69)
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b> (MillionTHB)	2.14000	(0.72000)	0.76000
EBITDA (MillionTHB)	3,600.17	1,293.41	2,260.13
Operating Profit (MillionTHB)	1,348.84	503.02	33.02
Normalize Profit (MillionTHB)	1,747.26	1,200.97	803.85
Exceptional Items (MillionTHB)	0.00	(1,844.42)	0.00

## Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Depreciation And Amortisation (MillionTHB)	1,702.30	1,776.58	1,525.89
Depreciation (MillionTHB)	1,636.41	1,688.02	1,484.10
Amortisation (MillionTHB)	65.89	88.56	41.79
(Reversal Of) Expected Credit Losses (MillionTHB)	2.67	(11.96)	21.38
(Reversal Of) Loss From Diminution In Value Of Inventories (MillionTHB)	404.02	216.63	(63.24)
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (MillionTHB)	0.00	(12.91)	26.43
Share-Based Payments (MillionTHB)	40.45	28.72	(10.13)
(Gains) Losses On Foreign Currency Exchange (MillionTHB)	18.14	(74.51)	9.24



	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Gains) Losses On Disposal Of Other Investments (MillionTHB)	0.00	(289.93)	0.00
(Gains) Losses On Fair Value Adjustments Of Other Financial Instruments (MillionTHB)	49.42	0.00	0.33
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (MillionTHB)	25.94	8.76	3.69
Loss On Write-Off Of Fixed Assets (MillionTHB)	25.94	8.76	3.69
(Reversal Of) Impairment Loss Of Other Assets (MillionTHB)	0.00	1,844.42	(10.37)
Gains (Losses) On Modification Of Debt Instruments (MillionTHB)	0.71	(9.63)	(2.79)
Dividend And Interest Income (MillionTHB)	(97.05)	(193.88)	(193.50)
Dividend Income (MillionTHB)	(0.08)	(0.12)	(0.11)
Interest Income (MillionTHB)	(96.97)	(193.76)	(193.39)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Finance Costs (MillionTHB)	44.22	55.63	6.59
Employee Benefit Expenses (MillionTHB)	64.40	66.29	68.23
Other Reconciliation Items (MillionTHB)	(20.98)	3.56	19.96
<b>Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities</b> (MillionTHB)	4,080.28	2,860.27	2,122.91
(Increase) Decrease In Trade And Other Receivables (MillionTHB)	(195.78)	800.51	328.26
(Increase) Decrease In Inventories (MillionTHB)	83.56	1,656.71	1,356.24
(Increase) Decrease In Other Operating Assets (MillionTHB)	115.73	79.46	(17.75)
Increase (Decrease) In Trade And Other Payables (MillionTHB)	(670.73)	(320.98)	150.50
Increase (Decrease) In Provisions For Employee Benefit Obligations (MillionTHB)	(21.95)	(70.35)	(46.47)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Other Operating Liabilities (MillionTHB)	(16.52)	(13.51)	12.82
<b>Cash Generated From (Used In) Operations</b> (MillionTHB)	3,374.59	4,992.11	3,906.51
Income Tax (Paid) Received (MillionTHB)	(124.30)	(114.63)	(84.95)
<b>Net Cash From (Used In) Operating Activities</b> (MillionTHB)	3,250.29	4,877.48	3,821.56
(Increase) Decrease In Short-Term Investments (MillionTHB)	(2,037.34)	(3,080.20)	(3,407.92)
Proceeds From Redemption Of Debt Securities (MillionTHB)	0.00	289.94	0.00
Proceeds From Disposal Of Investment In Subsidiaries, Associates And Joint Ventures (MillionTHB)	0.00	0.00	28.71
Payment For Purchase Of Investment In Subsidiaries, Associates And Joint Ventures (MillionTHB)	0.00	(372.89)	0.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Loan Receivables Made (MillionTHB)	0.00	0.00	(399.87)
Short-Term Loan Receivables Made (MillionTHB)	0.00	0.00	(399.87)
Short-Term Loan Receivables Made - Other Parties (MillionTHB)	0.00	0.00	(399.87)
Proceeds From Disposal Of Fixed Assets (MillionTHB)	34.97	13.71	56.97
Property, Plant And Equipment (MillionTHB)	34.97	13.71	56.97
Payment For Purchase Of Fixed Assets (MillionTHB)	(2,923.43)	(1,157.70)	(649.95)
Property, Plant And Equipment (MillionTHB)	(2,923.43)	(1,157.70)	(649.95)
Dividend Received (MillionTHB)	0.08	0.12	0.11
Interest Received (MillionTHB)	90.62	192.26	190.77

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Items (Investing Activities) (MillionTHB)	1,422.48	919.76	468.62
<b>Net Cash From (Used In) Investing Activities</b> (MillionTHB)	(3,412.62)	(3,195.00)	(3,712.56)
Increase (Decrease) In Bank Overdrafts And Short-Term Borrowings - Financial Institutions (MillionTHB)	1,945.42	26.02	137.38
Proceeds From Long-Term Borrowings - Financial Institutions (MillionTHB)	238.73	212.24	0.00
Repayments On Borrowings (MillionTHB)	(806.29)	(624.16)	(890.24)
Repayments On Short-Term Borrowings (MillionTHB)	(803.88)	(588.45)	(509.36)
Repayments On Short-Term Borrowings - Financial Institutions (MillionTHB)	(803.88)	(588.45)	(509.36)
Repayments On Long-Term Borrowings (MillionTHB)	(2.40)	(35.71)	(380.89)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Repayments On Long-Term Borrowings - Financial Institutions (MillionTHB)	(2.40)	(35.71)	(380.89)
Repayments On Lease Liabilities (MillionTHB)	(9.55)	(5.35)	(3.55)
Proceeds From Issuance Of Equity Instruments (MillionTHB)	4,587.81	0.00	0.00
Dividend Paid (MillionTHB)	(845.12)	(664.02)	(664.02)
Interest Paid (MillionTHB)	(37.99)	(138.68)	(10.21)
<b>Net Cash From (Used In) Financing Activities</b> (MillionTHB)	5,073.01	(1,193.95)	(1,430.65)
<b>Net Increase (Decrease) In Cash And Cash Equivalent</b> (MillionTHB)	4,910.68	488.54	(1,321.65)
Differences Of Foreign Currency Exchange On Financial Statements Translation (MillionTHB)	(330.98)	(753.88)	(430.93)
Cash And Cash Equivalents, Beginning Balance (MillionTHB)	2,374.71	6,954.42	6,689.07

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash And Cash Equivalents, Ending Balance (MillionTHB)	6,954.42	6,689.07	4,936.50

#### Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	4.60	5.47	5.87
Quick ratio (times)	2.80	3.70	4.34
Cash flow liquidity ratio (times)	0.60	1.20	1.00
Average account recievable turnover (times)	5.40	5.38	4.97
Average collection period (days)	67.56	67.87	73.50
Average finish goods turnover (times)	22.00	22.00	18.00
Average finish goods turnover period (days)	16.59	16.59	20.28
Average inventory turnover (times)	3.00	3.00	3.00
Average inventory turnover period (days)	121.67	121.67	121.67
Average account payable turnover (times)	8.99	11.83	10.69

	2023	2024	2025
Average payment period (days)	40.60	30.85	34.13
Average cash cycle (days)	148.62	158.68	161.04
Profitability ratio			
Gross profit margin (%)	11.00	9.00	8.00
Operating margin (%)	5.00	2.00	0.00
Other income to total income (%)	2.00	3.00	3.00
Cash from operation to operating profit (%)	2.41	9.70	115.73
Net profit margin (%)	7.00	-3.00	3.00
Return on equity (ROE) (%)	6.00	-2.00	3.00
Net Profit before Exceptional Margin (Net Profit After Tax before exceptional and exchange) (%)	7.00	5.00	4.00
Net Profit after Exceptional Margin (Net Profit After Tax before exceptional and exchange) (%)	7.00	-3.00	3.00
Financial policy ratio			
Total debts to total equity (times)	0.20	0.20	0.20
Interest coverage ratio (times)	69.00	20.00	173.00



	2023	2024	2025
Interest bearing debt to EBITDA ratio (times)	0.36	0.69	0.06
Debt service coverage ratio (times)	0.31	0.43	0.06
Dividend payout ratio (%)	48.00	-105.00	99.00
Efficiency ratio			
Return on asset (ROA) (%)	5.00	-2.00	2.00
Return On Fixed Assets (%)	15.00	-7.00	8.00
Asset turnover (times)	0.74	0.76	0.66

## 5. General information and other material facts

### 5.1 General information

#### General information

#### Securities registrar

**Name of securities registrar :** Thailand Securities Depository Co., Ltd.

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

#### Auditing firm

**Name of auditing firm\* :** EY OFFICE LIMITED

Address/location : NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37,  
RAMA 4 ROAD,

Subdistrict : LUMPHINI

District : PATHUM WAN

Province : Bangkok

Postcode : 10330

Telephone : +66 2264 9090

Facsimile number : +66 2264 0789-90

**List of auditors :** Mrs SARINDA HIRUNPRASURTWUTTI

License number : 4799

**List of auditors :** Mr WICHART LOKATEKRAWEE

License number : 4451

**List of auditors :** Miss NATTEERA PONGPINITPINYO

License number : 7362

## 5.2 Other material facts

### 5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No  
making

### 5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

## 5.3 Legal disputes

### Legal disputes

Is there any legal dispute? : No

## 5.4 Secondary market

### Secondary market

Has the company's security been listed on a stock : No  
exchange in another country?

## 5.5 Financial institution with regular contact (in case of debt securities offeror)

### Financial institution with regular contact

Are there any debt securities offered? : No

## **Part 2 Corporate Governance**

## 6. Corporate governance policy

### 6.1 Overview of the policy and guidelines

#### Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

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

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

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

#### SET's 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's CG Code

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

Principle 2: Define Objectives that Promote Sustainable Value Creation

Principle 3: Strengthen Board Effectiveness

Principle 4: Ensure Effective CEO and People Management

Principle 5: Nurture Innovation and Responsible Business

Principle 6: Strengthen Effective Risk Management and Internal Control

Principle 7: Ensure Disclosure and Financial Integrity

Principle 8: Ensure Engagement and Communication with Shareholders

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

policy and guidelines

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### 6.1.1 Policy and guidelines related to the board of directors

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

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

#### Nomination of directors

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

#### Nomination of Directors

The Board is responsible for the corporate governance, management and strategic direction of the organization and for delivering accountable corporate performance in accordance with the 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 accounts for 50% of the Board. The Chairman of the Board is not the same person who holds the Chief Executive Officer position and the Chairman is an independent director.

The Board of Directors has appointed 5 subcommittees as follows:

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

Those consist of directors with knowledge, ability and experience in the performance of duties in accordance with the responsibilities. All directors have freedom to express their opinions on the Company's operations. The Board shall annually review the structure in terms of size, composition, proportion of independent directors and the board's 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 completely 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 professional search firms, the IOD director pool, or from personal recommendations as considered by the Nomination Committee.

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

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

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

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

### Board Diversity

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

Reference link for the nomination of directors policy and : <https://www.hanagroup.com/File/ViewDoc/1333>  
guidelines

Page number of the reference link : 1 - 2

### Determination of director remuneration

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

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

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

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

remuneration policy and guidelines

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

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

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

independence of the board of directors 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 directors' development in forms of orientation, undertaking specific training for continual improvement, updating best practices/director manual, providing access to relevant papers and reports, annual evaluation and factory tours. The Board promotes the directors to receive training through seminars, webinars, forums, workshops, events that enhance the effectiveness of the board roles on an annual basis, such as SET, SEC, IOD or the audit firm, etc.

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

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

guidelines

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### Board performance evaluation

#### Performance Assessment of the Board of Directors

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

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

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

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

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

### Performance Assessment of the Subcommittees

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

### Performance Assessment of CEO

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

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

1. Leadership and vision
2. Strategy formulation
3. Strategy execution
4. Financial planning and performance
5. Relationships and communication with the Board
6. External relations
7. Human resources management and employee relations
8. Succession plan
9. Product and service knowledge
10. Personal qualities

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

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

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

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### Corporate governance of subsidiaries and associated companies

The Board has its mechanisms to manage and oversight the subsidiaries and associated companies. The Board has delegated to the Executive Committee to oversee and is responsible for the operations of its subsidiaries and associated companies, including appointing the representative to be a director or a controlling person and shall report to the Board accordingly. From the Boards resolution No. 6/2013, the Board has resolved that the appointed person must be approved by the Board prior to vote on important matters in the same approval levels of the Company that has to be approved by the Board. This includes the connected transaction and the acquisition or disposition of assets

by the rules relating to the disclosure of information and the transaction is in line with the rules of the Company. In addition, the maintenance of information and accounting records of the subsidiaries can be verified, and financial statements can be consolidated within timelines.

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

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### Other guidelines related to the board of directors

#### Service on Other Boards

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

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

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### 6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes  
shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business  
stakeholders competitors, Suppliers, Creditors, Government  
agencies, Community and society, Other guidelines  
and measures related to shareholders and  
stakeholders

#### Shareholders

The Company attempts to achieve long-term growth in earnings for its shareholders. Board members and executive management are selected based on their qualifications and a clear understanding of their roles in corporate governance. They exercise sound business judgment in the best interests of both the Company and its shareholders, including the accurate, complete, and timely preparation and disclosure of financial and non-financial information. They are committed to dedicating the necessary time and expertise to fulfill their responsibilities.

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

Reference link for the policy, guidelines and measures : <https://www.hanagroup.com/File/ViewDoc/97>  
related to shareholders

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

## Employee

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

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

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

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

The Company is committed to prioritizing the quality of life, a healthy environment, and the occupational health and safety of its employees. The Company systematically implements policies, operational guidelines, and occupational health and safety management system standards to prevent potential hazards across all activities and work areas. These preventive actions aim to reduce negative impacts and protect labor rights by ensuring employees have access to a safe and decent working environment that meets international standards. The Company closely monitors pandemic trends to establish appropriate measures and guidelines for minimizing infection risks in the workplace. Additionally, the Company regularly promotes employee well-being through various health promotion initiatives.

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

related to employee

Page number of the reference link : 6 – 7

## Customer

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

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

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

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

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

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

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

- **ISO 9001:** General Quality Management System focusing on customer satisfaction, process efficiency, and continual improvement
- **ISO 13485:** Medical Devices Quality Management System focusing on safety, regulatory compliance, and risk management related to medical devices

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

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

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

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

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

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

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

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

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



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

Reference link for the policy, guidelines and measures : <https://www.hanagroup.com/File/ViewDoc/97>  
related to customer

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### Business competitors

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

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

Reference link for the policy, guidelines and measures : <https://www.hanagroup.com/File/ViewDoc/97>  
related to business competitors

Page number of the reference link : 7

### Suppliers

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

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

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

- **Price:** Suppliers must offer competitive and fair pricing that aligns with the product specifications, quality, performance, and other relevant factors.
- **Quality:** Suppliers are expected to consistently meet high-quality standards to ensure that products and services meet or exceed customer requirements and expectations.
- **Delivery:** Timely and reliable delivery is essential. Suppliers must meet delivery deadlines and demonstrate the ability to provide on-time shipments or services to ensure smooth business operations.

- **Flexibility:** Suppliers should be adaptable and capable of accommodating changes in demand, product specifications, or delivery requirements to meet evolving business needs.
- **Reliability:** Suppliers must consistently meet performance expectations, demonstrating dependability in providing products and services without significant disruptions.
- **Responsiveness:** Suppliers should be proactive in addressing inquiries, issues, or changes in requirements promptly and efficiently, ensuring effective communication and prompt problem resolution.
- **Compliance with Laws and Respect for Human Rights:** Suppliers must comply with all applicable laws, regulations, and industry standards, including environmental, safety, and labor laws, while respecting human rights by ensuring fair labor practices, safe working conditions, and preventing child labor, forced labor, and discrimination.

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

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

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

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

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

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

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

- **Direct Suppliers:** Critical Tier 1 partners are those suppliers that supply key products or services directly to Hana. These suppliers are crucial to Hana's core operations and product manufacturing.
- **Essential Contribution to Operations:** These partners provide key components or raw materials that are integral to our production processes or the finished products. Without those parts, the Company cannot meet its operational needs or deliver products to our customers.

- **High Impact of Disruption:** Any disruption in the supply chain from a Tier 1 partner will directly affect the Company's production, delivery schedules, and ability to meet customer demands.
- **Volume and Consistency of Supply:** Tier 1 partners provide a large volume of goods with a consistent supply that is critical to the production line. Any fluctuation or shortage in supply would directly impact operations.

## 2. Critical Non-Tier 1 Suppliers

- **Indirect Supplier Relationship:** Critical Non-Tier 1 partners supply goods, services, or materials to Tier 1 suppliers, who in turn provide critical components to Hana. Although they do not directly supply Hana, their operations are integral to the supply chain.
- **Risk of Indirect Impact:** A failure or disruption in the operations of these partners could delay the production process or lead to shortages, impacting Hana's ability to deliver products on time. The risk is more indirect but still significant.
- **Critical to the Supply Chain Continuity:** Even though these partners are not directly involved with Hana, they are crucial in ensuring the smooth functioning of the supply chain. Their products or services support key processes that affect Hana's ability to maintain consistent production and meet customer demands.

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

- **Critical Tier 1 Suppliers:** We work closely with our Critical Tier 1 suppliers, who are essential to our core operations, to mitigate potential disruptions by monitoring their performance, conducting risk assessments regularly, and opening communication to ensure continuity of supply and minimize risks that could impact production schedules or product quality.
- **Critical NonTier 1 Suppliers:** We also recognize the importance of Critical Non-Tier 1 suppliers, who indirectly support our operations by supplying critical materials or services to our Tier 1 suppliers. To manage the risks associated with these suppliers, we monitor the performance of our Tier 1 suppliers and assess the potential impact of disruptions in their supply chain. Additionally, we work with our Tier 1 suppliers to ensure they have contingency plans in place and provide support to help mitigate risks that may arise from their reliance on Critical Non-Tier 1 suppliers.

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

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

**Number of Project Accomplishment:** 108 Projects

**Cost Saving:** THB 39 million

**Target Achievement:** 100%

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

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

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

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

**Supplier Development** – In 2025, Hana Lamphun and Hana Ayutthaya strengthened partnerships with 10 suppliers through training courses aimed at sharing technical knowledge on process design, material selection, material processes and properties, and the latest technology updates. These sessions also covered new software tools relevant to 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, enhance competitiveness by optimizing processes to achieve sustainable cost efficiencies and increase productivity.

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

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

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

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

related to suppliers

Page number of the reference link : 7

### Creditors

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

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

related to creditors

Page number of the reference link : 7

### Government agencies

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

Reference link for the policy, guidelines and measures : <https://www.hanagroup.com/File/ViewDoc/99>

related to government agencies

Page number of the reference link : 2 - 3

### 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 communities.

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

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

**Environmental Aspects Assessment:** This training focuses on identifying environmental issues arising from the 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 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 the policy, guidelines and measures : <https://www.hanagroup.com/File/ViewDoc/97>

related to community and society

Page number of the reference link : 8

### Other guidelines and measures related to shareholders and stakeholders

#### Intellectual Property

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

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

## 6.2 Business code of conduct

### Business code of conduct

Business code of conduct : Yes

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

#### 1. Policy Establishment

The corporate Code of Conduct has been written as the Company's policy and procedure in order to provide 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 about the Code of Conduct and its importance. In 2025 to ensure that employees have the knowledge and understanding of the policies and practices of business ethics, the Company conducted training for employees and provided the post tests to evaluate the training results. For the newly hired employees, 100% have been trained for the Code of Conduct as part of orientation whereas 100% for monthly employees were trained in 2025.

#### 3. Ethical Hotline and Whistleblower Protection

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

#### 4. Regular Audits and Assessments

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

#### 5. Leadership Accountability

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

#### 6. Continuous Improvement

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

#### 7. Reporting

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

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



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

Policy and guidelines related to 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, Preventing the misuse of inside information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

### Prevention of conflicts of interest

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

Related party transactions between the Company and a director or executive and/or connected persons, which may lead to potential conflicts of interest, must be considered by the Audit Committee. For material related party transactions, such transaction must be approved by the Board of Directors and/or the shareholders' meeting depending on the nature and the size of transaction as required by Notification of the Capital Market Supervisory Board where those directors and executives shall be excluded from decision making involving transactions in which they have vested interests or are connected.

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

Reference link for prevention of conflicts of interest : <https://www.hanagroup.com/File/ViewDoc/86>

Page number of the reference link : 3

### 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 Internal Audit Department to ensure that they are effective in countering bribery and the audit results are to be discussed with relevant operational personnel and reported to senior management and the Audit Committee. In 2025, the risk assessment included the anti-corruption was reported to the Board for consideration.

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

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

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

Page number of the reference link : 2 - 9

## **Whistleblowing and Protection of Whistleblowers**

### **Whistleblowing and Channels of Complaints**

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

## List of Contact Persons

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

**Mailing Address** - Hana Microelectronics Public Co., Ltd., 65/98, Soi Vibhavadi-Rangsit 64 Junction 2, Kwang Talad 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 Resources Department of each Hana location or a suggestion/red box available at each Hana location. If employees cannot go to their respective channels, they could report to the above channels.

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

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

**Violation** - In 2025, the Board did not receive any complaints about corruption/fraud, breach of business ethics and corporate governance, a civil action or fines from SEC, human right violation or no complaint that damage to the 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.

Reference link for whistleblowing and protection of : <https://www.hanagroup.com/File/ViewDoc/100>  
whistleblowers

Page number of the reference link : 3 - 5

## Preventing the misuse of inside information

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

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

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

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

Reference link for misuse of inside information : <https://www.hanagroup.com/File/ViewDoc/86>

Page number of the reference link : 3

### Money laundering prevention

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

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

Page number of the reference link : 10 - 11

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

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

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

business hospitality

Page number of the reference link : 4

### Compliance with laws, regulations, and rules

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

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

rules

Page number of the reference link : 10

### Information and assets usage and protection

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

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

protection

Page number of the reference link : 8

### Anti-unfair competitiveness

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

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

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

Page number of the reference link : 10

### Information and IT system security

#### Cyber Security and Personal Data Protection

The Board is committed to protecting the data privacy and information security, maintaining the confidentiality of information, data integrity of the 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's 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's data and personal information both technical and business processes. Then, design and implement actions to secure those data to be consistent with business goals.

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

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

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

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

### **(1) Supervisory level**

- The Board of Director
- The Audit Committee

### **(2) Management level**

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

### **(3) Operational level**

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

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

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

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

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

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

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

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

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

Telephone No.: 02 551 1297-8

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

101/2 Moo 4, EPZ Northern Region Industrial Estate, Chiangmai – Lampang Road, T. Baan-Klang, A. Muang Lamphun, Lamphun 51000

Telephone No.: 053 581 567-73

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

123 Moo 5, Saha Group Industrial Park, T. Pa Sak, A. Muang Lamphun, Lamphun 51000

Telephone No.: 053 521 361

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

100 Moo 1, T. Baan Lane, A. Bang Pa-in, Ayutthaya 13160

Telephone No.: 035 350 805

## Implementation Outcome

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

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

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

## Personal Data Protection

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

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

## Environmental management

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

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

Page number of the reference link : 11

## Human rights

Hana places importance on and respect human rights in all aspects and conducts business with due care to prevent human rights violations and discrimination, while respecting the equality, diversity and inclusion of all stakeholders regardless of their race, nationality, origin, ethnicity, religion, gender, sexual orientation, language, age, color, education, disability, beliefs, political opinions, marital status, pregnancy status, social status, culture, traditions or any other status protected by law. The Company has complied with applicable laws and international standards with a particular focus on the Universal Declaration of Human Rights (UDHR), United Nations Global Compact (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 is committed to providing and managing a safe and healthy work environment, while conducting its business in an environmentally responsible manner. The Company strives to ensure that the workplace is free from safety and health hazards, or that such hazards are effectively controlled to acceptable levels.

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

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

Reference link for safety and occupational health at work : <https://www.hanagroup.com/File/ViewDoc/82>

Page number of the reference link : 9 - 10

## Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes

employees to comply with the business code of conduct

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

Reference link for the process of promotion for the board : <https://www.hanagroup.com/File/ViewDoc/86>

of directors, executives, and employees to comply with

the business code of conduct

Page number of the reference link : 2 - 5

## Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption : Yes

networks

Anti-corruption networks or projects the company has : Thai Private Sector Collective Action Against

joined or declared intent to join Corruption (CAC)

CAC membership certification status : Certified



## 6.3 Material changes and developments in policy and corporate governance system over the past year

### 6.3.1 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 : Yes  
governance policy and guidelines, or board of directors'  
charter

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

During the past year, there were no material changes to the Company's corporate governance policies and guidelines. The Board of Directors recognizes the importance of conducting the Company's business in accordance with good corporate governance principles and ensures that the Corporate Governance Policy and related guidelines are reviewed regularly, at least annually, to ensure their continued appropriateness, compliance with applicable regulations, and alignment with evolving governance practices.

### 6.3.2 Implementation of the CG Code for listed companies

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

In 2025, the Company applied the principles of corporate governance best practices. However, certain recommendations have been implemented through alternative approaches that the Board considers appropriate for the Company's business structure, operational requirements, and organizational size.

The key areas in which the CG Code recommendations are applied through alternative practices are summarized as follows.

#### 1. Proportion of Independent Directors

The CG Code recommends that the Board of Directors should consist of more than 50% independent directors.

##### **Rationale:**

Currently, the Board consists of four independent directors and four executive directors, representing 50% independent directors. The Company believes that this composition provides an appropriate balance of independence, industry expertise, and operational experience while ensuring effective management oversight.

In addition, the Company maintains important governance safeguards, including the following:

- The Chairman of the Board and the Chief Executive Officer (CEO) are not the same person.
- The Chairman of the Board is an Independent Director.
- The roles of Chairman of the Board and Chief Executive Officer (CEO) are separated.
- The Chairman of the Board and the CEO are not immediate family members.
- The Chairman of the Board is not involved in the management team.

The Company will continue to review the composition of the Board to ensure that it remains appropriate for the Company's governance structure and business operations.

## 2. Appointment of a Remuneration Committee

The CG Code recommends that the Company establish a Remuneration Committee, comprising a majority of independent directors, with clearly defined duties and responsibilities, and holding at least two meetings per year.

### Rationale:

The Company has not established a separate remuneration committee. The Board of Directors has determined a remuneration structure specifically for independent directors, while executive directors receive remuneration in their capacity as senior executives of the Company. In this regard, the Board of Directors as a whole is responsible for establishing the policy and structure of directors' remuneration. The process is conducted with transparency, taking into account industry benchmarks, the Company's performance, and the roles and responsibilities of each director.

In 2025, the Nomination Committee reviewed the remuneration of independent directors and provided its recommendation to the Board of Directors for consideration prior to submission to the shareholders for approval at the Annual General Meeting in 2026. All forms of directors' remuneration are subject to approval by the shareholders at the Annual General Meeting on an annual basis. The Company believes that this approach ensures an appropriate level of transparency and oversight and remains suitable for its current organizational structure.

## 3. Disclosure of the Chief Executive Officer's Remuneration

The CG Code encourages the disclosure of remuneration of individual directors and the Chief Executive Officer (CEO).

### Rationale:

Currently, the Company discloses the remuneration of directors and executives in aggregate form. The CEO receives remuneration in his capacity as a senior executive of the Company. The Company believes that the current level of disclosure appropriately balances transparency with the protection of sensitive remuneration information. The Company has disclosed the remuneration policy for executives as well as the performance evaluation process for the CEO.

The Board will continue to review the level of disclosure to ensure alignment with evolving corporate governance practices and regulatory expectations.

## 6.3.3 Other corporate governance performance and outcomes

### 2025 Corporate Governance Report

Hana achieved an "Excellent" Corporate Governance Rating (CGR), or 5-star rating, in the 2025 Corporate Governance Report of Thai Listed Companies conducted by the Thai Institute of Directors Association (IOD) for the 12th consecutive year. This recognition reflects the Company's continued commitment to strengthening good corporate governance practices to support sustainable and responsible business growth and to enhance investor confidence.

The Company aims to create sustainable long-term value for its shareholders. The Board of Directors and executive management possess appropriate qualifications for their respective positions and clearly understand their roles and responsibilities in corporate governance. They exercise sound business judgment in the best interests of the Company

and its shareholders while ensuring the accurate, complete and timely preparation and disclosure of both financial and non-financial information. The Board and management devote sufficient time and effort to effectively perform their duties and responsibilities.

The Company treats shareholders in accordance with the principles of good corporate governance to ensure the protection of shareholders' rights and equitable treatment of all shareholders. The Company discloses information regarding its operating results, financial position and other relevant matters in a consistent, complete and transparent manner. The Company strictly prohibits the disclosure of inside information to directors, executives or related persons in a manner that could create unfair advantage or cause damage to shareholders as a whole.

## 1. Rights of Shareholders

Hana recognizes the importance of shareholders' rights and treats all shareholders either individual investors or institutional investors equitably, fairly and in line with relevant laws where no actions shall be taken to materially diminish shareholders' rights. The Company shall not obstruct or cause obstacles for communication opportunities among shareholders. If any shareholder agreement is to be executed by any shareholder, the Company shall endeavor to ensure that such shareholder agreement will not materially affect the Company or other shareholders.

### **Rights to Attend the Shareholders' Meeting and Vote**

One of the basic rights of shareholders is the right to attend and vote at shareholders' meetings. To encourage shareholders to exercise their rights in shareholders' meetings, the Company takes following actions:

#### **Before the meeting day:**

The Company sets the date, time and place of the meeting by taking into consideration the convenience of shareholders in attending and encouraging shareholders, including institutional investors, to attend the meeting. The Company holds the Annual General Meeting of Shareholders (AGM) within 4 months after financial year ends. In 2025, the Company held the AGM on 30 April 2025 at 14:00 hrs. at its head office located at 65/98 Soi Vibhavadi-Rangsit 64, Junction 2, Kwang Talad 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 the shareholders' meeting by post on 8 April 2025 which was 21 days prior to the meeting in order to provide sufficient time for shareholders and institutional investors to review the details of information disclosed in the notice of meeting. The notice of meeting expressly indicated the matters to be tabled at the meeting, whether for acknowledgement, approval or consideration, including the Board's opinion on each agenda. Other supporting information and documents were also attached to the notice.

In addition to the direct delivery, the notice of meeting was made available to the shareholders through the Company website ([www.hanagroup.com](http://www.hanagroup.com)) on 31 March 2025 which was 30 days in advance and the notice of meeting was published through SET's information system or "SET Link" in both Thai and English versions, which were the same as the original notice mailed to shareholders.

The Company also provides opportunities for shareholders to submit questions or enquiries prior to the meeting with the procedures enclosed in the notice of meeting and available on the Company website. Further, the Company encourages the exercising of voting rights by shareholders who cannot attend the shareholders' meeting by appointing their proxies to participate in the meeting or appoint the Company's independent directors on their behalf to attend the meeting and vote by providing the proxy form B on which shareholders are able to specify their votes, with the notice of meeting.

**On the meeting day:**

The Board of Directors is to ensure that the meeting is conducted transparently and efficiently as well as to facilitate the exercise of shareholders' rights. The quorum including the total number of shareholders in attendance in person or by proxies, voting procedures and voting count method are clearly advised to the meeting prior to the discussion of the agenda items. Each shareholder has one vote for each share and a resolution passed by a majority of votes, except where it requires otherwise in accordance with the Company's Articles of Association. In case of directors and/or shareholders who have vested interests or involvement in any particular agenda, the directors with vested interests or involvement in aforesaid agenda shall leave the meeting room and abstain from voting and the votes are not allowed for shareholders who have vested interests or involvement related to any particular agenda item.

The Chairman shall convene the meeting according to the terms and conditions in line with the Company's Articles of Association and manage appropriate time for each agenda set forth in the meeting invitation. During the meeting, shareholders are given the opportunities to raise questions, recommendations as well as providing their opinions on the Company's performance or other concerns on an equitable basis.

In regard to the AGM conducted in 2025, all 8 directors (100%) attended the meeting which included the Chairman of the Board, the Chairman of all subcommittees, Chief Executive Officer, Chief Financial Officer and Chief Operating Officers. The external auditor also attended the meeting with the directors so that they could listen to shareholders' opinions or suggestions and also answer any questions.

The Company uses a barcode system for shareholder registration and vote counting to enhance accuracy and ensure that voting results are announced in a timely manner. Each agenda item requires the use of barcode voting cards, allowing shareholders to cast their votes as they deem appropriate. Ballots indicating objections, abstentions or invalid votes are collected and retained for verification and record purposes.

In addition, the Company arranges the lawyer as the inspector who is an independent person to count and check the votes in the meeting and clearly inform the voting results as agree, disagree, abstain and invalid ballot. Duty stamps are made available to shareholders with no charge.

**After the meeting day:**

The meeting minutes recording the course of the meeting, the list of directors and executives attending the meeting, voting procedures, vote counting methods, the agenda discussed, the results of shareholder voting counts on each agenda and the decisions made by the meeting with the number of votes of shareholders casting affirming, opposing, abstaining and invalid votes including shareholders' questions and answers are made available within the appropriate time to shareholders.

The minutes of the 2025 AGM has been disclosed both in Thai and English on the Company website ([www.hanagroup.com](http://www.hanagroup.com)) within the following business day after the meeting and at the same time sent to the Stock Exchange of Thailand under section Investor Relations > SET News, on the subject - Minutes of Annual General Meeting of Shareholders year 2025. If shareholders have any inquiries or comments on the minutes, they can contact the Corporate Secretary. The minutes are maintained at the Company's head office for further reference.



## Rights in Addition to Voting Rights

The Company provides shareholders with rights in addition to voting rights as follows:

- The right to be recognized as a shareholder, including the right to buy, sell or transfer shares and the right to inspect shareholder records.
- The right to receive fair and equitable returns without discriminatory treatment from any group of shareholders.
- The right to access the Company's information, such as quarterly financial results, minutes of shareholders' meetings and other relevant disclosures, as well as the opportunity to request company visits where appropriate.
- The right to participate in decision-making on significant matters of the Company, including the appointment or removal of directors, approval of directors' remuneration, the appointment of auditors and approval of auditors' remuneration.
- The right to monitor the performance of the Board of Directors, who act as representatives of shareholders, through access to the Company's disclosed information and public filings, including the 56-1 One Report and other relevant reports.
- The right to seek redress or remedies in the event that their rights are violated.

In 2025, the Company did not undertake any actions that violated or restricted shareholders' rights. The Company did not change or add agenda items without prior notification to shareholders, nor did it limit shareholders' access to publicly disclosed information. In addition, the Company did not prevent or obstruct opportunities for shareholders to communicate with one another.

## 2. Equitable Treatment of Shareholders

Hana recognizes the importance of protecting the interests of its shareholders and ensuring equitable treatment for all shareholders, regardless of the size of their shareholdings or whether they are individual, institutional, foreign or minority shareholders. The Company is committed to providing equal rights and opportunities to all shareholders in accordance with good corporate governance principles.

### **Treat all classes equally:**

All shareholders holding the same class of shares are entitled to the same rights and benefits, including equal dividend payments and equal rights in the event of capital increases.

The Company's shareholders' meetings are open to all shareholders, and each share carries one vote in accordance with the principle of one share, one vote, ensuring that shareholders can exercise their rights in a fair and transparent manner.

### **Protect minority shareholders' rights:**

The Company has policies to promote the rights of minority shareholders by allowing minority shareholders to propose agenda items and nominate candidates to be elected as directors in advance at the AGM. During October - December, shareholders have the right to submit proposals for the upcoming AGM to the Board of Directors for consideration. The procedures and criteria to propose agenda items and nominate the directors to the Board of Directors have been posted on the Company website ([www.hanagroup.com](http://www.hanagroup.com)) under section Investor Relations on the subject - Procedures to Propose AGM Agenda Items and Nomination of Board Members. However, in 2025 there were no shareholder proposals sent to the Board of Directors for consideration.

The consideration of agenda items and voting procedures at the 2025 Annual General Meeting of Shareholders were conducted strictly in accordance with the agenda specified in the meeting notice. No material changes were made, nor were any additional agenda items introduced without prior notification to shareholders. This ensured that shareholders

had sufficient time to review the relevant information before making their decisions. Furthermore, the Board of Directors allowed shareholders to vote for the election of each director individually to enhance transparency and ensure that shareholders could exercise their voting rights effectively.

### 3. Disclosure and Transparency

The Company ensures the timely disclosure of all material matters, and all relevant information is reported to the Stock Exchange of Thailand in accordance with applicable disclosure requirements. The Company recognizes that providing comprehensive information enables investors and stakeholders to continuously evaluate the Company's performance and make informed investment decisions. The Company therefore endeavors to disclose information broadly and proactively through communication channels that provide equal access to all market participants. Any new information that may materially affect the valuation of the Company's shares is disclosed to the market promptly. The information disclosed to investors is accurate, complete, not misleading and sufficient for decision-making purposes.

In addition to disclosures made in accordance with relevant regulations through the channels of the Stock Exchange of Thailand and the 56-1 e-One Report, the Company also discloses information in both Thai and English through other channels, including the Company's website, where information is regularly posted and updated. The Company has established a Communication and Disclosure Policy to ensure that all material information is disclosed appropriately, fairly and in a timely manner.

During the past years, the Company has complied with all applicable disclosure rules and regulations and has not been subject to any violations relating to information disclosure. The Company's financial reports have been disclosed within the required timeframe.

The Company has not established a separate Investor Relations Department. However, the Company's executive directors actively perform the investor relations function on an ongoing basis, as the Company believes that their ability to communicate clearly and build confidence with investors is as important as their technical and managerial capabilities. In addition, the Corporate Affairs Department is available to provide basic information to investors and stakeholders upon request. The Company has also established an Investor Relations Code of Conduct to provide clear guidance and support effective communication among the Company, investors, shareholders, the financial community and other stakeholders.

The Company normally organizes analyst meetings on a quarterly basis to inform the investor community of its financial results and to respond to inquiries from institutional investors, fund managers and analysts attending the meetings. In addition, company visits by interested analysts can be arranged by appointment.

In 2025, the Company participated in the following investor relations activities:

- Analyst Meetings – 4 times (online)
- SET Opportunity Day – 4 times (online)
- Meetings with Foreign Investors – 29 times (online)
- Meetings with Local Investors – 77 times (online)
- Company Visits – 9 times



Investors can access the Company's financial and non-financial information through the SET's Public Disclosure System and the Company's website ([www.hanagroup.com](http://www.hanagroup.com)). Investors may also contact the following persons for further information:

- Ms. Jirapa Kongmanee / Corporate Affairs  
Email: [jirapak@hanabk.th.com](mailto:jirapak@hanabk.th.com)  
Tel: +66 2 551 1297 ext. 117
- Ms. Penpimol Kotchabhakdi / Corporate Affairs  
Email: [penpimol\\_k@hanabk.th.com](mailto:penpimol_k@hanabk.th.com)  
Tel: +66 2 551 1297 ext. 226
- Ms. Sopida Klinklao / Corporate Affairs  
Email: [sopidak@hanabk.th.com](mailto:sopidak@hanabk.th.com)  
Tel: +66 2 551 1297 ext. 195

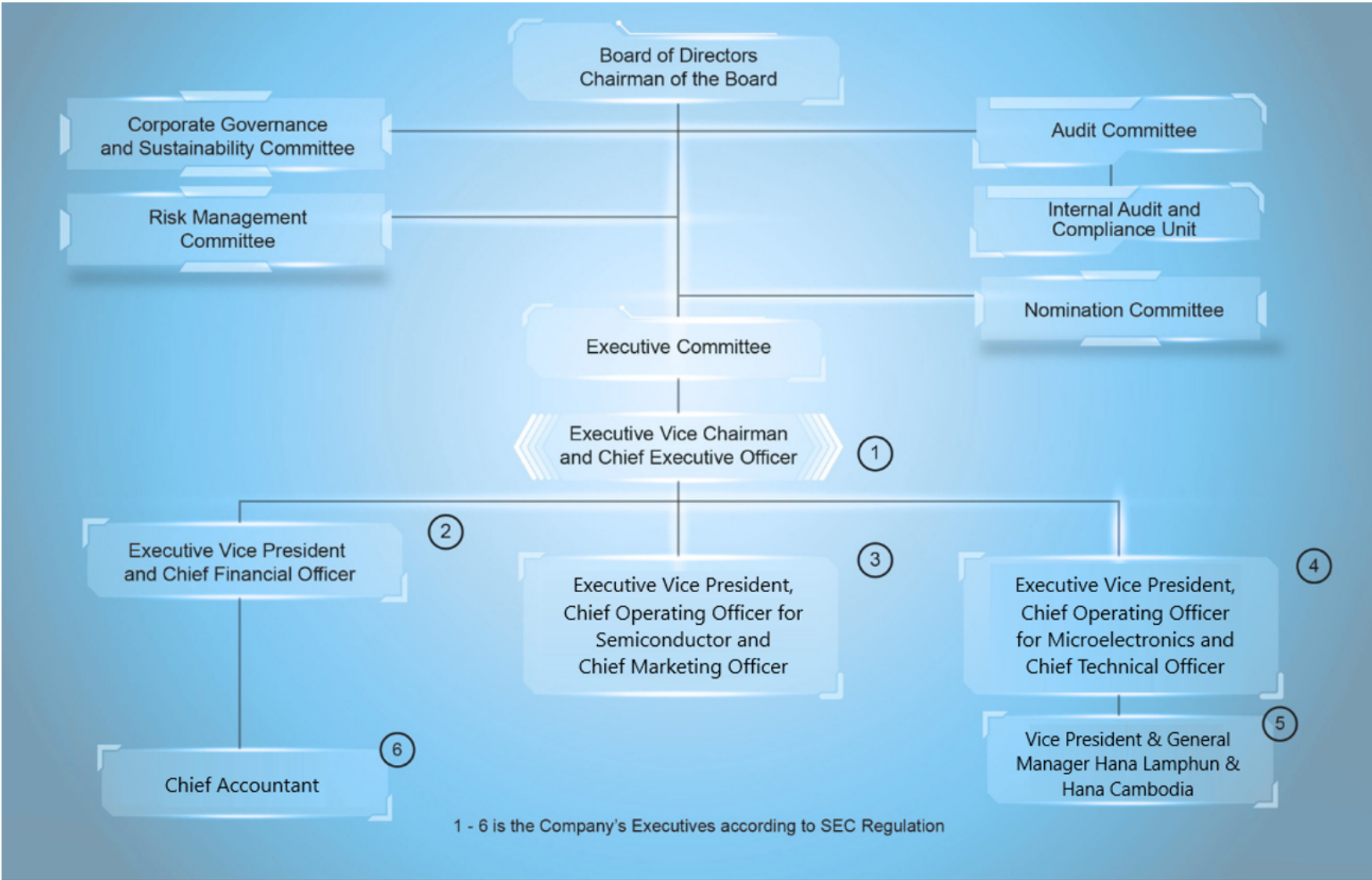
## 7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

### 7.1 Corporate governance structure

#### Corporate governance structure diagram

The Company's organizational structure comprises the Board of Directors and five sub-committees, namely the Executive Committee, Audit Committee, Nomination Committee, Corporate Governance and Sustainability Committee, and Risk Management Committee, together with the management responsible for overseeing the Company's key business units.

Corporate governance structure as of date : 31 December 2025



## 7.2 Information on the board of directors

### 7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
<b>Total directors</b>	<b>8</b>	<b>100.00</b>
Male directors	6	75.00
Female directors	2	25.00
Executive directors	4	50.00
Non-executive directors	4	50.00
Independent directors	4	50.00
Non-executive directors who have no position in independent directors	0	0.00

### 7.2.2 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
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List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. John Thompson</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</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 <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Chairman of the board of directors</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 : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jan 2017	Accounting, Risk Management, Strategic Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. Richard David Han</p> <p>Gender: Male</p> <p>Age : 68 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 : No</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 <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,040,000 Shares (0.117465 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	26 Jul 1993	Electronic Components, Marketing, Leadership, Strategic Management, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Terrence Philip Weir</p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : No</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 <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 600,000 Shares (0.067769 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	26 Jul 1993	<p>Risk Management, Accounting, Strategic Management, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. Pornphan Abhamongkol</p> <p>Gender: Female</p> <p>Age : 61 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 <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director</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 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</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : No</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 <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the 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>	29 Apr 2022	Electronic Components, Strategic Management, Risk Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. Insuk Klm  Gender: Male  Age : 62 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : No  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the 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>	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 : 64 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 <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director</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</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Physical Electronics (honors)</p> <p>Thai nationality : No</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 <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul> <p><u>Indirect shareholding details</u></p> <p>None</p>	<p>Director</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	<p>Electronic Components, Risk Management, Strategic Management, Leadership</p>

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. Pomphan Abhamongkol	Director		✓	✓		✓
5. Mr. Sanjay Nirendra Mitra	Director	✓				✓
6. Mr. Insuk Klm	Director	✓				✓
7. Mrs. Sunun Thongbai	Director		✓	✓		✓
8. Mr. Stephanus Josephus Hendrikus Brader	Director		✓	✓		✓
<b>Total (persons)</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>8</b>

## Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Electronic Components	4	50.00
2. Marketing	1	12.50
3. Accounting	4	50.00
4. Leadership	8	100.00
5. Strategic Management	8	100.00
6. Risk Management	8	100.00

## Information about the other directors

The chairman of the board and the highest-ranking : No  
executive are from the same person

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking : No  
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : Yes  
to determine the agenda of the board of directors'  
meeting

## The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board : Yes  
of directors and the Management

Methods of balancing power between the board of : Appointing an independent director to jointly  
directors and Management 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, including the following:

### **Board of Directors**

- To be responsible for the Company's long-term prosperity and sustainable growth
- To review and approve major projects, significant investments, material transactions, and key policies
- To oversee the Company's overall performance and monitor the implementation of approved policies and strategic plans

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

The Chairman of the Board has additional responsibilities more than those of other directors as follows.

1. To steer, oversee and ensure that the Board efficiently carries out its duties to achieve the Company's objectives
2. To convene meetings of the Board of Directors and shareholders together with the CEO, and to determine the meeting agendas, ensuring that significant matters are included.
3. To allocate sufficient time to discuss important matters and encourage directors to exercise independent judgment
4. To act as a chairperson at the meetings of the Board and shareholders including review and sign minutes of meetings
5. To cast a vote to break a tie for the Board and shareholders' meetings
6. To ensure that all directors promote the Company's ethical culture and good corporate governance
7. To foster constructive relationship between independent directors and executive directors, and between the Board and management

### **Management**

- To manage the Company's business operations and implement business strategies in accordance with the authority delegated by the Board
- To approve day-to-day operational expenditures, investments, commercial agreements, and other operational matters within the limits authorized by the Board
- To report the Company's performance and operating results to the Board

**The Board delegates authority and responsibility for the conduct of the Company's business to the CEO, whose responsibilities include:**

1. To manage and monitor the Company's daily operations and performance consistent with the Company's objectives, strategies and relevant policies
2. To recommend to the Board any significant operational changes and major capital expenditures beyond delegated authority
3. To propose appropriation of earnings for interim and/or annual dividend payments to the Board
4. To assign responsibilities to senior management and supervise the work of executive directors
5. To execute legally binding transactions on behalf of the Company in accordance with applicable laws and the Company's policies and procedures
6. To perform other duties in accordance with the resolutions of the Board and/or shareholders' meetings

The Board has approved the delegation of authority to management, including approval limits for day-to-day operational expenditures. However, such delegation does not extend to transactions in which the authorized person may have a conflict of interest with the Company or its subsidiaries.

Reference link for the measures for balancing the power : <https://www.hanagroup.com/File/ViewDoc/64>

between the board of directors and the management

Page number of the reference link : 3

### 7.2.3 Information on the roles and duties of the board of directors

Board charter : Yes

The Board of Directors has established the Charter of the Board of Directors to define its roles and responsibilities, board composition, and other related matters, based on the principles of good corporate governance and in compliance with applicable laws.

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

Page number of the reference link : 1



## 7.3 Information on subcommittees

### 7.3.1 Information on roles of subcommittees

#### Roles of subcommittees

The Board of Directors has established five sub-committees to assist in the effective discharge of its duties, namely the Audit Committee, Nomination Committee, Corporate Governance and Sustainability Committee, Risk Management Committee, and Executive Committee. The charters of the Board of Directors and the sub-committees are available on the Company's website, as shown in Attachment 5.

#### Audit Committee

##### Role

- Audit of financial statements and internal controls

##### Scope of authorities, role, and duties

1. To review the Company's financial reporting process in order to ensure that it is accurate and adequate
2. To review the Company's internal control system and internal audit system to ensure that they are suitable and efficient, to determine an internal audit unit's independence, as well as approving the appointment, transfer and dismissal of the head of an internal audit department
3. To review the Company's compliance with the laws on securities and exchange, the regulations of the SET and other laws relating to the Company's business
4. To consider, select and nominate external auditors including propose their remuneration including considering the performance of auditors and dismissal as well as attending the meeting at least once a year with the external auditors without executive management being present
5. To review the connected transactions or transactions that may lead to conflicts of interest in order to ensure that they are in compliance with the SET regulations and applicable laws, and are reasonable and for the highest benefit of the Company
6. To prepare and disclose in the Company's annual report, an Audit Committee's report which shall be signed by the Chairman of Audit Committee and consisted of at least the following information:
  - 6.1 an opinion on the accuracy, completeness and creditability of the 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>

### Nomination Committee

#### Role

- Director and executive nomination

#### Scope of authorities, role, and duties

1. To ensure that the nomination and appointment process for new directors and key executive management is conducted in a formal, transparent, and appropriate manner
2. To identify and select qualified candidates who meet the established criteria and propose them to the Board of Directors for consideration
3. To propose and review the succession plan for executive management
4. To review and propose the remuneration budget for executive management to the Board of Directors for approval, with the allocation of such budget delegated to the Executive Committee, and to review and propose the remuneration of directors to the Board for consideration prior to submission to the Annual General Meeting of Shareholders for approval
5. To review annually the size and composition of the Board of Directors and recommend any appropriate changes to the Board

#### Reference link for the charter

<https://www.hanagroup.com/File/ViewDoc/1333>

### Corporate Governance and Sustainability Committee:

#### Role

- Corporate governance
- Sustainability development

#### Scope of authorities, role, and duties

Corporate Governance Oversight:

1. To consider, review and revise the corporate governance policy continually at least once a year to keep the company's corporate governance policy updated and in line with the international standards, laws, criteria, rules and regulations
2. To monitor and evaluate at the end of each year, the performance of the directors and executives in compliance with best practices as specified in the corporate governance policy
3. To prepare the annual report on corporate governance including any necessary opinions and suggestions and

propose to the Board

4. To perform any other duties assigned by the Board

Sustainability Development Oversight:

1. To establish the Company's sustainability policy framework, goals, strategies, and implementation plans covering ESG dimensions
2. To approve the budget related to sustainability initiatives
3. To appoint working teams to support the Committee, as well as consultants or experts, as necessary
4. To monitor the implementation of sustainability strategies to ensure alignment with the policy framework and specified goals
5. To monitor sustainability performance and related disclosures, and report progress to the Board of Directors on a regular basis

#### Reference link for the charter

<https://www.hanagroup.com/File/ViewDoc/70>

### Risk Management Committee

#### Role

- Risk management
- Climate-related risks and opportunities governance

#### Scope of authorities, role, and duties

The Risk Management Committee is responsible for implementing the risk management policy as approved by the Board of Directors, reviewing the effectiveness of the Company's risk management framework, and overseeing the identification and assessment of the Company's overall risks. The Committee also proposes appropriate risk mitigation measures to ensure that the Company's risks are managed within acceptable levels and reports the results to the Board of Directors on a regular basis.

#### Reference link for the charter

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

### Executive Committee

#### Role

- Others
  - Perform and manage the Company's business

#### Scope of authorities, role, and duties

1. To oversee and manage the Company's business operations in accordance with the policies, mission, and business plans approved by the Board of Directors
2. To determine the Company's budget and the authority levels of management
3. To monitor and follow up on the implementation of the Company's policies to ensure operational efficiency
4. To monitor the Company's performance to ensure alignment with the approved business plans
5. To approve day-to-day operational expenditures within the limits specified in the Company's approval authority

policy, and to review major investment projects, such as joint ventures or the construction of new plants. Any significant transaction exceeding THB 100,000,000 shall be proposed to the Board of Directors for approval

6. To perform other duties as assigned by the Board of Directors

#### Reference link for the charter

-

### 7.3.2 Information on each subcommittee

#### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. John Thompson <sup>(*)</sup> Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director)  Director type : Continuing director (Full term of directorship and being re-appointed as a director)	1 Jan 2017	Accounting, Risk Management, Strategic Management, Leadership
2. Ms. Pornphan Abhamongkol <sup>(*)</sup> Gender: Female Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	1 Jan 2022	Strategic Management, Risk Management, Accounting, Leadership

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mrs. Sunun Thongbai <sup>(*)</sup> Gender: Female Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	1 Dec 2022	Accounting, Strategic Management, Leadership, Risk Management
4. Mr. Stephanus Josephus Hendrikus Brader Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Physical Electronics (honors) Thai nationality : No Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	1 Dec 2022	Electronic Components, Risk Management, Strategic Management, Leadership

Additional explanation :

(\*) Directors with expertise in accounting information review

## List of executive committee members

List of directors	Position	Appointment date of executive committee member
<p>1. Mr. Richard David Han</p> <p>Gender: Male</p> <p>Age : 68 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 : No</p> <p>Residence in Thailand : Yes</p>	The chairman of the executive committee	26 Jul 1993
<p>2. Mr. Terrence Philip Weir</p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	26 Jul 1993
<p>3. Mr. Sanjay Nirendra Mitra</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	29 Apr 2022
<p>4. Mr. Insuk Klm</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p>	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)
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)

## Note

### Remuneration Committee

The Company has not established a separate remuneration committee. The Board of Directors as a whole is responsible for establishing the policy and structure of directors' remuneration.



## 7.4 Information on the executives

### 7.4.1 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</p> <p>Gender: Male</p> <p>Age : 68 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 : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>President and Chief Executive Officer</p> <p>(The highest-ranking executive)</p>	26 Jul 1993	Electronic Components, Marketing, Leadership, Strategic Management, Risk Management
<p>2. Mr. Terrence Philip Weir<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	<p>Executive Vice President and Chief Financial Officer</p> <p>(The highest-ranking executive)</p>	26 Jul 1993	Risk Management, Accounting, Strategic Management, Leadership

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Sanjay Nirendra Mitra</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Executive Vice President, Chief Operating Officer for Semiconductor and Chief Marketing Officer (The highest-ranking executive)</p>	29 Apr 2022	Electronic Components, Strategic Management, Risk Management, Leadership
<p>4. Mr. Insuk Klm</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Executive Vice President, Chief Operating Officer for Microelectronics and Chief Technical Officer (The highest-ranking executive)</p>	29 Apr 2022	Strategic Management, Electronic Components, Leadership, Risk Management
<p>5. Mr. Wichai Sukprasertkul</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Vice President And General Manager Hana-Lamphun and Hana-Cambodia</p>	1 Jan 2022	Electronic Components, Engineering, Marketing, Corporate Management, Strategic Management

List of executives	Position	First appointment date	Skills and expertise
6. Ms. Kwanrak Wongpin <sup>(**)</sup> Gender: Female Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Chief Accountant	1 Jan 2025	Accounting, Finance

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

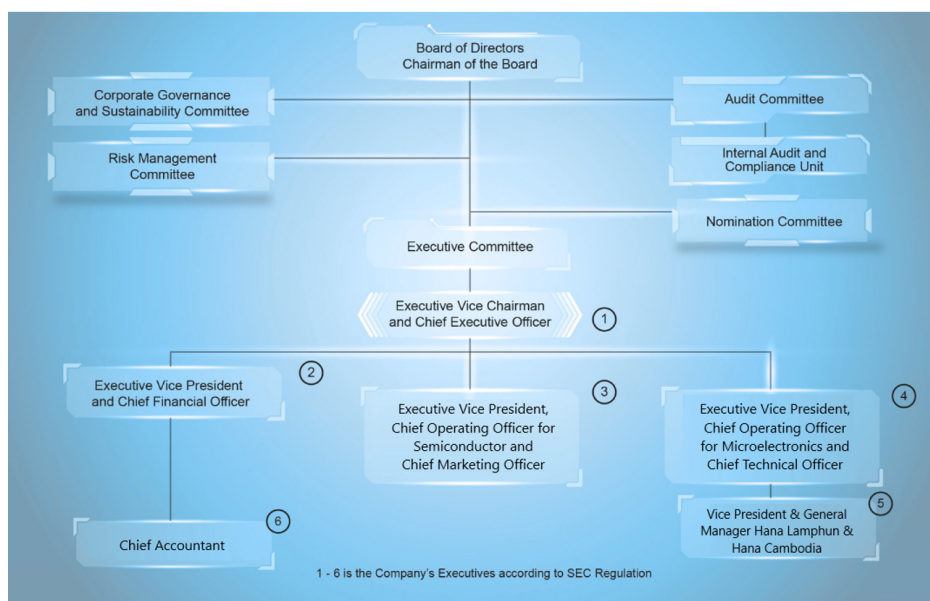
(\*\*) Accounting supervisor

(\*\*\*) Appointed after the fiscal year end of the reporting year

### Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and : 31 Dec 2025  
the next four executives as of date

### Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



#### 7.4.2 Remuneration policy for executive directors and executives

The Company is to ensure that key executive remuneration enhances its ability to attract, retain and motivate competent and experienced staff. Remuneration of executives for short and long terms is in accordance with performance of each executive. The remuneration of executives including CEO comprises of base salary, cash bonuses (annual and performance-based bonuses) and employee welfare such as provident funds, medical benefits, life insurance, etc. The provident fund is a part of the incentive programs to offer executives, management and employees a secure income in the case of death, disability, resignation or retirement. The Company contributes at the rate of 3 - 7.5 percent of their salaries depending on the length of service with the Company. Another long-term incentive program is the retirement benefit which is eligible to receive when retires from the Company.

Does the board of directors or the remuneration : Have  
committee 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.

#### 7.4.3 Remuneration of executive directors and executives

##### Monetary remuneration of executive directors and executives

The remuneration of the Chief Executive Officer and executive directors is designed to align compensation with the Company's performance and long-term objectives. The structure ensures competitiveness within the industry and reflects the scope of responsibilities and contributions of each executive. The remuneration framework comprises fixed compensation and performance-based incentives. Fixed remuneration consists of salary, provident fund contributions, and other employment-related benefits consistent with those provided to employees at the same level. Variable remuneration consists of bonus payments linked to Company performance and individual performance outcomes. No additional executive-specific compensation or special incentive arrangements are provided. The Board of Directors approves the overall remuneration budget for executive management. Within the approved budget, the Executive Committee determines individual remuneration based on performance, responsibilities, and other relevant factors, in accordance with the Company's procedures.

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	34,377,265.00	31,660,804.00	31,863,847.20
Total remuneration of executives (baht) <sup>(1)</sup>	34,377,265.00	31,660,804.00	31,863,847.20

Remark : <sup>(1)</sup> Note: Executive directors are included in the above total remuneration of executives.

#### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	1,532,665.00	1,566,108.00	1,434,474.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Executive directors and executives receive remuneration in the form of salary, bonus and provident fund, there is no other compensation.

#### Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

Estimated remuneration of executive directors and : 0.00

executives in the current year

## 7.5 Information on employees

### Information on the company's employees

#### Employees

	2023	2024	2025
<b>Total employees</b> (persons)	6,450	5,783	5,418
Male employees (persons)	2,080	1,899	1,803
Female employees (persons)	4,370	3,884	3,615

### Number of employees by position and department

#### Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	1,945	1,763	1,665
Total number of male employees in management level (Persons)	130	131	133
Total number of male employees in executive level (Persons)	5	5	5

#### Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	4,292	3,806	3,535
Total number of female employees in management level (Persons)	77	77	79
Total number of female employees in executive level (Persons)	1	1	1

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

Department / Line of work / Unit / Business group	Number of employees (persons)
CEO Office	6
Customer Service and Business Development	55
Finance and Accounting	35
Human Resources/Administration/ Training	150
Management Information System (MIS)	62
Operation Support	419
Production	4,176
Quality Assurance	466
Supply Chain Management	49
<b>Total number of employees</b>	<b>5,418</b>

### Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

### Information on employee remuneration

#### Employee remuneration

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	2,521,603,440.00	2,426,142,634.00	2,344,526,936.00
Total male employee remuneration (Baht)	1,099,598,673.00	1,085,467,890.00	1,058,747,347.00
Total female employee remuneration (Baht)	1,422,004,767.00	1,340,674,744.00	1,285,779,589.00

### Information on provident fund management

The Company has established a provident fund to promote savings and enhance the long-term financial security of its employees, who are regarded as key resources of the organization. The fund is managed in accordance with relevant laws, regulations and good corporate governance principles, with prudent and transparent investment oversight that prioritizes the best interests of the fund members.

The fund's operations encompass the promotion of savings through the provident fund, the determination of members' contribution rates and the employer's matching contributions in accordance with the fund regulations, and the safeguarding of members' benefits. In addition, the Company appoints a licensed asset management company to manage the fund's investments appropriately, in line with the Investment Governance Code for Institutional Investors (I Code), and in support of the Sustainable Development Goals (SDGs), particularly those relating to decent work and economic growth.

### Provident fund management policy

Provident fund management policy : Yes

### Provident Fund Management Policy

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

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

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

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

### Fund Management Practices

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

- Promoting equal opportunities for employees at all levels to participate in the provident fund to support financial security, a good quality of life, and long-term employee retention.
- Encouraging continuous savings by determining appropriate member contribution rates and employer matching contributions to enhance financial readiness after retirement and strengthen employee engagement with the organization.



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

### Operations During the Past Year

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

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

### Fund Management Development Plan

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

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

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

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

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's Provident

Fund Committee

## Participation in provident fund membership (PVD)

### Details of provident fund participation (PVD)

#### Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	6,071	5,498	5,128
Number of employees joining in PVD (persons)	5,688	5,248	4,961
Total amount of provident fund contributed by the company (%)	88.19	90.75	91.57
Number of PVD members / Total eligible employees (%)	93.69	95.45	96.74

#### Amount of provident fund

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

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

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
HANA MICROELECTRONICS PUBLIC COMPANY LIMITED	Yes	5418	5128	4961	91.57%	96.74%

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

### Summary of PVD

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

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

Policy and guidelines on promoting savings through the :	Facilitating automatic PVD enrollment for new
provident fund for non-participating employees	employees, Initiatives to encourage employees to
	achieve sufficient retirement savings, Providing
	education or information on selecting appropriate
	investment policies

#### Facilitating automatic PVD enrollment for new employees

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

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

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

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

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

## 7.6 Other significant information

### 7.6.1 Assigned person

#### List of persons assigned for accounting oversight

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

#### List of the company secretary

The Board of Directors has appointed Ms. Jirapa Kongmanee as the Company Secretary since 11 August 2008, in accordance with Sections 89/15 and 89/16 of the Securities and Exchange Act (No. 4) B.E. 2551, effective from 31 August 2008.

The Company Secretary performs duties with due care and responsibility, in good faith, and in compliance with applicable laws, the Company's objectives, the Articles of Association, and resolutions of the Board of Directors and shareholders' meetings. The Company Secretary also provides updates to the Board on regulatory developments and corporate governance practices to support informed decision-making.

#### Key Duties and Responsibilities

1. Promote and ensure compliance with applicable laws, regulations, and corporate governance standards, including those of the SEC and SET, and provide advice to the Board on relevant regulatory and governance matters
2. Act as a key liaison with regulatory authorities, including the SEC and SET, and oversee the Company's disclosure obligations to ensure information is accurate, complete, and submitted in a timely manner
3. Monitor and report directors', executives', and related persons' interests, and oversee related regulatory filings and disclosures, ensuring compliance with applicable laws and timely submission to the Chairman of the Board and the Audit Committee
4. Coordinate and facilitate Board, sub-committee, and shareholders' meetings in accordance with applicable laws and best practices
5. Maintain and oversee key corporate records, including the directors' register, and notices and minutes of Board, sub-committee, and shareholders' meetings

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

#### List of the head of internal audit or outsourced internal auditor

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

#### List of the head of the compliance unit

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

#### 7.6.2 Head of investor relations

Does the Company have an appointed head of investor : Yes

relations

#### List of the head of investor relations

General information	Email	Telephone number
1. Mr. Terrence Philip Weir	terry@hanabk.th.com	02 551 1297 - 8

#### 7.6.3 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 NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone +66 2264 9090	2,750,000.00	<p>Types of non-audit service:</p> <p>1. BOI audit services</p> <p>2. Inventory destruction services</p> <p>3. Tax consulting services</p> <p>Details of non-audit service:</p> <p>Amount paid during the fiscal year:</p> <p>1. Inventory destruction services amounting to 40,000 baht</p> <p>2. Tax consulting services amounting to 495,952 baht</p>	<p>1. Mrs. SARINDA HIRUNPRASURTWUTTI Email: Sarinda.hirunprasurtwutti@th.ey.com License number: 4799</p> <p>2. Mr. WICHART LOKATEKRAWEE Email: Wichart.Lokatekrawee@th.ey.com License number: 4451</p> <p>3. Ms. NATTEERA PONGPINITPINYO Email: Natteera.pongpinitpinyo@th.ey.com License number: 7362</p>

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
		<p>Amount to be paid in the future:</p> <p>1. BOI audit services amounting to 630,000 baht</p> <p>2. Tax consulting services amounting to 350,000 baht</p> <p>Amount paid during the fiscal year: 535,952.00 baht</p> <p>Amount to be paid in the future: 980,000.00 baht</p> <p>Total non-audit fee: 1,515,952.00 baht</p>	

#### Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>EY OFFICE LIMITED</p> <p>NO. 1875 ONE BANGKOK TOWER</p> <p>3, LEVEL 34 - 37, RAMA 4 ROAD,</p> <p>LUMPHINI PATHUM WAN</p> <p>Bangkok 10330</p> <p>Telephone +66 2264 9090</p>	6,165,636.00	<p>Types of non-audit service:</p> <p>1. BOI audit services</p> <p>2. Inventory destruction services</p> <p>Details of non-audit service:</p> <p>Amount paid during the fiscal year</p> <p>1. Inventory destruction services amounting to 20,000 baht</p>	<p>1. Mrs. SARINDA HIRUNPRASURTWUTTI</p> <p>Email: Sarinda.hirunprasurtwutti@th.ey.com</p> <p>License number: 4799</p> <p>2. Mr. WICHART LOKATEKRAWEE</p> <p>Email: Wichart.Lokatekrawee@th.ey.com</p> <p>License number: 4451</p> <p>3. Ms. NATTEERA PONGPINITPINYO</p> <p>Email: Natteera.pongpinitpinyo@th.ey.com</p> <p>License number: 7362</p>

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
		<p>Amount to be paid in the future</p> <p>1. BOI audit services amounting to 270,000 baht</p> <p>Amount paid during the fiscal year: 20,000.00 baht</p> <p>Amount to be paid in the future: 270,000.00 baht</p> <p>Total non-audit fee: 290,000.00 baht</p>	

## Note

### Subsidiaries' other audit fee

Audit fee (Baht)	Other service fees
2,116,031.00	<p>Types of non-audit service:</p> <p>1. Tax advisory and tax filing services</p> <p>2. Tax audit and government examination support services</p> <p>3. Regulatory and compliance services</p> <p>Details of non-audit service:</p> <p>Amount paid during the fiscal year:</p> <p>1. Tax advisory and tax filing services amounting to 728,300 baht</p> <p>2. Tax audit and government examination support services amounting to 76,185 baht</p> <p>3. Regulatory and compliance services amounting to 300,554 baht</p> <p>Amount to be paid in the future:</p> <p>1. Tax advisory and tax filing services amounting to 93,997 baht</p> <p>Total non-audit fee: 1,199,036.00 baht</p>

#### 7.6.4 Assigned personnel in case of a foreign company

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

#### List of designated individuals as representatives in Thailand

None



## 8. Report on key operating results on corporate governance

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

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

##### **Board of Directors' Meetings**

The Board of Directors schedules its meetings in advance and informs directors of the annual meeting calendar prior to the year-end, enabling them to arrange their schedules accordingly. In 2025, the Company held six Board of Directors' meetings to consider regular business matters. A quorum for a Board meeting requires the presence of not less than one half of the total number of directors.

The Chairman of the Board sets the agenda for Board meetings, taking into account input from the CEO. Directors may propose agenda items in advance and raise additional matters for discussion as appropriate. Relevant information and supporting materials are provided to directors in advance of the meetings, in accordance with the Company's policy to distribute such materials at least five days prior to the meeting. Directors are expected to review the materials beforehand to ensure effective participation. Should directors have any inquiries, they may contact the CEO, the Company Secretary, or designated executives.

At Board meetings, sufficient time is allocated to allow for thorough discussion of significant matters. Management presentations are arranged to ensure that an appropriate portion of meeting time is reserved for the Board's discussion and comments. For the consideration of each agenda item, the Company requires the presence of at least two-thirds of the total number of directors. Minutes of the Board of Directors' meetings are properly prepared, capturing key information such as meeting start and end times, directors present and absent, significant discussions and resolutions, and the minute taker and certifier. The minutes are maintained at the Company's head office, and any amendments require prior Board approval.

##### **The Meeting without Attendance of Management**

The Board encourages non-executive directors to hold separate meetings without the presence of management to facilitate open and independent discussion. In 2025, the independent directors held one such meeting on 12 November 2025 without management in attendance.

The meeting included discussions with internal and external auditors on significant matters and other issues related to the audit of financial statements and internal control systems for the year 2025. The discussions also covered the review of any connected transactions that may give rise to conflicts of interest, any findings related to fraud, as well as the level of cooperation provided by management and staff in supporting the audit process, and any limitations encountered in the course of the audit. The outcomes of such discussions were subsequently reported to the Board of Directors.

##### **Reviewing Vision, Mission and Corporate Objectives**

The Board of Directors annually reviews and approves the 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.

In 2025, the Board reviewed and approved the Company's vision, mission, and long-term corporate objectives. The CEO reports to the Board on the progress of strategy execution on an annual basis, in addition to regular updates on operating performance at each Board meeting.

### **Board Composition and Diversity**

In 2025, the Board maintained an appropriate balance of independence and diversity, with a broad range of expertise, experience, and perspectives. The Board's composition takes into account professional background, skills, industry experience, gender, age, and nationality.

The Board periodically reviews its composition to ensure alignment with the Company's strategic direction and business needs, with reference to a Board skills matrix. The Board has set a target of having at least two female directors, which was achieved in 2025.

### **Risk Management Oversight**

During the year, the Board oversaw the Company's risk management framework, including the review of the Company's risk profile, key risks, and mitigation measures, as well as the assessment of emerging risks and related contingency plans.

In addition, the Board reviewed the adequacy of the Company's internal control systems and ensured that key risks are managed in line with the Company's risk appetite, including risks related to fraud and corruption, with appropriate controls in place in accordance with the Company's policies and procedures.

### **Performance Monitoring and Accountability**

The Board regularly monitored the performance of the CEO and senior management, staying informed about the Company's progress toward its objectives. This was accomplished through quarterly performance reviews, which included discussions on business challenges, management strategies to overcome these challenges, and identification of opportunities for growth.

### **Sustainability Policy and Execution**

In 2025, the Board reviewed the Company's sustainability policy and ensured the integration of environmental, social, and governance (ESG) principles into business operations. The Company continued to implement sustainability initiatives across the organization, as appropriate, including responsible environmental practices, social contributions, and adherence to governance standards.

The Board also monitored the progress of these initiatives to ensure alignment with the Company's long-term objectives and commitment to sustainable growth.

### **Capital and Debt Structure Review**

During the year, the Board of Directors conducted an annual review of the Company's capital and debt structure, taking into consideration the Company's financial position, funding requirements, liquidity, and leverage levels. The Board assessed that the Company maintains a strong financial position, with an appropriate balance between debt and equity, and sufficient liquidity to support its operations and future investment plans.

The Board is of the view that the Company's capital and debt structure remains appropriate and aligned with its strategic objectives and risk appetite, while providing adequate financial flexibility to support sustainable business growth under changing economic conditions.

### **Overall Performance of the Board of Directors**

The Board considers that it has discharged its duties and responsibilities in accordance with applicable laws and good corporate governance principles, with due regard to the best interests of the Company and its stakeholders.

### 8.1.1 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
1. Mr. John Thompson	Chairman of the board of directors (Non-executive directors, Independent director)	1 Jan 2017	Accounting, Risk Management, Strategic Management, Leadership
2. Mr. Sanjay Nirendra Mitra	Director (Executive Directors)	29 Apr 2022	Electronic Components, Strategic Management, Risk Management, Leadership
3. Mr. Insuk Kim	Director (Executive Directors)	29 Apr 2022	Strategic Management, Electronic Components, Leadership, Risk Management

##### Selection of independent directors

##### Criteria for selecting independent directors

A person who serves as an independent director of the Company shall possess the knowledge, abilities and personal contribution. At least one member of the Audit Committee must have financial knowledge and other qualifications not contrary to any regulations of the Securities and Exchange of Commission (SEC) or the Company policies.

To ensure that the Board includes such directors who can exercise their best judgment, all independent directors shall be affirmatively determined that such director meets the requirements set by the Securities and Exchange Commission (SEC). In particular, an independent director is a director who:

1. holds shares of less than 0.5% of the total shares eligible to vote of the Company, subsidiaries, associates, or controlling parties, including shares held by the related parties of such an independent director (This shareholding threshold of the Company shares held by the independent directors is stricter than the minimum requirements of the SEC and SET).
2. is not an executive director, an employee, or a consultant who receives regular remuneration from the Company or any of its subsidiaries, and is also neither a controlling person of the Company or subsidiaries nor a related person, at least for the past two years.
3. is not the person who has relationship by means of descent or legal registration as parents, spouses, siblings, and children, including spouses of children of any other directors, management, major shareholders, controlling party/

person or any person to be nominated as a director, management or controlling person of the Company or its subsidiaries.

4. has not or never has engaged in a business relationship with the Company, its subsidiaries, associates, major shareholders, controlling person that deprives his/her exercise of independent discretion including must never have been or be a significant shareholder or controlling person of related person/party who has business with the Company, its subsidiaries and associates, major shareholders or controlling person unless the foregoing status ended at least two years. This also includes normal business transactions for operation, rent or lease of fixed assets, asset or service transactions, financial assistance involving loan granting or receiving, guarantee, provision of assets as collateral or other related transactions obliged the Company or its contractual party for the liability to pay the other party that is accounting from 3% or more of net tangible assets of the Company or twenty million Baht whichever is lower.
5. never has been or is not an auditor for the Company, its subsidiaries, associates, major shareholders, or controlling person, and is not a significant shareholder, controlling person, or partner of an auditing firm in which an auditor of the Company, its subsidiaries, associates, major shareholders, or controlling person serves unless the foregoing status ended at least two years before.
6. never has been or is not a professional service provider, including legal or financial advisor with a service fee of more than two million Baht per year paid by the Company, its subsidiaries, associates, major shareholders, or controlling person, and is not a significant shareholder, controlling person, or partner of the above mentioned service firms unless the foregoing status ended at least two years before.
7. is not the director who is nominated to be the representative of directors of the Company, a major shareholder, or any other shareholder related to the Company's major shareholders.
8. does not conduct the same business and compete significantly with the Company or its subsidiaries, and is not a significant partner in partnerships or executive director, staff, employee, paid advisor or hold more than 1% of voting shares of other companies which have the same business and compete significantly with the Company or its subsidiaries.
9. does not have any other conditions that be unable to exercise independent opinions regarding the business operation of the Company.

#### **Term of service of independent directors**

The Board of Directors has set the term of service for independent directors to a maximum of nine years from their first appointment with re-appointment subject to a satisfactory evaluation of their performance and continued independence.

### Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No  
directors 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 : Yes  
highest-ranking executive through the nomination  
committee

### Number of directors from major shareholders

Number of directors from each group of major : 1  
shareholders over the past year (persons)

### Rights of minority shareholders on director appointment

The Company has the policies to promote the right of minority shareholders by allowing minority shareholders to propose agenda items and nominate candidates to be elected as the directors in advance at the AGM. During October - December, shareholders have the right to submit proposals for the upcoming AGM to the Board of Directors for consideration.

The matters discussed in the AGM and voting were in sequence as given in the invitation letter without changing important information or adding agenda items without notifying shareholders in advance so shareholders had the opportunity to adequately study the information before making the decision. Further, the Board of Directors allowed shareholders to elect each director eligible for election on individual basis.

Method of director appointment : Method whereby each director requires approval  
votes more than half of the votes of attending  
shareholders and casting votes

### Setting qualifications for the selection of directors

#### Details of qualifications for the selection of directors

Skill and expertise	Skills and expertise
<p>A person who serves as a director of the Company shall possess the knowledge, abilities, personal contribution and shall have at least the following qualifications:</p> <ol style="list-style-type: none"> <li>1. To have qualifications and have no prohibited characteristics as specified by the Public Limited Companies Act including have no manner indicating a lack of trustworthiness to manage the Company from the view of shareholders according to the regulations of Securities and Exchange Commission (SEC).</li> <li>2. To have knowledge, skills, expertise, experiences, education and gender as the Board deems appropriate for its composition, diversity and such qualifications can contribute to the Company's strategies. In addition, at least 1 director has experience in the electronic industry or related to the Company's business.</li> <li>3. To devote time especially for making key decisions and handling duties for the best interest of the Company and being able to participate in all the Board and shareholders' meetings unless necessary or emergency.</li> <li>4. To have a moral, ethical, and any other features that may be required by laws or deemed appropriate by the Board.</li> </ol>	<p>Electronic Components, Accounting, Strategic Management, Risk Management, Governance/ Compliance</p>

#### Information on the development of directors

The Board's policy is to encourage the development of directors for continuous participation in training and seminars organized by various institutions such as SET, SEC, IOD or the audit firm, etc.

## Orientation for New Directors

The newly appointed director shall receive an orientation regarding the Company's business, duties and responsibilities of directors. The brief review shall be led by the Chief Executive Officer, Chief Financial Officer or his/her appointee. All other necessary information shall be given by the Corporate Secretary. The new director will be arranged to attend training courses with the Thai Institute of Directors (IOD) such as DAP, DCP courses as well as encouraging directors to develop their skills and knowledge in performing their duties in charge on an annual basis.

## 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, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"><li>• 2006: Director Accreditation Program (DAP)</li></ul> Other <ul style="list-style-type: none"><li>• 2025: An In-Depth Analysis of Expectations for the Roles and Proper Conduct of the Audit Committee (AC) and the Chief Audit Executive (CAE) by SET and Federal of Accounting Professions</li><li>• 2025: Audit Committee Seminar: In the Winds of Change by EY Office Limited</li></ul>
2. Mr. Richard David Han (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"><li>• 2006: Director Accreditation Program (DAP)</li></ul> Other <ul style="list-style-type: none"><li>• 2025: 2026 Sustainability Priorities: compliance, strategy, innovation by Agendi</li><li>• 2006: Understanding the Fundamental of Financial Statements (UFS) by Thai Institute of Directors (IOD)</li></ul>

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. Terrence Philip Weir (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2001: Director Certification Program (DCP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Accounting for impairment by CPA Australia</li> <li>• 2025: Can you use AI and comply with your ethical obligations? by CPA Australia</li> <li>• 2025: Professional Ethics in Focus by CPA Australia</li> </ul>
4. Ms. Pornphan Abhamongkol (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: An In-Depth Analysis of Expectations for the Roles and Proper Conduct of the Audit Committee (AC) and the Chief Audit Executive (CAE) by SET and Federal of Accounting Professions</li> <li>• 2025: ESG Risks Mitigation: What directors need to know before risks become a turning point for the organization by SET and IOD</li> <li>• 2025: Governance and Risk Management for Using AI by SET</li> <li>• 2025: How the Global Minimum Tax impacts your financial reporting by EY Office Limited</li> <li>• 2025: How the Global Minimum Tax impacts your financial reporting by EY Thailand</li> <li>• 2025: Transforming One Report with IFRS S Integration by EY Thailand</li> </ul>



List of directors	Participation in training in the past financial year	History of training participation
5. Mr. Sanjay Nirendra Mitra (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Getting Ready for 2025 - Sustainability priorities for your business – Webinar by thinkstep anz</li> </ul>
6. Mr. Insuk Klm (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: 2026 Sustainability Priorities: compliance, strategy, innovation by Agendi</li> </ul>
7. Mrs. Sunun Thongbai (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: An In-Depth Analysis of Expectations for the Roles and Proper Conduct of the Audit Committee (AC) and the Chief Audit Executive (CAE) by SET and Federal of Accounting Professions</li> <li>• 2025: Audit Committee Seminar: In the Winds of Change by EY Office Limited</li> <li>• 2025: ESG Risks Mitigation: What directors need to know before risks become a turning point for the organization by SET and IOD</li> <li>• 2025: Governance and Risk Management for Using AI by the SET</li> <li>• 2025: How the Global Minimum Tax impacts your financial reporting by EY Office Limited</li> <li>• 2025: Transforming One Report with IFRS 5 Integration by EY Office Limited</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. Stephanus Josephus Hendrikus Brader (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2014: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Climate Compliance in Focus: GHG Accounting, SB 253, and Beyond by ISS-Corporate Climate Experts</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

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

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

1. Board structure and qualifications
2. Roles, duties and responsibilities of the Board
3. The Board meeting
4. Duties of directors
5. Relationship with management
6. 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 <sup>(1)</sup>

In 2025, the overall performance of the Board as a group was evaluated with a "very good" ranking, achieving a score of 3.68/4, or 91.97%. This result reflects the 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 2025 was 3.63/4, or 90.63%. These evaluations reflect the commitment of each director to their role, ensuring that they continue to effectively contribute to the 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.

## Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	3.68	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	3.81	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Nomination Committee	Group assessment	3.65	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainability Committee:	Group assessment	3.79	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	3.78	4
	Self-assessment	3.63	4
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	3.79	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Remark : <sup>(1)</sup> \* The performance of Executive Committee and CEO were assessed by independent committee.

### 8.1.2 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 : 6  
year (times)

Date of AGM meeting : 30 Apr 2025

EGM meeting : No

## Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. John Thompson (Chairman of the board of directors, Independent director)	6	/	6	1	/	1	N/A	/	N/A
2. Mr. Richard David Han (Director)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. Terrence Philip Weir (Director)	6	/	6	1	/	1	N/A	/	N/A
4. Ms. Pornphan Abhamongkol (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
5. Mr. Sanjay Nirendra Mitra (Director)	6	/	6	1	/	1	N/A	/	N/A
6. Mr. Insuk Klm (Director)	6	/	6	1	/	1	N/A	/	N/A
7. Mrs. Sunun Thongbai (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
8. Mr. Stephanus Josephus Hendrikus Brader (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A

### Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. John Thompson (Chairman of the board of directors, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. Richard David Han (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. Terrence Philip Weir (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Ms. Pornphan Abhamongkol (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. Sanjay Nirendra Mitra (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. Insuk Klm (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mrs. Sunun Thongbai (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. Stephanus Josephus Hendrikus Brader (Director, Independent director)	6/6 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>(100.00%)</b>	<b>100.00%</b>	<b>N/A</b>

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

The Company provides remuneration to the independent directors while the executive directors receive the remuneration as the role of employees of the Company. Therefore, the Company has not established the Remuneration Committee as the Board considers and reviews the remuneration of the independent directors by the whole Board. The Company provides remuneration to the independent directors in forms of meeting allowances and bonus of which the rates are up to the responsibilities of the members. There is no other benefit. The remuneration for directors has been compared with the rate of the same industry and the structure of the remuneration of the Company. All types of remuneration of directors have always been approved by shareholders every year.

## Remuneration of the board of directors <sup>(2)</sup>

### Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
<b>1. Mr. John Thompson (Chairman of the board of directors, Independent director)</b>			<b>663,250.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	663,250.00	0.00	663,250.00	No	
Audit Committee (Chairman of the audit committee)	0.00	0.00	0.00	No	
<b>2. Mr. Richard David Han (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>3. Mr. Terrence Philip Weir (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee: (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>4. Ms. Pomphan Abhamongkol (Director, Independent director)</b>			<b>368,225.00</b>		<b>0.00</b>
Board of Directors (Director)	368,225.00	0.00	368,225.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Nomination Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee: (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>5. Mr. Sanjay Nirendra Mitra (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	



Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>6. Mr. Insuk Klm (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>7. Mrs. Sunun Thongbai (Director, Independent director)</b>			<b>368,225.00</b>		<b>0.00</b>
Board of Directors (Director)	368,225.00	0.00	368,225.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee: (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
<b>8. Mr. Stephanus Josephus Hendrikus Brader (Director, Independent director)</b>			<b>368,225.00</b>		<b>0.00</b>
Board of Directors (Director)	368,225.00	0.00	368,225.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee: (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,767,925.00	0.00	1,767,925.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination Committee	0.00	0.00	0.00
5. Corporate Governance and Sustainability Committee:	0.00	0.00	0.00
6. Risk Management Committee	0.00	0.00	0.00

Remark : <sup>(2)</sup> The remuneration for independent directors is approved on an annual basis by the shareholders' meeting, while the executive committee members receive compensation as employees of the Company.

### Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board : 0.00

of directors over the past year

(Baht)

### 8.1.3 Supervision of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes

companies

Mechanism for overseeing subsidiaries and associated : Yes

companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,  
responsibility for operations in subsidiaries and associated executives, or controlling persons in proportion to  
companies approved by the board of directors 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.

#### 8.1.4 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 : Yes

interest over the past year

The Company has the policy in place to deal with conflicts of interest. The Board of Directors has established the policy and procedure for directors and executives to report on conflicts of interest to ensure that they are abided by their fiduciary duties in the way that they must not have personal interest, whether directly or indirectly, in the matter under their decision. Directors and executives are required to disclose any material interest in transactions or matters

affecting the Company and its subsidiaries through the established form approved by the Board of Directors. The Corporate Secretary is responsible for receiving reports from directors and executives who disclose their interests and those of their related parties to the Chairman of Audit Committee and the Chairman of the Board respectively.

Related party transactions between the Company and a director or executive and/or connected persons, which may lead to the potential conflicts of interest, must be considered by the Audit Committee. For material related party transactions, such transaction must be approved by the Board of Directors and/or the shareholders' meeting depending on the nature and the size of transaction as required by Notification of the Capital Market Supervisory Board where those directors and executives shall be excluded from decision making involving transactions in which they have vested interests or are connected.

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

#### Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

### Prevention of the use of inside information to seek benefits

#### Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes  
information to seek benefits over the past year

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

- Communicate the compliance of the policy of Business Code of Conduct of the Board of Directors and executives. The directors and executives are required to sign acknowledgement of the policy on an annual basis.
- Inform the Board and executives by a circular letter that those who may gain inside information shall avoid trading the Company's securities for the period of one month before the Company announces its financial statements to the public and at least 24 hours after the information is widely spread out to the public.
- Require the Board and executives to inform the Board or the Corporate Secretary at least 1 day in advance before actual trading of the Company's securities.
- Inform the Board and executives for the duties to report the Company securities holdings and movements to the Securities Exchange Commission (SEC) under the Securities and Exchange Act B.E. 2535 and the Stock Exchange of Thailand's regulations.
- Confirm the shareholding status with individual director and executive through the Corporate Secretary on a monthly basis.
- Report to the Board for the shareholding status of individual director and executive at every Board meeting.

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

#### Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

#### Anti-corruption action

##### Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes  
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

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

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

**Risk Assessment** - In 2025, the Risk Management Committee assessed the potential corruption risks by conducting the corruption risks separate from other risks. The risk profile was reported to the Board by having the Compliance Unit perform compliance audit in mitigated risks with the established policy.

**Training and Communication** - In 2025, the Company communicated and provided training to employees regarding its anti-corruption policy and related policies, i.e., corporate code of conducts, gifts and hospitality policy, conflict of interest policy, etc. Employees can get access to the policies via the 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 2025, the Company received the signed acknowledgement from 1,265 suppliers, which accounted for 100% from the goal of 100%.

**Monitoring and Review** - The Audit Committee reviews the anti-corruption policy on an annual basis and proposes any amendment to the Board for approval. The Audit Committee also monitors the implementation of the policy and makes recommendations accordingly. Internal control systems and procedures shall be reviewed periodically by an

internal audit department to ensure that they are effective in countering bribery and the audit results are to be discussed with relevant operational personnel and reported to senior management and the Audit Committee. In 2025, the risk assessment included the anti-corruption was reported to the Board for consideration.

**Certification** – The Company has been re-certified for the third time as a member of Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC), reflecting its continued commitment and efforts in supporting private sector participation in the fight against corruption since 2013. The certification is valid until 31 December 2027.

**Collective Impact** - Hana encourages our business partners and subcontractors to become a part of CAC by inviting our business partners through an open letter posted on the Company website. With the collaboration for impact, this can help reduce corruption risks and help promote a transparent and sustainable business environment.

In addition, the Company and its subsidiaries annually announce a “No Gift Policy” and communicate it to business partners, as well as disclose it to the public. This policy serves as a guideline for directors and employees to refrain from giving or accepting gifts, in line with the Company’s commitment to collaborate with all sectors in the fight against corruption.

#### Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

## Whistleblowing

#### Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes  
procedures over the past year

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

- **Mr. John Thompson**

Chairman of the Board of Directors and the Audit Committee  
email: [john@ntasset.com](mailto:john@ntasset.com)

- **Mr. Terrence Philip Weir**

Chairman of Risk Management Committee  
email: [terry@hanabk.th.com](mailto:terry@hanabk.th.com)

- **Mr. Richard David Han**

President and Chief Executive Officer  
email: [richardh@hanabk.th.com](mailto:richardh@hanabk.th.com)

- **Mrs. Tappawong Na Tarlang**

Corporate Human Resources Business Partners/Training & Administration Senior Director

email: [tappawong@hanabk.th.com](mailto:tappawong@hanabk.th.com)

- **Ms. Jirapa Kongmanee**

Corporate Secretary and Internal Audit Senior Manager

email: [jirapak@hanabk.th.com](mailto:jirapak@hanabk.th.com)

**Mailing Address** - Hana Microelectronics Public Co., Ltd., 65/98, Soi Vibhavadi-Rangsit 64 Junction 2, Kwang Talad 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 2025, the Board did not receive any complaints about corruption/fraud, breach of business ethics and corporate governance, a civil action or fines from SEC, human right violation or no complaint that damage to the 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.

#### Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

#### The monitoring of compliance with other corporate governance policy and guidelines

The Board of Directors has assigned the Corporate Governance and Sustainability Committee to oversee compliance with relevant corporate governance policies and guidelines, ensuring alignment with good governance practices, where applicable.

The Board annually reviews and approves the Company's vision, mission, and corporate objectives, including long-term goals, to ensure alignment with the changing business environment. In this regard, the Board of Directors' Meeting in 2025 reviewed and approved such matters.



The Board also oversees the implementation of the Company's strategies and receives regular updates on management performance and operating results. The CEO reports to the Board on the progress of strategy execution on an annual basis, in addition to regular updates at each Board meeting.

Furthermore, the Board receives reports from the Internal Audit function on audit findings related to the Company's Code of Conduct, as well as updates on whistleblowing matters, with no cases reported during the year. The Board also oversees the effectiveness of the Company's risk management and internal control systems through internal control assessments, based on updates provided by management and relevant functions.

## 8.2 Report on the results of duty performance of the audit committee in the past year

### 8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. John Thompson (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2. Ms. Pornphan Abhamongkol (Member of the audit committee)	4	/	4	4/4 (100.00%)
3. Mrs. Sunun Thongbai (Member of the audit committee)	4	/	4	4/4 (100.00%)
4. Mr. Stephanus Josephus Hendrikus Brader (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average Attendance Rate				100.00%

### 8.2.2 The results of duty performance of the audit committee

The detail is shown in Attachment 6.

## 8.3 Summary of the results of duty performance of subcommittees

### 8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance Executive Committee

Meeting Executive Committee (times) : 6

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Richard David Han (The chairman of the executive committee)	6	/	6	6 / 6 (100.00%)
2. Mr. Terrence Philip Weir (Member of the executive committee)	6	/	6	6 / 6 (100.00%)
3. Mr. Sanjay Nirendra Mitra (Member of the executive committee)	6	/	6	6 / 6 (100.00%)
4. Mr. Insuk Kim (Member of the executive committee)	6	/	6	6 / 6 (100.00%)
Average Meeting Attendance Rate				100.00%

#### The results of duty performance of Executive Committee

The Executive Committee, managing the Company's business under the authority delegated by the Board, has carried out its responsibilities in line with the Company's objectives and strategies. Below are the key results of their performance:

- perational Oversight and Performance Management:**The Executive Committee has effectively managed and monitored the Company's daily operations, ensuring alignment with strategic goals.
- perational Challenge and Capital Expenditure Decisions:** Significant operational challenges and major capital expenditure have been assessed and presented to the Board. These decisions have led to enhanced efficiency and growth potential, ensuring the company stays competitive in its market.
- Dividend Recommendations:**The Executive Committee has proposed interim and annual dividend payments based on earnings appropriations, ensuring financial stability and shareholder satisfaction.

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. **Risk Management Support and Compliance:**The Executive Committee has supported the Board in overseeing key operational risks and ensuring that appropriate mitigation measures are implemented in accordance with the Company's risk management framework.
7. **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 Nomination Committee

Meeting Nomination Committee (times) : 2

List of Directors	Meeting attendance Nomination Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Ms. Pornphan Abhamongkol (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Mr. Richard David Han (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
3. Mrs. Sunun Thongbai (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
4. Mr. Stephanus Josephus Hendrikus Brader (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				100.00%

### The results of duty performance of Nomination Committee

The detail is shown in Attachment 6.

### Meeting attendance Corporate Governance and Sustainability Committee:

Meeting Corporate Governance and Sustainability : 2

Committee: (times)

List of Directors	Meeting attendance Corporate Governance and Sustainability Committee:			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Stephanus Josephus Hendrikus Brader (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Mr. Terrence Philip Weir (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
3. Ms. Pornphan Abhamongkol (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
4. Mrs. Sunun Thongbai (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				100.00%

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

The detail is shown in Attachment 6.

## Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance Risk Management Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Terrence Philip Weir (The chairman of the subcommittee)	1	/	1	1 / 1 (100.00%)
2. Ms. Pornphan Abhamongkol (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
3. Mrs. Sunun Thongbai (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
4. Mr. Stephanus Josephus Hendrikus Brader (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
Average Meeting Attendance Rate				100.00%

## The results of duty performance of Risk Management Committee

The detail is shown in Attachment 6.

## 9. Internal control and related party transactions

### 9.1 Internal control

#### Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors is responsible for establishing and maintaining an effective internal control system. The Board has assigned the Audit Committee to review the adequacy and effectiveness of the internal control system implemented by management. The objective of the internal control system is to provide reasonable assurance regarding the reliability of financial reporting, the safeguarding of assets against loss or unauthorized use, the prevention of fraud, and compliance with applicable laws, regulations, and the Company's policies and procedures.

In 2025, the Board conducted a self-assessment of the adequacy of the Company's internal control system based on the internal control evaluation criteria of the Stock Exchange of Thailand. The Company has established an Internal Audit Department and a Compliance Unit to monitor and review operations to ensure compliance with applicable laws, regulations, and internal policies. In addition, the Company has appointed a Risk Management Committee to oversee the implementation of the Company's risk management policy and to ensure that risks are appropriately identified, assessed, and managed within acceptable levels.

At the Board of Directors' Meeting No. 6, held on 12 December 2025, with the Audit Committee in attendance, the Board assessed the Company's internal control system based on the five components of the COSO Internal Control – Integrated Framework, namely Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring Activities. This assessment covered key aspects of the Company's operations to ensure that the internal control system supports the achievement of the Company's objectives.

Based on the evaluation, the Board, with the concurrence of the Audit Committee, is of the opinion that the Company's internal control system is adequate, appropriate, and effective, and that there were no material weaknesses that could affect the reliability of financial reporting or the safeguarding of the Company's assets. The Company will continue to enhance and develop its internal control processes to align with good governance practices and to support the Company's long-term business objectives.

#### 9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO), COSO - Enterprise Risk Management Framework (ERM)

##### The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Company evaluates its internal control system in accordance with the COSO Internal Control – Integrated Framework, which consists of five interrelated components designed to support the achievement of organizational objectives, the reliability of financial reporting, compliance with applicable laws and regulations, and the safeguarding of assets. The Company's implementation of the framework is summarized as follows:

#### 1. Control Environment

The Company has established an organizational structure, reporting lines, and approval authorities at various management levels. The roles and responsibilities of the Board of Directors and its subcommittees are defined through

formal charters. The Company has also adopted corporate governance policies, a code of conduct, an anti-corruption policy, and operational policies and procedures to guide directors, executives, and employees in performing their duties with integrity and accountability.

## **2. Risk Assessment**

The Company has established a Risk Management Committee to oversee the implementation of the risk management policy. The Company identifies and assesses key risks by considering both internal and external factors and evaluates risks based on their likelihood and potential impact. Appropriate mitigation measures are implemented to manage risks within acceptable levels. The Company also considers the risk of fraud and corruption as part of its risk assessment process. The Company's risk profile and risk management policy are reviewed regularly and reported to the Board of Directors.

## **3. Control Activities**

The Company has established control activities to mitigate risks and ensure the achievement of its operational objectives. These include segregation of duties among authorization, accounting, and asset custody functions to ensure appropriate checks and balances. In addition, the Company has implemented controls over information technology systems and requires that transactions be approved by authorized personnel who have no conflict of interest.

## **4. Information and Communication**

Management ensures that the Board of Directors receives sufficient and timely information to support effective decision-making. Meeting notices and supporting documents are provided to the Board in advance to allow adequate time for review. Minutes of Board meetings are properly recorded and maintained. The Company has also established whistleblowing channels that allow employees and external parties to report concerns or suspected misconduct.

## **5. Monitoring Activities**

The Company regularly monitors and evaluates the effectiveness of its internal control system through management reviews, compliance monitoring, and internal and external audit activities. The Internal Audit Department operates independently and reports functionally to the Audit Committee. The Audit Committee oversees the approval of audit plans and reviews audit findings to ensure that identified issues are addressed in a timely manner. The Compliance Unit monitors adherence to applicable laws, regulations, and internal policies, and reports the results of its reviews to the Audit Committee on a regular basis.

## **COSO - Enterprise Risk Management Framework (ERM)**

The Company has established a risk management framework in accordance with the COSO Enterprise Risk Management (ERM) Framework, which is integrated with the Company's internal control system and corporate governance structure. The Board of Directors and the Risk Management Committee oversee the Company's risk management framework, while the Risk Management Unit is responsible for coordinating and implementing the risk management process across the organization.

The risk management process includes identifying, assessing, prioritizing, and mitigating risks using a structured risk evaluation matrix that considers both likelihood and potential impact. The Executive Committee, led by the Chief Executive Officer, is responsible for managing operational risks on a day-to-day basis. Regular monitoring and reporting ensure that the risk management process remains effective and responsive to the Company's evolving business environment.



### 9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

### 9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal : No  
control different from the board of directors' opinions?

Does the auditor have any observations on the company's : No  
internal control?

### 9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

-

### 9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes  
of the internal audit unit require the audit committee  
approval?

## 9.2 Related party transactions

### Related party transactions

Does the company have any related party transactions? : Yes

### 9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

#### Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Hana Semiconductor (Ayutthaya) Co., Ltd. Manufacturing & trading	Subsidiary	31 Dec 2025
Hana Microelectronics (Cambodia) Co., Ltd. Manufacturing & trading	Subsidiary	31 Dec 2025
Hana Microelectronics, Inc. Agent and customer services	Subsidiary	31 Dec 2025
Hana Technologies, Inc. Manufacturing & trading	Subsidiary	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Hana Semiconductor International Ltd. Trading	Subsidiary	31 Dec 2025
Omac Sales Ltd. Purchasing	Subsidiary	31 Dec 2025
Power Master Semiconductor Co., Ltd. Manufacturing & trading	Subsidiary	31 Dec 2025

#### Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Hana Semiconductor (Ayutthaya) Co., Ltd.			
<b>Transaction 1</b>  <u>Nature of transaction</u> Purchase of materials  <u>Details</u> Purchases are made based on a cost-plus mark-up pricing method.  <u>Necessity/reasonableness</u> These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>	11.00	10.00	1.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.			
Hana Microelectronics (Cambodia) Co., Ltd.			
<b>Transaction 1</b>  <u>Nature of transaction</u>  Sales of goods  <u>Details</u>  Prices are mutually agreed upon by the parties, taking into consideration the specific characteristics of the products sold to each customer.  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>  The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.	2.00	2.00	1.00
<b>Transaction 2</b>  <u>Nature of transaction</u>  Sales of assets  <u>Details</u>  Sales are made based on cost plus mark-up  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>	3.00	3.00	1.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.			
<b>Transaction 3</b>  <u>Nature of transaction</u>  Purchase of materials  <u>Details</u>  Purchases are based on cost plus mark-up.  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>  The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.	2.00	43.00	0.00
Hana Microelectronics, Inc.			
<b>Transaction 1</b>  <u>Nature of transaction</u>  Marketing service fee expense  <u>Details</u>  Marketing support services provided in accordance with the rates specified in the agreement  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>	9.00	10.00	8.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.			
Hana Technologies, Inc.			
<b>Transaction 1</b>  <u>Nature of transaction</u>  Sales of goods  <u>Details</u>  Prices are mutually agreed upon by the parties, taking into account the specific characteristics of the products sold to each customer.  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>  The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.	161.00	145.00	144.00
Hana Semiconductor International Ltd.			
<b>Transaction 1</b>  <u>Nature of transaction</u>  Purchase of materials  <u>Details</u>  Purchases are made based on cost plus mark-up.  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.	239.00	101.00	173.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<u>Audit committee's opinion</u>  The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.			
<b>Transaction 2</b>  <u>Nature of transaction</u>  Interest income  <u>Details</u>  Interest income from a loan provided to a subsidiary at an interest rate of 5.15% per annum.  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>  The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.	0.00	2.00	2.00
Omac Sales Ltd.			
<b>Transaction 1</b>  <u>Nature of transaction</u>  Purchase of materials  <u>Details</u>  Purchases are made based on cost plus mark-up.  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>	69.00	2.00	26.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.			
<b>Transaction 2</b>  <u>Nature of transaction</u>  Purchase of assets  <u>Details</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Necessity/reasonableness</u>  Purchases are made based on cost plus mark-up.  <u>Audit committee's opinion</u>  The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.	0.00	1.00	0.00
<b>Transaction 3</b>  <u>Nature of transaction</u>  Service fee expenses  <u>Details</u>  Procurement service fees are charged based on cost plus mark-up.  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>	2.00	2.00	1.00



Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.			
Power Master Semiconductor Co., Ltd.			
<b>Transaction 1</b>  <u>Nature of transaction</u>  Guarantee fee income  <u>Details</u>  Corporate guarantee fees are charged at 0.5% per annum for the subsidiary's loan facilities.  <u>Necessity/reasonableness</u>  These related party transactions were conducted in the ordinary course of business, under normal commercial terms and conditions.  <u>Audit committee's opinion</u>  The Audit Committee is of the opinion that the related party transactions were conducted in accordance with normal business practices, on fair commercial terms, and on an arm's length basis.	2.00	5.00	6.00

### 9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

#### Measures and procedures for approving related party transactions or connected transactions

In accordance with Section 89/12 (1) of the Securities and Exchange Act, normal business transactions with related parties, such as transactions conducted under general commercial terms or those supporting the Company's normal course of business, must be approved by the Board of Directors or conducted in accordance with principles previously approved by the Board of Directors.

For related party transactions that may involve potential conflicts of interest, the Audit Committee will review the transaction before it is submitted to the Board for approval. In cases where a transaction involves or may involve a

conflict of interest for directors or related persons, such individuals must disclose the details of the transaction to the Board and abstain from voting on the matter.

In addition, the Company and its subsidiaries comply with the regulations and notifications issued by the Securities and Exchange Commission and the Stock Exchange of Thailand. Related party transactions disclosed in the notes to the financial statements are reviewed by the Audit Committee on a quarterly basis to ensure transparency and mitigate potential conflicts of interest.

If any related party transaction is considered material and requires shareholder approval under the regulations of the Stock Exchange of Thailand, the Company will disclose the details and rationale of the transaction to shareholders prior to entering into such transaction. The disclosure will include at least the following information:

1. The name and relationship of the person having a conflict of interest.
2. The nature and volume of the transactions during the year, including whether the transactions are recurring or occasional.
3. The reasons for entering into the transaction with a related party, including the benefits to shareholders and confirmation that the pricing policy and commercial terms are fair and reasonable.
4. The opinion of the Audit Committee.

Such transactions must be approved by the shareholders' meeting, and shareholders who have an interest in the transaction shall abstain from voting.

#### **Future trends in related party transactions**

The Company and its subsidiaries will continue to conduct related party transactions in compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and the relevant requirements regarding the disclosure of connected transactions and the acquisition or disposal of assets.

The Company is committed to operating its business in the best interests of the Company and its subsidiaries. In the normal course of business, transactions between the Company and its subsidiaries within the group are necessary. Such related party transactions will therefore be conducted fairly, based on market prices, and in accordance with normal commercial practices.

#### **Investor Protection**

For any future-related party transactions between the Company or its subsidiaries and related parties, the transactions must be approved by the Board of Directors. The Audit Committee will provide its opinion on the necessity and appropriateness of the transaction to ensure that it is conducted in the best interests of the Company. Directors who have an interest in such transactions will abstain from voting.

If the Audit Committee does not have sufficient expertise to consider a particular transaction, the Company will appoint an independent expert or the Company's auditor to provide an opinion to support the decision-making process of the Board of Directors or shareholders, as applicable.

Furthermore, the Company will disclose such transactions in the notes to the financial statements, which are audited by the Company's auditor.

#### 9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

## Part 3 Financial Statement

## Board of Directors' Responsibility Statement for the Financial Report

## Board of Directors' Responsibility for Financial Statements

The Board of Directors is responsible for ensuring that the financial statements are prepared in accordance with generally accepted accounting principles and that appropriate accounting policies are consistently applied. This includes exercising careful and reasonable judgment in the preparation of the financial statements and all material information is fully disclosed in the notes to the financial statements. Additionally, the Board ensures that necessary clarifications and analyses regarding the financial positions and performance of the Company and its subsidiaries are provided and serve the interests of shareholders and investors.

The Board is responsible for maintaining the internal control system and risk management system to reasonably ensure that assets are safeguarded against unauthorized use or disposition, and that the accounting records are sufficiently reliable to enable the preparation of financial statements that conform in all material respects with generally accepted accounting principles.

The Board of Directors has appointed an Audit Committee, which meets throughout the year to review significant accounting, internal control, and auditing matters with management and the auditors.

The Board is of the opinion that the financial statements of Hana Microelectronics Public Company Limited and its subsidiaries for the year ending December 2025 are, in all material respects, accurate, complete, and reliable.



Mr. John Thompson  
Chairman of the Board of Directors



Mr. Richard David Han  
Executive Vice Chairman and  
Chief Executive Officer

## Auditor's Report

## **Independent Auditor's Report**

To the Shareholders of Hana Microelectronics Public Company Limited

### **Opinion**

I have audited the accompanying consolidated financial statements of Hana Microelectronics Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Hana Microelectronics Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Hana Microelectronics Public Company Limited and its subsidiaries and of Hana Microelectronics Public Company Limited as at 31 December 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

### **Basis for Opinion**

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### **Key Audit Matters**

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.



I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

The key audit matters and how audit procedures respond for each matter are described below.

#### *Revenue recognition*

Revenue from sales are the accounting transactions that have significant volume of transactions and amounts, and directly affect profit or loss of the Group. The majority of the Group's sales transactions are conducted with a number of major overseas customers under a variety of arrangements and conditions which may impact the recognition of revenue of the Group causing risks with respect to the amount and timing of such revenue recognition.

I examined the revenue recognition of the Group by:

- Assessing and testing the Group's internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls.
- Applying a sampling method to select sales to assess whether revenue recognition was consistent with the conditions or arrangement made with the customers, and whether it was in compliance with the Group's policy.
- On a sampling basis, examining supporting documents for actual sales transactions occurring during the year and near the end of the accounting period.
- Requesting for confirmations of consignment inventory balances located at customers' hubs at the end of the accounting period and on a sampling basis, examining supporting documents whether the consignment inventories were correctly excluded from sales for the year.
- Reviewing of credit notes that the Group issued after the end of the accounting period.
- Performing analytical procedures of disaggregated data to detect possible irregularities in sales transactions throughout the period, particularly for accounting entries made through journal vouchers.

## *Inventories*

Estimating the net realisable value of inventory, as disclosed in the related accounting policies in Note 4.3 and Note 5.1 to the financial statements, is an area requiring significant management judgement, particularly with regard to the estimation of allowance for diminution in the value of slow-moving and obsolete inventory. This requires detailed analysis of the product life cycle, the competitive environment, economic circumstances and the situation within the high-technology industry. There is a risk with respect to the amount of provision set aside for diminution in the value of inventory.

I assessed and tested the Group's internal controls relevant to the determination of provision for diminution in the value of inventory by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operations of the designed controls. In addition, I also assessed the method and the assumptions applied by management in determining such provision. The procedures that I performed included:

- Gaining an understanding of the basis applied in determining the provision for diminution in value of inventory and reviewing the consistency of the application of that basis, and the rationale for the recording of specific provisions.
- Comparing the inventory holding periods and inventory movements to identify product lines with indicators of lower than normal inventory turnover.
- Comparing details of sales transactions occurring after the date of the financial statements with the cost of inventory for each product line.
- Comparing historical data of actual losses on sales and write-offs of inventory during each of the previous years with the provision for diminution in value of inventory recorded at the preceding year-end.

## **Other Information**

Management is responsible for the other information. The other information comprises the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Sarinda Hirunprasurtwutti  
Certified Public Accountant (Thailand) No. 4799

EY Office Limited  
Bangkok: 27 February 2026

## Financial Statements

**Hana Microelectronics Public Company Limited and its subsidiaries**

**Statements of financial position**

**As at 31 December 2025**

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalents	6	4,936,500,203	6,689,073,469	2,560,688,444	4,405,961,314
Trade and other current receivables	7, 8	4,091,081,978	4,480,721,798	2,243,612,288	2,282,965,861
Short-term loan to related party	7	-	-	-	507,444,000
Short-term loan to other company	9	371,158,715	-	-	-
Inventories	10	5,803,004,466	7,096,004,054	2,246,123,875	3,200,815,690
Other current financial assets	11	7,056,846,643	4,055,506,709	2,100,000,000	1,100,000,000
Other current assets		76,777,158	98,064,301	9,074,834	7,799,507
Total current assets		22,335,369,163	22,419,370,331	9,159,499,441	11,504,986,372
Non-current assets					
Investments in subsidiaries	12	-	-	8,101,060,087	4,674,950,156
Investment in associate	13	303,258,367	369,581,090	372,890,000	372,890,000
Investment properties	14	157,011,947	158,211,947	72,303,750	72,303,750
Property, plant and equipment	15	8,200,555,647	9,327,585,642	1,931,327,186	2,029,303,761
Intangible assets	16	129,704,237	161,189,753	28,037,546	34,721,152
Other non-current financial assets	17	141,000	143,200	97,000	97,000
Deferred tax assets	28	24,588,596	26,260,042	7,190,500	45,462,254
Other non-current assets		8,380,434	53,510,408	398,550	398,550
Total non-current assets		8,823,640,228	10,096,482,082	10,513,304,619	7,230,126,623
Total assets		31,159,009,391	32,515,852,413	19,672,804,060	18,735,112,995

The accompanying notes are an integral part of the financial statements.

Hana Microelectronics Public Company Limited and its subsidiaries

Statements of financial position (continued)

As at 31 December 2025

(Unit: Baht)

		<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<u>Note</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Liabilities and shareholders' equity</b>					
<b>Current liabilities</b>					
Short-term loans from financial institutions	18	137,384,310	509,355,000	-	-
Trade and other current payables	7, 19	3,155,916,939	3,026,410,310	1,039,023,917	927,138,165
Current portion of long-term loans from financial institution	22	-	46,563,000	-	-
Current portion of lease liabilities	20	3,345,826	683,792	-	-
Short-term provisions	21	337,854,193	339,879,000	-	-
Income tax payable		26,073,901	39,975,660	4,501,369	8,432,874
Derivative liabilities		287,740	-	-	-
Other current liabilities		145,830,706	135,083,334	43,178,245	41,730,621
<b>Total current liabilities</b>		<b>3,806,693,615</b>	<b>4,097,950,096</b>	<b>1,086,703,531</b>	<b>977,301,660</b>
<b>Non-current liabilities</b>					
Long-term loans from financial institution - net of current portion	22	-	334,322,340	-	-
Lease liabilities - net of current portion	20	1,402,345	1,574,171	-	-
Deferred income		144,103,122	170,822,494	-	-
Deferred tax liabilities	28	8,548,286	34,157,840	-	-
Non-current provision for employee benefits	23	878,859,370	798,779,007	475,308,014	409,892,941
<b>Total non-current liabilities</b>		<b>1,032,913,123</b>	<b>1,339,655,852</b>	<b>475,308,014</b>	<b>409,892,941</b>
<b>Total liabilities</b>		<b>4,839,606,738</b>	<b>5,437,605,948</b>	<b>1,562,011,545</b>	<b>1,387,194,601</b>

The accompanying notes are an integral part of the financial statements.



**Hana Microelectronics Public Company Limited and its subsidiaries**

**Statements of financial position (continued)**

**As at 31 December 2025**

(Unit: Baht)

		<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<u>Note</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Shareholders' equity</b>					
Share capital					
Registered					
885,366,746 ordinary shares of Baht 1 each		<u>885,366,746</u>	<u>885,366,746</u>	<u>885,366,746</u>	<u>885,366,746</u>
Issued and fully paid-up					
885,366,660 ordinary shares of Baht 1 each		885,366,660	885,366,660	885,366,660	885,366,660
Share premium		6,230,535,782	6,230,535,782	6,230,535,782	6,230,535,782
Capital reserve for share-based					
payment transactions	24	59,043,781	69,173,321	-	-
Retained earnings					
Appropriated - statutory reserve	25	548,890,653	549,109,052	100,000,000	100,000,000
Unappropriated		19,736,979,335	19,788,234,118	10,894,890,073	10,132,015,952
Other components of shareholders' equity		<u>(1,141,413,558)</u>	<u>(444,172,468)</u>	<u>-</u>	<u>-</u>
<b>Total shareholders' equity</b>		<u>26,319,402,653</u>	<u>27,078,246,465</u>	<u>18,110,792,515</u>	<u>17,347,918,394</u>
<b>Total liabilities and shareholders' equity</b>		<u>31,159,009,391</u>	<u>32,515,852,413</u>	<u>19,672,804,060</u>	<u>18,735,112,995</u>

The accompanying notes are an integral part of the financial statements.

Directors

Hana Microelectronics Public Company Limited and its subsidiaries

Income statements

For the year ended 31 December 2025

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Revenues					
Sales	30, 31	20,563,406,965	24,801,339,649	10,233,261,782	12,258,742,752
Dividend income		112,500	115,875	112,500	115,875
Gain on exchange		-	9,780,117	-	66,702,892
Other income	11	667,584,251	641,656,199	51,114,102	62,612,999
Total revenues		21,231,103,716	25,452,891,840	10,284,488,384	12,388,174,518
Expenses					
	27				
Cost of sales		18,960,447,247	22,607,046,955	8,357,283,366	10,151,595,704
Selling and distribution expenses		199,513,606	215,461,648	63,562,598	72,088,581
Administrative expenses		1,370,423,115	1,475,807,568	264,200,692	272,037,922
Loss on exchange		130,439,127	-	96,507,107	-
Loss on derivatives		3,014,332	-	-	-
Loss on impairment of investments	12	-	-	-	169,719,107
Loss on impairment of non-financial assets	15, 16	-	1,844,420,143	-	-
Total expenses		20,663,837,427	26,142,736,314	8,781,553,763	10,665,441,314
Operating profit (loss)		567,266,289	(689,844,474)	1,502,934,621	1,722,733,204
Share of profit (loss) from investment in associate	13	(26,431,563)	12,911,985	-	-
Finance income	26	193,403,687	193,758,227	23,388,941	72,613,992
Finance cost		(13,040,042)	(64,326,712)	(2,739,313)	(3,605,953)
Profit (loss) before income tax expenses		721,198,371	(547,500,974)	1,523,584,249	1,791,741,243
Income tax expenses	28	(50,799,440)	(86,171,133)	(52,300,673)	(10,300,645)
Profit (loss) for the year		670,398,931	(633,672,107)	1,471,283,576	1,781,440,598
Profit (loss) attributable to:					
Equity holders of the Company		670,398,931	(633,672,107)	1,471,283,576	1,781,440,598
Earnings (loss) per share					
	29				
Basic earnings (loss) per share					
Profit (loss) attributable to equity holders of the Company		0.76	(0.72)	1.66	2.01
Number of weighted average ordinary shares (shares)					
		885,366,660	885,366,660	885,366,660	885,366,660

The accompanying notes are an integral part of the financial statements.

Hana Microelectronics Public Company Limited and its subsidiaries

Statements of comprehensive income

For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Profit (loss) for the year</b>		<u>670,398,931</u>	<u>(633,672,107)</u>	<u>1,471,283,576</u>	<u>1,781,440,598</u>
<b>Other comprehensive income:</b>					
<i>Other comprehensive income to be reclassified</i>					
<i>to profit or loss in subsequent periods:</i>					
Exchange differences on translation of					
financial statements in foreign currency -					
net of income tax	28	(671,196,309)	(725,802,446)	-	-
Gain (loss) on changes in value of debt instruments designated					
at fair value through other comprehensive income					
- net of income tax		13,846,379	(20,850,849)	-	-
Share of other comprehensive income from investment					
in associate - exchange differences on translation of					
financial statements in foreign currency	13	(39,891,160)	(16,220,895)	-	-
Other comprehensive income to be reclassified					
to profit or loss in subsequent periods - net of income tax		(697,241,090)	(762,874,190)	-	-
<i>Other comprehensive income not to be reclassified</i>					
<i>to profit or loss in subsequent periods</i>					
Actuarial loss - net of income tax	23, 28	(57,847,118)	(36,626,081)	(44,384,460)	(15,506,534)
Other comprehensive income not to be reclassified					
to profit or loss in subsequent periods -					
net of income tax		(57,847,118)	(36,626,081)	(44,384,460)	(15,506,534)
<b>Other comprehensive income for the year</b>		<u>(755,088,208)</u>	<u>(799,500,271)</u>	<u>(44,384,460)</u>	<u>(15,506,534)</u>
<b>Total comprehensive income for the year</b>		<u>(84,689,277)</u>	<u>(1,433,172,378)</u>	<u>1,426,899,116</u>	<u>1,765,934,064</u>
<b>Total comprehensive income attributable to:</b>					
Equity holders of the Company		<u>(84,689,277)</u>	<u>(1,433,172,378)</u>	<u>1,426,899,116</u>	<u>1,765,934,064</u>

The accompanying notes are an integral part of the financial statements.

Consolidated financial statements										
Note	Issued and paid up share capital	Share premium	Capital reserve for share-based payment	Retained earnings		Other components of shareholders' equity				
				Appropriated -		Other comprehensive income				Total other components of shareholders' equity
				Statutory reserve	Unappropriated	Fair value reserve of financial assets at FVOCI	Exchange differences on translation of financial statements in foreign currency	Share of other comprehensive income from associate		
<b>Balance as at 1 January 2024</b>	885,366,660	6,230,535,782	40,449,982	541,627,153	21,130,039,200	4,963,952	313,737,770	-	318,701,722	29,146,720,499
Loss for the year	-	-	-	-	(633,672,107)	-	-	-	-	(633,672,107)
Other comprehensive income for the year	-	-	-	-	(36,626,081)	(20,850,849)	(725,802,446)	(16,220,895)	(762,874,190)	(799,500,271)
Total comprehensive income for the year	-	-	-	-	(670,298,188)	(20,850,849)	(725,802,446)	(16,220,895)	(762,874,190)	(1,433,172,378)
Recognition of expenses against capital reserve for share-based payment transactions	24	-	28,723,339	-	-	-	-	-	-	28,723,339
Dividend paid	33	-	-	-	(664,024,995)	-	-	-	-	(664,024,995)
Unappropriated retained earnings transferred to statutory reserve		-	-	7,481,899	(7,481,899)	-	-	-	-	-
<b>Balance as at 31 December 2024</b>	<u>885,366,660</u>	<u>6,230,535,782</u>	<u>69,173,321</u>	<u>549,109,052</u>	<u>19,788,234,118</u>	<u>(15,886,897)</u>	<u>(412,064,676)</u>	<u>(16,220,895)</u>	<u>(444,172,468)</u>	<u>27,078,246,465</u>
<b>Balance as at 1 January 2025</b>	885,366,660	6,230,535,782	69,173,321	549,109,052	19,788,234,118	(15,886,897)	(412,064,676)	(16,220,895)	(444,172,468)	27,078,246,465
Profit for the year	-	-	-	-	670,398,931	-	-	-	-	670,398,931
Other comprehensive income for the year	-	-	-	-	(57,847,118)	13,846,379	(671,196,309)	(39,891,160)	(697,241,090)	(755,088,208)
Total comprehensive income for the year	-	-	-	-	612,551,813	13,846,379	(671,196,309)	(39,891,160)	(697,241,090)	(84,689,277)
Recognition of expenses against capital reserve for share-based payment transactions	24	-	(10,129,540)	-	-	-	-	-	-	(10,129,540)
Dividend paid	33	-	-	-	(664,024,995)	-	-	-	-	(664,024,995)
Unappropriated retained earnings transferred to statutory reserve		-	-	(218,399)	218,399	-	-	-	-	-
<b>Balance as at 31 December 2025</b>	<u>885,366,660</u>	<u>6,230,535,782</u>	<u>59,043,781</u>	<u>548,890,653</u>	<u>19,736,979,335</u>	<u>(2,040,518)</u>	<u>(1,063,260,985)</u>	<u>(56,112,055)</u>	<u>(1,141,413,558)</u>	<u>26,319,402,653</u>

The accompanying notes are an integral part of the financial statements.

Hana Microelectronics Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity (continued)

For the year ended 31 December 2025

(Unit: Baht)

Separate financial statements					
Note	Issued and	Share	Retained earnings		Total
	paid up		Appropriated		shareholders'
	share capital	premium	Statutory reserve	Unappropriated	equity
<b>Balance as at 1 January 2024</b>	885,366,660	6,230,535,782	100,000,000	9,030,106,883	16,246,009,325
Profit for the year	-	-	-	1,781,440,598	1,781,440,598
Other comprehensive income for the year	-	-	-	(15,506,534)	(15,506,534)
Total comprehensive income for the year	-	-	-	1,765,934,064	1,765,934,064
Dividend paid	-	-	-	(664,024,995)	(664,024,995)
<b>Balance as at 31 December 2024</b>	<u>885,366,660</u>	<u>6,230,535,782</u>	<u>100,000,000</u>	<u>10,132,015,952</u>	<u>17,347,918,394</u>
<b>Balance as at 1 January 2025</b>	885,366,660	6,230,535,782	100,000,000	10,132,015,952	17,347,918,394
Profit for the year	-	-	-	1,471,283,576	1,471,283,576
Other comprehensive income for the year	-	-	-	(44,384,460)	(44,384,460)
Total comprehensive income for the year	-	-	-	1,426,899,116	1,426,899,116
Dividend paid	-	-	-	(664,024,995)	(664,024,995)
<b>Balance as at 31 December 2025</b>	<u>885,366,660</u>	<u>6,230,535,782</u>	<u>100,000,000</u>	<u>10,894,890,073</u>	<u>18,110,792,515</u>

The accompanying notes are an integral part of the financial statements.

**Hana Microelectronics Public Company Limited and its subsidiaries**

**Statements of cash flows**

**For the year ended 31 December 2025**

(Unit: Baht)

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Cash flows from operating activities</b>				
Profit (loss) before tax	721,198,371	(547,500,974)	1,523,584,249	1,791,741,243
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation	1,484,099,106	1,688,019,399	343,624,982	361,904,606
Amortisation expenses	41,786,065	88,564,369	8,066,443	8,434,629
Allowance for expected credit losses (reversal)	21,378,495	(11,961,701)	-	(2,492,191)
Reduction of inventories to net realisable value	218,648,559	277,663,350	16,104,876	24,941,765
Reversal of write-off obsolete and damaged inventories	(281,888,334)	(61,033,634)	(80,440,982)	(41,278,749)
Allowance for loss on impairment of investments in subsidiaries	-	-	-	169,719,107
Share of loss (profit) from investment in associate	26,431,563	(12,911,985)	-	-
Dividend income from other companies	(112,500)	(115,875)	(112,500)	(115,875)
Loss (gain) on disposals/write-off of equipment and intangible assets	3,693,710	8,763,270	(1,056,101)	(2,800,763)
Allowance for impairment loss on plant and equipment (reversal)	(10,366,433)	1,761,450,762	-	-
Allowance for impairment loss on intangible assets	-	82,969,381	-	-
Expenses for share-based payment transactions (reversal)	(10,129,540)	28,723,339	-	-
Provision for vacation (reversal)	(2,071,521)	3,564,554	(411,794)	1,806,419
Provision for employee benefits	68,234,140	66,286,675	38,091,882	34,636,850
Gain on sales of debt instruments at fair value through other comprehensive income	(2,785,242)	(9,632,467)	-	-
Income from the terminate fund	-	(289,937,933)	-	-
Unrealised loss (gain) on exchange	9,243,677	(74,511,842)	24,800,928	(54,179,127)
Provision for product warranty	22,028,193	-	-	-
Unrealised loss on derivatives	332,483	-	-	-
Finance income	(193,403,687)	(193,758,227)	(23,388,941)	(72,613,992)
Finance cost	6,593,325	55,625,613	-	-
Profit from operating activities before changes in operating assets and liabilities	2,122,910,430	2,860,266,074	1,848,863,042	2,219,703,922

The accompanying notes are an integral part of the financial statements.

**Hana Microelectronics Public Company Limited and its subsidiaries**

**Statements of cash flows (continued)**

**For the year ended 31 December 2025**

(Unit: Baht)

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Operating assets (increase) decrease				
Trade and other current receivables	328,255,660	800,512,458	(8,990,925)	325,751,368
Inventories	1,356,239,363	1,656,713,671	1,019,027,921	712,023,264
Other current assets	8,981,640	33,224,900	(1,275,327)	10,239,430
Operating liabilities increase (decrease)				
Trade and other current payables	150,497,315	(320,977,581)	103,533,558	(213,935,054)
Other current liabilities	12,818,893	(13,506,211)	1,859,418	7,434,880
Deferred income	(26,719,372)	46,235,787	-	-
Cash from operating activities	3,952,983,929	5,062,469,098	2,963,017,687	3,061,217,810
Cash paid for employee benefits	(46,468,083)	(70,350,642)	(17,528,457)	(8,781,092)
Cash paid for income tax	(84,954,038)	(114,630,977)	(17,493,236)	(51,264,680)
<b>Net cash from operating activities</b>	<b>3,821,561,808</b>	<b>4,877,487,479</b>	<b>2,927,995,994</b>	<b>3,001,172,038</b>
<b>Cash flows from investing activities</b>				
Increase in short-term loan to related party	-	-	(272,896,000)	(507,444,000)
Cash receipt from short-term loan to related party	-	-	780,340,000	-
Increase in short-term loan to other company	(399,867,298)	-	-	-
Cash receipt from short-term loan to other company	28,708,583	-	-	-
Increase in other current financial assets	(3,407,917,992)	(3,080,197,075)	(1,000,000,000)	(1,100,000,000)
Cash paid for investment in subsidiary	-	-	(3,426,109,931)	(715,039,999)
Cash paid for investment in associate	-	(372,890,000)	-	(372,890,000)
Increase in other non-current financial assets	(44,743)	-	-	-
Decrease in long-term fixed deposit	-	6,800	-	-
Interest received	190,773,701	192,261,385	30,203,284	73,811,987
Proceed from the terminate fund	-	289,937,933	-	-
Proceeds from sales of financial instruments	423,209,679	951,569,152	-	-
Dividend income from other companies	112,500	115,875	112,500	115,875
Acquisitions of property, plant and equipment and intangible assets	(649,947,795)	(1,071,790,601)	(222,706,462)	(300,207,380)
Acquisition of investment properties	-	(85,908,197)	-	-
Proceeds from disposals of equipment	56,972,107	13,711,026	1,812,740	3,754,304
Decrease (increase) in other non-current assets	45,437,144	(31,813,703)	-	118,355
<b>Net cash used in investing activities</b>	<b>(3,712,564,114)</b>	<b>(3,194,997,405)</b>	<b>(4,109,243,869)</b>	<b>(2,917,780,858)</b>

The accompanying notes are an integral part of the financial statements.

Hana Microelectronics Public Company Limited and its subsidiaries

Statements of cash flows (continued)

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Cash flows from financing activities</b>				
Increase in short-term loans from financial institutions	137,384,310	26,017,253	-	-
Repayment of short-term loans from financial institutions	(509,355,000)	(588,446,883)	-	-
Cash receipt from long-term loans	-	212,242,800	-	-
Repayment of long-term loans	(380,885,340)	(35,712,800)	-	-
Payment of principal portion of lease liabilities	(3,551,644)	(5,351,704)	-	-
Interest paid	(10,212,710)	(138,675,331)	-	-
Dividend paid	(664,024,995)	(664,024,995)	(664,024,995)	(664,024,995)
<b>Net cash used in financing activities</b>	<b>(1,430,645,379)</b>	<b>(1,193,951,660)</b>	<b>(664,024,995)</b>	<b>(664,024,995)</b>
Increase (decrease) in cash and cash equivalents	(1,321,647,685)	488,538,414	(1,845,272,870)	(580,633,815)
Translation adjustment	(430,925,581)	(753,881,104)	-	-
<b>Net decrease in cash and cash equivalents</b>	<b>(1,752,573,266)</b>	<b>(265,342,690)</b>	<b>(1,845,272,870)</b>	<b>(580,633,815)</b>
Cash and cash equivalents at beginning of year	6,689,073,469	6,954,416,159	4,405,961,314	4,986,595,129
<b>Cash and cash equivalents at end of year (Note 6)</b>	<b>4,936,500,203</b>	<b>6,689,073,469</b>	<b>2,560,688,444</b>	<b>4,405,961,314</b>

**Supplemental cash flow information**

Non-cash related transactions from investing activities

Net increase (decrease) in accounts payable

for purchases of plant and equipment	2,149,412	24,604,238	25,081,421	(40,160,464)
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Revaluation gain (loss) on changes in fair value of

debt instruments at FVOCI	13,846,379	(20,850,849)	-	-
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Transfer equipment to intangible assets

	2,351,088	1,713,000	-	1,713,000
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Transfer equipment to other non-current assets

	307,170	3,325,456	-	-
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Increase in right-of-use assets from lease agreements

	6,180,098	2,026,494	-	-
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The accompanying notes are an integral part of the financial statements.



## Notes to the Financial Statements

**Hana Microelectronics Public Company Limited and its subsidiaries**  
**Notes to financial statements**  
**For the year ended 31 December 2025**

**1. General information**

Hana Microelectronics Public Company Limited (“the Company”) was incorporated as a limited company under Thai law and transformed to be a public limited company under the Public Limited Companies Act on 27 January 1993. The Company operates its business in Thailand and is principally engaged in the manufacture and trading of electronic components. The registered office of the Company is at 65/98, Soi Vibhavadi-Rangsit 64, Junction 2, Kwang Talad Bangkhen, Khet Laksi, Bangkok.

**2. Basis of preparation**

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

**2.2 Basis of consolidation**

- a) The consolidated financial statements include the financial statements of Hana Microelectronics Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			<u>2025</u> Percent	<u>2024</u> Percent
<b><u>Held by the Company</u></b>				
Hana Semiconductor (Ayutthaya) Company Limited	Manufacture and trading of electronic components	Thailand	58	58
Hana Semiconductor (BKK) Company Limited	Holding company	Thailand	100	100
Omac Sales Limited	Purchasing of electronic components and equipment	Hong Kong	100	100
Hana Microelectronics International Company Limited	Holding company	British Virgin Islands	100	100
Hana Microelectronics Investments Company Limited	Holding company	British Virgin Islands	100	100
Hana Microelectronics (Cambodia) Company Limited	Manufacture and trading of electronic components	Cambodia	100	100

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			<u>2025</u>	<u>2024</u>
			Percent	Percent
<b><u>Held through the subsidiaries</u></b>				
Hana Semiconductor (Ayutthaya) Company Limited	Manufacture and trading of electronic components	Thailand	42	42
Hana Semiconductor International Limited	Trading of electronic components	British Virgin Islands	100	100
Hana Microelectronics Enterprises Company Limited	Holding company	British Virgin Islands	100	100
Hana Technologies, Inc.	Manufacture and trading of electronic components	USA	100	100
Hana Microelectronics, Inc.	Agent and customer services	USA	100	100
Hana Macao Commercial Offshore Limited	Customer services	Macao	100	100
Hana Microelectronics (Jiaxing) Company Limited	Manufacture and trading of electronic components	China	100	100
Power Master Semiconductor Company Limited	Manufacture and trading of electronic components	South Korea	100	100

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Thai Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statements of changes in shareholders' equity.
- f) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.

2.3 The separate financial statements present investments in subsidiaries and associate under the cost method.

### **3. New financial reporting standards**

#### **3.1 Financial reporting standards that became effective in the current year**

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

#### **3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2026**

The Federation of Accounting Professions issued a revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2026. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

### **4. Accounting policies**

#### **4.1 Revenue and expense recognition**

##### *Sales of goods*

Revenue from sales of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns, discounts, allowances.

##### *Interest income*

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

### *Dividends*

Dividends are recognised when the right to receive the dividends is established.

### *Finance cost*

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

## **4.2 Cash and cash equivalents**

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

## **4.3 Inventories**

Raw materials, work in process, and finished goods are valued at the lower of cost (under weighted average method) and net realisable value. The cost of inventories is measured using the standard cost method, which approximates actual cost. Cost of finished goods and work in process include direct materials, direct labour, and factory overheads.

Allowance for diminution in inventory value is set up for obsolete, slow-moving or deteriorated inventories.

## **4.4 Investments in subsidiaries and associate**

Investment in associate is accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associate are accounted for in the separate financial statements using the cost method.

Allowance for diminution in value of investments is set up when the recovering amount of investments is lower than the investment cost.

## **4.5 Investment properties**

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment property is stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 20 years. Depreciation of the investment properties is included in determining income. No depreciation is provided on investment properties on land.

#### 4.6 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Leasehold improvements	period of lease
Buildings	10 - 39 years
Fixtures	10 - 22 years
Other assets	2 - 22 years

Depreciation is included in determining income. No depreciation is provided on land, construction in progress and machinery under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in the income statement when the asset is derecognised.

#### 4.7 Intangible assets

Intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Research costs are expensed as incurred. An intangible asset arising from development expenditure on an individual project is recognised only when the Group can demonstrate the commercial and technical feasibility of completing the intangible asset and the availability to measure reliably the expenditure during the development. The cost will be amortised when the related products are commercially produced.

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to the income statement.

A summary of the intangible assets with finite useful lives is as follows:

	<u>Useful lives</u>
Computer software	3 - 10 years
Development costs	10 years

## 4.8 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### **The Group as a lessee**

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

### ***Right-of-use assets***

Right-of-use assets is measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets is calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	50 years
Buildings	2 - 28 years
Machinery and equipment	5 years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are presented part of property, plant and equipment in the statement of financial position.

### ***Lease liabilities***

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounts the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

#### ***Short-term leases and leases of low-value assets***

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

### **4.9 Related party transactions**

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associate, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

### **4.10 Foreign currencies**

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.



#### **4.11 Impairment of non-financial assets**

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment, if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the income statement.

#### **4.12 Equity-settled share-based payments**

The Group recognises equity-settled share-based payment transactions when services are rendered by employees, based on the fair value of the stock grants at the grant date. The expenses, together with a corresponding increase in "Capital reserve for share-based payment transactions" in shareholders' equity, are recognised over the service period as specified in the plan.

The fair value of the share-based payment transactions is determined by taking into consideration performance conditions. At the end of each reporting period, the Group reassesses its estimates of the number of stock grants that will ultimately vest.

#### **4.13 Employee benefits**

##### ***Short-term employee benefits***

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

##### ***Post-employment benefits***

###### ***Defined contribution plans***

The Group and its employees have jointly established a provident fund. The fund is monthly contributed to by the employees and the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

###### ***Defined benefit plans***

The Group has obligations in respect of the severance payments they must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefits plans are recognised immediately in other comprehensive income.

Past service costs are recognised in the income statement on the earlier of the date of the plan amendment or curtailment and the date that the restructuring-related costs are recognised.

##### ***Provision for vacation***

The Group has set up provision for vacation which is calculated in accordance with the Group's policy and formula, taking into consideration the employee's salary, the number of service years and the unused vacation days.

#### **4.14 Provisions**

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

##### ***Provision for product warranty***

The Group records provision for product warranty, which is estimated by reference to obligation for product warranty under manufacturing contract.

#### **4.15 Income tax**

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

##### **Current tax**

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

##### **Deferred tax**

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

#### **4.16 Financial instruments**

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

##### **Classification and measurement of financial assets**

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

***Financial assets at amortised cost***

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in the income statement when the asset is derecognised, modified or impaired.

***Financial assets at FVOCI (debt instruments)***

The Group measures financial assets at FVOCI if the financial asset is held to collect contractual cash flows and to sell the financial asset and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the income statement and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in other comprehensive income. Upon derecognition, the cumulative fair value change recognised in other comprehensive income is recycled to the income statement.

***Financial assets designated at FVOCI (equity instruments)***

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to the income statement.

Dividends are recognised as other income in the income statement, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

### ***Financial assets at FVTPL***

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in the income statement.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in the income statement.

### **Classification and measurement of financial liabilities**

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in the income statement when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in the income statement.

### **Regular way purchases and sales of financial assets**

Regular way purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Group commits to purchase or sell the asset.

### **Derecognition of financial instruments**

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the income statement.

## **Impairment of financial assets**

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

## **Offsetting of financial instruments**

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

#### **4.17 Derivatives**

The Group has no policy to speculate in or engage in the trading of any financial derivative instruments, other than for managing the foreign currency risk by entering into forward exchange contracts to mitigate such exposure.

Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and subsequently remeasured at fair value, which is determined by reliable financial institutions. Gains on losses arising from changes in the fair value of the contracts are recognised in the income statement.

#### **4.18 Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

## **5. Significant accounting judgements and estimates**

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

### **5.1 Allowance for diminution in inventory value**

The determination of allowance for diminution in inventory value requires management to make judgements and estimates of potential inventory losses. The allowance for declining in net realisable value is estimated based on the selling price expected in the ordinary course of business less the estimated costs to complete the sale; and allowance for obsolete, slow-moving and deteriorated inventories is estimated based on the approximate aging of each type of inventories and the prevailing market condition.

### **5.2 Property plant and equipment and investment properties and depreciation**

In determining depreciation of plant and equipment and investment properties, the management is required to make estimates of the useful lives and residual values of the plant and equipment and investment properties and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment and investment properties for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

### **5.3 Allowance for impairment of investments**

The Company treats investments as impaired when there has been a significant or prolonged decline in the fair value below their cost or where other objective evidence of impairment exists. The determination of what is “significant” or “prolonged” requires judgement of the management.

### **5.4 Intangible assets**

The initial recognition and measurement of intangible assets, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash-generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.



## 5.5 Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

## 5.6 Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercises judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

## 6. Cash and cash equivalents

Cash and cash equivalents as at 31 December 2025 and 2024 as reflected in the statements of financial position and cash flows consist of the following:

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Cash	1,490	1,592	301	339
Bank deposits	3,406,001	3,487,481	1,560,387	1,605,622
Fixed deposits with maturity				
not over 3 months	<u>1,529,009</u>	<u>3,200,000</u>	<u>1,000,000</u>	<u>2,800,000</u>
Total cash and cash equivalents	<u>4,936,500</u>	<u>6,689,073</u>	<u>2,560,688</u>	<u>4,405,961</u>

As at 31 December 2025, bank deposits in savings accounts and fixed deposits carried interests between 0.001 and 3.560 percent per annum (2024: 0.001 and 5.200 percent per annum).

## 7. Related party transactions

During the years, the Company had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Million Baht)

	Separate		
	financial statements		Transfer pricing policy
	<u>2025</u>	<u>2024</u>	
<b><u>Transactions with subsidiary companies</u></b>			
(eliminated from the consolidated			
financial statements)			
Sales of goods	145	147	Prices agreed between the parties due to the uniqueness of products sold to each customer
Sales of assets	1	3	Cost plus mark up
Guarantee fee income	6	5	0.5 percent per annum
Purchase of materials	200	156	Cost plus mark up
Purchase of assets	-	1	Cost plus mark up
Marketing service fee expenses	8	10	Rates stipulated in the agreement
Service fee expenses	2	2	Cost plus mark up
Interest income	2	2	5.15 percent per annum

As at 31 December 2025 and 2024, the balances of the accounts between the Company and those related parties are as follows:

	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Trade and other current receivables (Note 8)</b>				
<b><u>Trade receivables - related parties</u></b>				
Subsidiaries	-	-	69,867	18,092
Total trade receivables - related parties	-	-	69,867	18,092
<b><u>Other current receivables - related parties</u></b>				
Subsidiaries	-	-	198	9,674
Total other current receivables - related parties	-	-	198	9,674
<b>Total trade and other current receivables</b>	<b>-</b>	<b>-</b>	<b>70,065</b>	<b>27,766</b>

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Trade and other current payables (Note 19)</b>				
<u>Trade payables - related parties</u>				
Subsidiaries	-	-	38,552	20,429
Total trade payables - related parties	-	-	38,552	20,429
<b>Total trade and other current payables</b>	<u>-</u>	<u>-</u>	<u>38,552</u>	<u>20,429</u>

### **Short-term loan to related party**

Movements in short-term loan to related party during the year ended 31 December 2025 are summarised below.

	(Unit: Thousand Baht)			
	Balance as at			Balance as at
	31 December	During the year		31 December
	<u>2024</u>	<u>Increase</u>	<u>Decrease</u>	<u>2025</u>
<b>Short-term loan to related party</b>				
Subsidiary				
Hana Semiconductor International Limited	507,444	272,896	(780,340)	-
<b>Total short-term loan to related party</b>	<u>507,444</u>	<u>272,896</u>	<u>(780,340)</u>	<u>-</u>

As at 31 December 2025, the subsidiary had fully repayment short-term loan to the Company.

### **Directors and management's benefits**

During the years ended 31 December 2025 and 2024, the Group had employee benefit expenses payable to its directors and management as below.

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Short-term employee benefits	122.4	177.1	21.3	21.7
Post-employment benefits	2.8	4.2	1.1	2.6
<b>Total</b>	<u>125.2</u>	<u>181.3</u>	<u>22.4</u>	<u>24.3</u>

### **Guarantee obligations with related parties**

The Company has outstanding guarantee obligations with its related party, as described in Note 34.5 to the financial statements.

## 8. Trade and other current receivables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b><u>Age of receivable</u></b>				
<b>Trade receivables - subsidiaries</b>				
Not yet due	-	-	14,413	16,015
Past due				
Up to 3 months	-	-	28,025	2,077
3 - 6 months	-	-	27,429	-
Total trade receivables - subsidiaries (Note 7)	-	-	69,867	18,092
<b>Trade receivables - unrelated parties</b>				
Not yet due	2,750,175	3,248,926	1,316,419	1,621,984
Past due				
Up to 3 months	848,895	916,366	499,918	479,160
3 - 6 months	220,296	83,927	187,693	63,952
6 - 12 months	167,072	67,395	125,864	67,016
Over 12 months	2,651	5,411	17	-
Total trade receivables - unrelated parties	3,989,089	4,322,025	2,129,911	2,232,112
Less: Allowance for expected credit losses	(25,380)	(4,002)	-	-
Total trade receivables - unrelated parties - net	3,963,709	4,318,023	2,129,911	2,232,112
Total trade receivables - net	3,963,709	4,318,023	2,199,778	2,250,204
<b>Other current receivables</b>				
Receivables from the Revenue Department	33,786	47,506	3,966	1,800
Other current receivables - subsidiaries (Note 7)	-	-	198	9,674
Other current receivables - unrelated parties	93,587	115,193	39,670	21,288
Total other current receivables	127,373	162,699	43,834	32,762
Trade and other current receivables - net	4,091,082	4,480,722	2,243,612	2,282,966

The normal credit term is 30 to 60 days.

## 9. Short-term loan to other company

Movements in short-term loan to other company during the year ended 31 December 2025 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements			
	Balance as at	During the year		Balance as at
	31 December			31 December
	2024	Increase	Decrease	2025
<b>Short-term loan to other company</b>				
Edelteq Ventures (Malaysia) Company Limited	-	399,867	(28,708)	371,159
<b>Total short-term loan to other company</b>	<b>-</b>	<b>399,867</b>	<b>(28,708)</b>	<b>371,159</b>

As at 31 December 2025, the overseas subsidiary had short-term loan to other company of USD 11.75 million equivalent to Baht 371.16 million, which carried interest at the rate of 4.70 - 6.23 percent per annum and is due for repayment in April 2026.

## 10. Inventories

(Unit: Thousand Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2025	2024	2025	2024	2025	2024
Finished goods	1,172,711	1,101,051	(69,973)	(97,874)	1,102,738	1,003,177
Work in process	1,055,614	1,189,673	(459,294)	(449,795)	596,320	739,878
Raw materials	4,129,357	5,554,718	(254,239)	(299,077)	3,875,118	5,255,641
Goods in transit	228,828	97,308	-	-	228,828	97,308
<b>Total</b>	<b>6,586,510</b>	<b>7,942,750</b>	<b>(783,506)</b>	<b>(846,746)</b>	<b>5,803,004</b>	<b>7,096,004</b>

(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2025	2024	2025	2024	2025	2024
Finished goods	476,946	661,431	(21,204)	(31,530)	455,742	629,901
Work in process	119,765	196,133	-	-	119,765	196,133
Raw materials	1,703,573	2,528,005	(136,243)	(190,253)	1,567,330	2,337,752
Goods in transit	103,287	37,030	-	-	103,287	37,030
<b>Total</b>	<b>2,403,571</b>	<b>3,422,599</b>	<b>(157,447)</b>	<b>(221,783)</b>	<b>2,246,124</b>	<b>3,200,816</b>

Detailed movements of the reduction of cost to net realisable value are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Balance at the beginning of the year	(846,746)	(630,116)	(221,783)	(238,120)
Add: Increase during the year	(731,795)	(783,317)	(142,910)	(258,047)
Less: Reversal during the year	476,312	503,622	126,805	274,384
Less: Write-off for obsolete and damaged stock	281,888	-	80,441	-
Add: Translation adjustment	36,835	63,065	-	-
Balance at the end of the year	<u>(783,506)</u>	<u>(846,746)</u>	<u>(157,447)</u>	<u>(221,783)</u>

## 11. Other current financial assets

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<u>Debt instruments at amortised cost</u>				
Fixed deposits	5,517,917	2,853,598	2,100,000	1,100,000
Total debt instruments at amortised cost	<u>5,517,917</u>	<u>2,853,598</u>	<u>2,100,000</u>	<u>1,100,000</u>
<u>Debt instruments at FVOCI</u>				
Overseas marketable corporate bonds	1,219,712	1,201,909	-	-
Total debt instruments at FVOCI	<u>1,219,712</u>	<u>1,201,909</u>	<u>-</u>	<u>-</u>
<u>Financial assets at FVTPL</u>				
Liquidity fund	319,218	-	-	-
Total Financial assets at FVTPL	<u>319,218</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total other current financial assets	<u>7,056,847</u>	<u>4,055,507</u>	<u>2,100,000</u>	<u>1,100,000</u>

As at 31 December 2025, fixed deposits with financial institutions carried interests between 0.50 and 3.90 percent per annum (2024: 1.50 and 4.50 percent per annum).

In July 2024, Credit Suisse Asset Management (Switzerland) AG, a fund management company, announced the final pay back amounts from the termination of Supply Chain Fund in 2021, The pay back amounts by the fund of USD 8.54 million or equivalent to Baht 289.94 million were received in August 2024. The Group realised loss on fair value measurement in 2021, therefore, such amounts were recognised including as other income in the 2024 income statement.

## 12. Investments in subsidiaries

Details of investments in subsidiaries as presented in the separate financial statements are as follows:

(Unit: Thousand Baht)						
Company's name	Paid-up capital		Shareholding percentage		Cost	
	2025	2024	2025	2024	2025	2024
			Percent	Percent		
Hana Semiconductor (Ayutthaya) Company Limited	1,200,000	1,200,000	58	58	2,142,910	2,142,910
Hana Semiconductor (BKK) Company Limited	1,000,000	1,000,000	100	100	1,011,100	1,011,100
Omac Sales Limited	325	325	100	100	273,492	273,492
Hana Microelectronics (Cambodia) Company Limited	1,417,167	1,417,167	100	100	1,417,167	1,417,167
Hana Microelectronics International Company Limited	3,426,110	-	100	100	3,426,110	-
Hana Microelectronics Investment Company Limited	-	-	100	100	-	-
Total investments in subsidiaries					8,270,779	4,844,669
Less: Allowance for impairment loss on investments					(169,719)	(169,719)
Investments in subsidiaries - net					<u>8,101,060</u>	<u>4,674,950</u>

During 2025 and 2024 the Company did not received dividend from subsidiaries.

In March 2024, the Company additionally invested in 20,000 ordinary shares of Hana Microelectronics (Cambodia) Company Limited, in amount of USD 20 million or equivalent to Baht 715.04 million (2023: Baht 546 million). As at 31 December 2025 and 2024, the Company has investment in 40,000 ordinary shares of Hana Microelectronics (Cambodia) Company Limited, amounting to USD 40 million or equivalent to Baht 1,417.17 million, representing 100% of the issued and paid-up share capital of the subsidiary.

On 11 December 2024, following the resolution of the Company's Board of Directors No. 7/2024 the Company was approved to additionally invest in 10,000,000 ordinary shares of Hana Microelectronics International Company Limited, in amount of USD 100 million or equivalent to Baht 3,426 million. This involves the cancellation of the original 2 shares with a par value of USD 1 each and the issuance of 10,000,000 new ordinary shares with a par value of USD 10 each. The subsidiary registered the capital increase with the BVI Registry of Corporate Affairs on 2 January 2025. In January 2025, the Company paid the additional shares, as called by the subsidiary. As at 31 December 2025, the Company has investment in 10,000,000 ordinary shares of Hana Microelectronics International Company Limited, amounting to USD 100 million or equivalent to Baht 3,426 million, representing 100% of the issued and paid-up share capital of the subsidiary.

In testing impairment of investments in subsidiaries when there are impairment indicators, the Company has determined recoverable amounts of its cash generating units (CGUs) based on value in use calculation using cash flow projections based on financial budgets approved by the management.

During 2024, the Company recorded an allowance for impairment loss on investment in Hana Microelectronics (Cambodia) Company Limited of Baht 169.72 million (2025: Nil) in the 2024 separate income statements.

Key assumptions used in calculating value in use as at 31 December 2024 include WACC at 12 percent per annum.

### 13. Investment in associate

#### 13.1 Details of associate

(Unit: Thousand Baht)								
Company's name	Nature of business	Country of incorporation	Shareholding percentage		Consolidated financial statements		Separate financial statements	
					Carrying amount based on equity method		Cost method	
			2025 (Percent)	2024 (Percent)	2025	2024	2025	2024
FT1 Corporation Limited	Manufacture and trading of electronic components	Thailand	49	49	303,258	369,581	372,890	372,890
Total					303,258	369,581	372,890	372,890



During 2024, the Company entered into an agreement with New Versal Company Limited for an investment in a newly incorporated company, FT1 Corporation Limited, to seek business opportunity in smart electronics industry. The Company has invested in 4,900 ordinary shares, in an amount of Baht 0.49 million, representing 49% of the issued and paid-up share capital of that company.

On 24 July 2024, the Company's Board of Directors' Meeting No. 4/2024 passed the resolution approving the Company to additionally invest in 7,448,000 ordinary shares of the share capital increase of FT1 Corporation Limited, in an amount of Baht 744.8 million, according to its shareholding percentage of 49% in that company. On 8 August 2024, the Company made a partial payment of Baht 372.4 million towards this investment, with the remaining balance of Baht 372.4 million.

### 13.2 Share of comprehensive income

During periods, the Company recognised its share of profit (loss) and share of other comprehensive income from investments in associated company in the consolidated financial statements as follows:

(Unit: Thousand Baht)

Company's name	Consolidated financial statements			
	Share of profit (loss)		Share of other comprehensive	
	from investments in associated		income from investments in	
	company		associated company	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
FT1 Corporation Limited	(26,432)	12,912	(39,891)	(16,221)
Total	<u>(26,432)</u>	<u>12,912</u>	<u>(39,891)</u>	<u>(16,221)</u>

The shares of profit (loss) and the shares of other comprehensive incomes from investments in associates had been calculated from the financial statements prepared by the management of the associated company and not being audited by its auditor. The Company's management believes that the management accounts of the associated company would not be significantly different from the accounts audited by its auditor.

### 13.3 Summarised financial information about the associate

Summarised information about financial position

	(Unit: Million Baht)	
	<u>2025</u>	<u>2024</u>
Current assets	352	727
Non-current assets	298	34
Current liabilities	(1)	(7)
<b>Net assets</b>	<b>649</b>	<b>754</b>
Shareholding percentage	49%	49%
<b>Share of net assets</b>	<b>318</b>	<b>369</b>
Translation adjustment	(15)	-
<b>Carrying amounts of associates based on equity method</b>	<b>303</b>	<b>369</b>

Summarised information about comprehensive income

	(Unit: Million Baht)	
	For the years ended	
	31 December	
	<u>2025</u>	<u>2024</u>
Other income (expense)	(54)	26
Profit (loss) for the year	(54)	26
Other comprehensive income	(81)	(33)
<b>Total comprehensive income</b>	<b>(135)</b>	<b>(7)</b>
Shareholding percentage	49%	49%
<b>Share of profit (loss) from associate</b>	<b>(26)</b>	<b>13</b>
<b>Share of comprehensive income from associate</b>	<b>(40)</b>	<b>(16)</b>

## 14. Investment properties

The net book value of investment properties as at 31 December 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements			Separate financial statements	
	Land	Building	Total	Land	Total
<b>Cost</b>					
As at 1 January 2024	72,304	-	72,304	72,304	72,304
Additions	62,000	24,000	86,000	-	-
As at 31 December 2024	134,304	24,000	158,304	72,304	72,304
As at 31 December 2025	134,304	24,000	158,304	72,304	72,304
<b>Accumulated Amortization</b>					
As at 1 January 2024	-	-	-	-	-
Amortisation for the year	-	92	92	-	-
As at 31 December 2024	-	92	92	-	-
Amortisation for the year	-	1,200	1,200	-	-
As at 31 December 2025	-	1,292	1,292	-	-
<b>Net book value</b>					
As at 31 December 2024	134,304	23,908	158,212	72,304	72,304
As at 31 December 2025	134,304	22,708	157,012	72,304	72,304

As at 31 December 2025, the fair value of the investment properties based on market price amounted to approximately Baht 236 million (2024: Baht 231 million) and for the Company amounted to approximately Baht 145 million (2024: Baht 145 million).

## 15. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Net book value</b>				
Property, plant and equipment	8,084,054	9,169,373	1,931,327	2,029,304
Right-of-use assets (Note 20)	116,502	158,213	-	-
Total	<u>8,200,556</u>	<u>9,327,586</u>	<u>1,931,327</u>	<u>2,029,304</u>

Movements of property, plant and equipment for the years ended 31 December 2025 and 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements								
					Machinery and equipment	Office furniture and equipment	Vehicles	Construction in progress and machinery under installation	Total
Cost	Land	Buildings	Leasehold improvement	Fixtures					
As at 1 January 2024	558,573	4,786,701	173,912	1,027,777	20,612,092	929,547	59,681	1,835,763	29,984,046
Additions	4,763	13,185	7,838	27,561	193,976	19,237	9,672	1,390,989	1,667,221
Disposals	-	(3,981)	(36,451)	(2,350)	(365,102)	(19,421)	(10,953)	-	(438,258)
Transfer in (out)	-	36,074	-	49,437	1,240,688	40,325	7,478	(1,379,039)	(5,037)
Translation adjustment	(1,392)	(89,820)	(5,634)	(675)	(494,235)	(9,723)	(329)	(202,811)	(804,619)
As at 31 December 2024	561,944	4,742,159	139,665	1,101,750	21,187,419	959,965	65,549	1,644,902	30,403,353
Additions	-	5,156	-	10,868	112,238	19,031	2,028	496,599	645,920
Disposals	(37,759)	-	-	(5,240)	(181,202)	(3,052)	(6,215)	(203)	(233,671)
Transfer in (out)	-	93,450	4,659	28,519	1,578,097	42,521	-	(1,751,513)	(4,267)
Translation adjustment	(14,220)	(97,594)	(4,598)	(236)	(323,488)	(7,051)	(646)	(73,172)	(521,005)
As at 31 December 2025	509,965	4,743,171	139,726	1,135,661	22,373,064	1,011,414	60,716	316,613	30,290,330
Accumulated depreciation									
As at 1 January 2024	30,034	2,654,173	139,960	704,845	13,870,664	776,954	47,675	-	18,224,305
Depreciation for the year	3,070	220,830	18,276	65,831	1,306,393	68,171	5,448	-	1,688,019
Accumulated depreciation for disposed assets	-	(3,981)	(36,451)	(2,350)	(344,205)	(18,473)	(10,324)	-	(415,784)
Translation adjustment	(313)	(41,780)	(5,033)	(91)	(186,294)	(7,757)	792	-	(240,476)
As at 31 December 2024	32,791	2,829,242	116,752	768,235	14,646,558	818,895	43,591	-	19,256,064
Depreciation for the year	2,189	198,431	10,325	62,487	1,141,510	61,148	6,809	-	1,482,899
Transfer in (out)	-	-	-	(7)	7	-	-	-	-
Accumulated depreciation for disposed assets	(8,417)	-	-	(5,240)	(150,336)	(2,798)	(6,216)	-	(173,007)
Translation adjustment	(2,407)	(41,227)	(4,029)	(35)	(146,575)	(5,697)	(410)	-	(200,380)
As at 31 December 2025	24,156	2,986,446	123,048	825,440	15,491,164	871,548	43,774	-	20,365,576

## Consolidated financial statements

	Land	Buildings	Leasehold improvement	Fixtures	Machinery and equipment	Office furniture and equipment	Vehicles	Construction in progress and machinery under installation	Total
<b>Allowance for impairment loss</b>									
As at 1 January 2024	-	-	-	150	58,100	16	-	-	58,266
Increase during the year	-	130,560	730	1,759	1,050,503	17,713	-	560,186	1,761,451
Translation adjustment	-	-	-	-	(14)	-	-	-	(14)
As at 31 December 2024	-	130,560	730	1,909	1,108,589	17,729	-	560,186	1,819,703
Decrease during the year	-	-	-	-	(10,366)	-	-	-	(10,366)
Transfer in (out)	-	21,454	-	(151)	477,466	831	-	(501,209)	(1,609)
Translation adjustment	-	(6,217)	(35)	(84)	(49,675)	(843)	-	(26,676)	(83,530)
As at 31 December 2025	-	145,797	695	1,674	1,526,014	17,717	-	32,301	1,724,198
<b>Net book value</b>									
As at 31 December 2024	529,153	1,782,357	22,183	331,606	5,432,272	123,341	21,958	1,084,716	9,327,586
As at 31 December 2025	485,809	1,610,928	15,983	308,547	5,355,886	122,149	16,942	284,312	8,200,556
<b>Depreciation for the year</b>									
2024 (Baht 1,542 million included in manufacturing cost, and the balance in administrative expenses)									1,688,019
2025 (Baht 1,354 million included in manufacturing cost, and the balance in administrative expenses)									1,482,899

## Separate financial statements

	Land	Buildings	Fixtures	Machinery and equipment	Office furniture and equipment	Vehicles	Construction in progress and machinery under installation	Total
<b>Cost</b>								
As at 1 January 2024	249,865	2,056,905	428,728	3,671,950	338,990	17,606	124,749	6,888,793
Additions	4,763	-	7,746	1,401	13,405	5,847	226,707	259,869
Disposals	-	-	(2,350)	(111,948)	(1,374)	-	-	(115,672)
Transfer in (out)	-	-	40,740	190,000	24,314	-	(256,767)	(1,713)
As at 31 December 2024	254,628	2,056,905	474,864	3,751,403	375,335	23,453	94,689	7,031,277
Additions	-	680	4,875	2,890	10,402	-	227,558	246,405
Disposals	-	-	(5,240)	(111,641)	(2,052)	(4,406)	-	(123,339)
Transfer in (out)	-	-	1,959	133,712	7,925	-	(143,596)	-
As at 31 December 2025	254,628	2,057,585	476,458	3,776,364	391,610	19,047	178,651	7,154,343
<b>Accumulated depreciation</b>								
As at 1 January 2024	-	1,233,699	309,340	2,911,027	253,392	13,029	-	4,720,487
Depreciation for the year	-	85,486	31,889	212,396	30,489	1,645	-	361,905
Accumulated depreciation for disposed assets	-	-	(2,350)	(111,499)	(870)	-	-	(114,719)
As at 31 December 2024	-	1,319,185	338,879	3,011,924	283,011	14,674	-	4,967,673
Depreciation for the year	-	85,500	26,581	196,291	32,831	2,422	-	343,625
Accumulated depreciation for disposed assets	-	-	(5,240)	(110,965)	(1,971)	(4,406)	-	(122,582)
As at 31 December 2025	-	1,404,685	360,220	3,097,250	313,871	12,690	-	5,188,716
<b>Allowance for impairment loss</b>								
As at 31 December 2024	-	-	-	34,300	-	-	-	34,300
As at 31 December 2025	-	-	-	34,300	-	-	-	34,300
<b>Net book value</b>								
As at 31 December 2024	254,628	737,720	135,985	705,179	92,324	8,779	94,689	2,029,304
As at 31 December 2025	254,628	652,900	116,238	644,814	77,739	6,357	178,651	1,931,327
<b>Depreciation for the year</b>								
2024 (Baht 337 million included in manufacturing cost, and the balance in administrative expenses)								361,905
2025 (Baht 319 million included in manufacturing cost, and the balance in administrative expenses)								343,625

As at 31 December 2025, certain plant and equipment were fully depreciated but are still in use. The gross carrying amount, before deducting accumulated depreciation and allowance for impairment loss, of those assets amounted to approximately Baht 14,395 million (2024: Baht 12,654 million) and for the Company amounted to approximately Baht 2,997 million (2024: Baht 2,733 million).

The overseas subsidiary has mortgaged the land use right and buildings with net book value of approximately CNY 21 million or equivalent to Baht 96 million as collateral against long-term loans from financial institutions as described in Note 22 to the financial statements.

During the year 2024, Power Master Semiconductor Company Limited, an overseas subsidiary, had continuously incurred operating losses, and its performance compared to its business plan led to the indication of the impairment loss. As a result, the subsidiary performed an impairment testing and recognised an impairment loss to reduce the carrying amounts of the assets to their recoverable amounts amounting to totaling KRW 79.8 billion or equivalent to Baht 1,844 million, including impairment loss on plant and equipment of Baht 1,761 million and impairment loss on intangible assets of Baht 83 million, presented as “Loss on impairment of non-financial assets” in the consolidated income statement for the year 2024. The subsidiary had determined the recoverable amount of its cash-generating unit based on value in use using cash flow projections based on financial estimates approved by management. Key assumptions used in value in use calculation as at 31 December 2024 included WACC at 15 percent per annum.

## 16. Intangible assets

				(Unit: Thousand Baht)	
	Consolidated financial statements			Separate financial statements	
	Computer software	Development costs	Total	Computer software	Total
<b>Cost</b>					
As at 1 January 2024	284,738	321,849	606,587	108,244	108,244
Additions	29,995	-	29,995	179	179
Transfer in	1,713	-	1,713	1,713	1,713
Translation adjustment	(10,650)	(41,294)	(51,944)	-	-
As at 31 December 2024	305,796	280,555	586,351	110,136	110,136
Additions	12,357	-	12,357	1,382	1,382
Transfer in	3,960	-	3,960	-	-
Translation adjustment	(7,318)	(13,360)	(20,678)	-	-
As at 31 December 2025	314,795	267,195	581,990	111,518	111,518
<b>Accumulated amortisation</b>					
As at 1 January 2024	177,916	99,688	277,604	66,980	66,980
Amortisation for the year	36,203	52,361	88,564	8,435	8,435
Translation adjustment	(5,828)	(18,148)	(23,976)	-	-
As at 31 December 2024	208,291	133,901	342,192	75,415	75,415
Amortisation for the year	26,078	15,708	41,786	8,066	8,066
Translation adjustment	(5,195)	(7,124)	(12,319)	-	-
As at 31 December 2025	229,174	142,485	371,659	83,481	83,481
<b>Allowance for impairment loss</b>					
As at 1 January 2024	-	-	-	-	-
Increase during the year	20,028	62,941	82,969	-	-
As at 31 December 2024	20,028	62,941	82,969	-	-
Transfer in	1,609	-	1,609	-	-
Translation adjustment	(954)	(2,997)	(3,951)	-	-
As at 31 December 2025	20,683	59,944	80,627	-	-
<b>Net book value</b>					
As at 31 December 2024	77,477	83,713	161,190	34,721	34,721
As at 31 December 2025	64,938	64,766	129,704	28,037	28,037



## 17. Other non-current financial assets

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<u>Debt instruments at amortised cost</u>				
Fixed deposits	44	46	-	-
Total debt instruments at amortised cost	44	46	-	-
<u>Equity instruments designated at FVOCI</u>				
Local marketable equity securities	97	97	97	97
Total equity instruments designated at FVOCI	97	97	97	97
Total other non-current financial assets	141	143	97	97

## 18. Short-term loans from financial institutions

Movements in short-term loans from financial institutions during the year ended 31 December 2025 and 2024 are summarised below.

	(Unit: Thousand Baht)	
	Consolidated	
	financial statements	
	<u>2025</u>	<u>2024</u>
Balance beginning of year	509,355	1,076,408
Add: Increase during the year	137,384	26,017
Less: Repayment during the year	(509,355)	(588,447)
Translation adjustment	-	(4,623)
Balance end of year	137,384	509,355

As at 31 December 2025, the overseas subsidiary had short-term loans from commercial banks of USD 4.4 million or equivalent to Baht 137.4 million (2024: USD 15.0 million or equivalent to Baht 509.4 million), which carried interest at the rate of 4.32 percent per annum (2024: 5.51 and 5.52 percent per annum) Subsequently, the subsidiary had fully repaid short-term loan to financial institutions on 20 February 2026.

## 19. Trade and other current payables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Trade payables - subsidiaries (Note 7)	-	-	38,552	20,429
Trade payables - unrelated parties	1,879,124	1,666,704	743,855	654,959
Advance received from customers	778,637	847,788	161,177	185,585
Other current payables for purchase of machinery	182,990	180,840	58,787	33,705
Accrued expenses	315,166	331,078	36,653	32,460
Total trade and other current payables	<u>3,155,917</u>	<u>3,026,410</u>	<u>1,039,024</u>	<u>927,138</u>

## 20. Leases

The Group has lease contracts for various items of property, plant, and equipment used in its operations. Leases generally have lease terms between 2 and 50 years.

### a) Right-of-use assets (Note 15)

Movements of right-of-use assets for the years ended 31 December 2025 and 2024 are summarised below.

	(Unit: Thousand Baht)			
	Consolidated financial statements			
			Machinery and equipment	Total
	<u>Land</u>	<u>Buildings</u>		
1 January 2024	119,150	45,322	3,063	167,535
Additions	-	2,026	-	2,026
Depreciation for the year	(3,070)	(4,729)	(2,628)	(10,427)
Translation adjustment	(713)	(278)	70	(921)
31 December 2024	115,367	42,341	505	158,213
Additions	-	4,214	1,966	6,180
Disposal	(29,342)	-	-	(29,342)
Depreciation for the year	(2,189)	(4,562)	(968)	(7,719)
Translation adjustment	(8,080)	(2,751)	1	(10,830)
31 December 2025	<u>75,756</u>	<u>39,242</u>	<u>1,504</u>	<u>116,502</u>

The overseas subsidiary has mortgaged the land use right and buildings with the net book value as at 31 December 2025 of approximately CNY 21.2 million or equivalent to approximately Baht 95.6 million (2024: CNY 32.5 million or equivalent to approximately Baht 151.3 million) as collateral for long-term loans from financial institution as described in Note 22.

## b) Lease liabilities

	(Unit: Thousand Baht)	
	Consolidated	
	financial statements	
	<u>2025</u>	<u>2024</u>
Lease payments	4,803	2,456
Less: Deferred interest expenses	(55)	(198)
Total	4,748	2,258
Less: Portion due within one year	(3,346)	(684)
Lease liabilities - net of current portion	1,402	1,574

Movements of the lease liabilities during the years ended 31 December 2025 and 2024 are summarised below:

	(Unit: Thousand Baht)	
	Consolidated	
	financial statements	
	<u>2025</u>	<u>2024</u>
Balance at beginning of year	2,258	5,723
Additions	6,000	2,055
Accretion of interest	273	161
Payments during the year	(3,824)	(5,708)
Translation adjustment	41	27
Balance at end of year	4,748	2,258

A maturity analysis of lease payments is disclosed in Note 36.1 under the liquidity risk.

## c) Expenses relating to leases that are recognised in income statements

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Depreciation expense of right-of-use assets	7,719	10,427	-	-
Interest expense on lease liabilities	273	161	-	-
Expense relating to short-term leases	10,278	11,076	194	194
Expense relating to leases of low-value assets	134	237	26	128

#### d) Others

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 10.4 million (2024: Baht 11.3 million) and for the Company amounting to Baht 0.2 million (2024: Baht 0.3 million), including the cash outflows related to short-term leases and leases of low-value assets.

### 21. Short-term provisions

	(Unit: Thousand Baht) Consolidated financial statements
	Provision for product warranty
As at 1 January 2024	342,233
Translation adjustment	(2,354)
As at 31 December 2024	339,879
Recognition during period	22,028
Translation adjustment	(24,053)
As at 31 December 2025	337,854

### 22. Long-term loans from financial institution

Movements in long-term loans from financial institution during the year ended 31 December 2025 and 2024 are summarised below.

	(Unit: Thousand Baht) Consolidated financial statements	
	2025	2024
Balance beginning of year	380,885	227,376
Add: Increase during the year	-	212,243
Less: Repayment during the year	(380,885)	(35,713)
Translation adjustment	-	(23,021)
Balance end of year	-	380,885
Less: Portion due within one year	-	(46,563)
Long-term loans from financial institution - net of current portion	-	334,322

As at 31 December 2024, the overseas subsidiary had long-term loans from financial institution of CNY 81.8 million or equivalent to Baht 380.9 million, which carry a floating interest rate benchmarked to one-year lending rate of People's Bank of China (PBOC) throughout the period of the agreement and are repayable within 2026 - 2027.

As at 31 December 2025, the overseas subsidiary had fully repaid long-term loans to financial institution before maturity date.

As at 31 December 2025, the long-term credit facilities of the overseas subsidiary which have not yet been drawn amounted to CNY 130.1 million or equivalent to Baht 587.2 million (2024: CNY 40.3 million or equivalent to Baht 187.8 million).

The above loans are secured by the land use right and buildings of the subsidiary.

## 23. Non-current provision for employee benefits

Provision for employee benefits, which represents compensation payable to employees after they retire, was as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b>Provision for employee benefits</b>				
<b>at beginning of year</b>	798,779	765,952	409,893	368,266
Included in the income statement:				
Current service cost	51,277	47,574	28,754	24,691
Interest cost	16,957	18,713	9,338	9,946
Included in other comprehensive income:				
Remeasurement (gain) loss arising from				
Demographic assumptions changes	(7,800)	(34,137)	1,395	(36,418)
Financial assumptions changes	51,947	36,284	29,407	22,055
Experience adjustments	14,167	34,744	14,049	30,134
Benefits paid during the year	(46,468)	(70,351)	(17,528)	(8,781)
<b>Provision for employee benefits</b>				
<b>at end of year</b>	<u>878,859</u>	<u>798,779</u>	<u>475,308</u>	<u>409,893</u>

The Group expects to pay Baht 73 million of long-term employee benefits during the next year (the Company only: Baht 26 million) (2024: Baht 69 million, the Company only: Baht 21 million).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit is 12 years (the Company only: 14 years) (2024: 12 years (the Company only: 14 years)).

Significant actuarial assumptions are summarised below.

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
	(% per annum)	(% per annum)	(% per annum)	(% per annum)
Discount rate	1.66 - 1.95	2.3 - 2.5	1.95	2.5
Future salary increase rate	4.0 - 5.0	4.0 - 5.0	4.0 - 5.0	4.0 - 5.0
Staff turnover rate (depending on age)	2.86 - 16.40	6.4 - 26.1	2.86 - 10.58	6.4 - 16.1

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligations as at 31 December 2025 and 2024 are summarised below.

	(Unit: Million Baht)			
	31 December 2025			
	Consolidated financial statements		Separate financial statements	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(94)	113	(57)	69
Salary increase rate	110	(94)	67	(57)
	Increase 5%	Decrease 5%	Increase 5%	Decrease 5%
Staff turnover rate	(165)	218	(117)	157
	(Unit: Million Baht)			
	31 December 2024			
	Consolidated financial statements		Separate financial statements	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(86)	103	(49)	59
Salary increase rate	101	(86)	58	(49)
	Increase 5%	Decrease 5%	Increase 5%	Decrease 5%
Staff turnover rate	(147)	210	(101)	150

## 24. Equity-settled share-based payments

On 15 December 2022, an overseas subsidiary issued stock grants of its shares to directors, executives and employees of the Group, with significant details as follows:

Number of stock grants issued: 41,113,486 units (16% of ordinary shares of the subsidiary)

Vesting conditions: Employees must remain in service for a granting period. The 20% of stock grants shall become vested and exercisable on the date of the subsidiary's Initial Public Offering (IPO date) and 20% of stock grants on the first, second, third and fourth anniversary of the IPO date.

During the year 2025, there were modifications to the share-based payment arrangement relating to an extension of the vesting period of the stock options until the first quarter of 2030.

In addition, during the year 2025, the Group recognised equity-settled share-based payment transactions amounting to Baht 10.1 million as income in profit or loss, together with a corresponding decrease in "Capital reserve for share-based payment" in statement of change in shareholders' equity (2024: recognised Baht 28.7 million as expense).

## 25. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net income after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution.

At present, the statutory reserve has fully been set aside.

## 26. Finance income

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Interest income on bank deposits	132,818	135,074	20,893	71,090
Interest income on loan to related party	-	-	2,496	1,524
Interest income on debt instruments measured at FVOCI	60,586	58,684	-	-
Total	<u>193,404</u>	<u>193,758</u>	<u>23,389</u>	<u>72,614</u>

## 27. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Raw materials and consumables used	13,631,556	16,636,012	6,611,313	8,376,060
Changes in inventories of finished goods and work in process	43,997	350,602	250,527	33,511
Salaries and wages and other employee benefits	3,902,483	3,909,560	1,291,921	1,261,804
Management benefit expenses	125,194	181,258	22,360	24,296
Depreciation and amortisation expenses	1,525,885	1,776,584	351,691	370,340
Loss on impairment of investment	-	-	-	169,719
Loss on impairment of non-financial assets	-	1,844,420	-	-

## 28. Income tax

Income tax expenses for the years ended 31 December 2025 and 2024 are made up as follows:

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Current income tax:</b>				
Current income tax charge	56,555	100,013	12,894	41,495
Adjustment in respect of income tax of previous year	16,621	(10,382)	668	1,612
<b>Deferred tax:</b>				
Relating to origination and reversal of temporary differences	<u>(22,377)</u>	<u>(3,460)</u>	<u>38,739</u>	<u>(32,806)</u>
<b>Income tax expenses reported in the income statements</b>	<u><u>50,799</u></u>	<u><u>86,171</u></u>	<u><u>52,301</u></u>	<u><u>10,301</u></u>

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follows:

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Deferred tax relating to actuarial loss	(467)	(265)	(467)	(265)
Deferred tax relating to exchange differences from translating foreign currency financial statements	<u>(1,095)</u>	<u>(295)</u>	<u>-</u>	<u>-</u>
	<u><u>(1,562)</u></u>	<u><u>(560)</u></u>	<u><u>(467)</u></u>	<u><u>(265)</u></u>



The reconciliation between accounting profit and income tax expenses is shown below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Accounting profit (loss) before tax	<u>721,198</u>	<u>(547,501)</u>	<u>1,523,584</u>	<u>1,791,741</u>
Applicable tax rate	0 - 25%	0 - 25%	20%	20%
Accounting profit (loss) before tax multiplied by				
income tax rate	205,109	(449,260)	304,717	358,348
Adjustment in respect of income tax of previous year	16,621	(10,382)	668	1,612
Adjustment in respect of deferred tax assets of				
previous year	-	-	33,944	-
Effects of:				
Promotional privileges (Note 30)	(262,355)	(388,861)	(287,646)	(349,123)
Dividend income not subject to tax	(23)	(23)	(23)	(23)
Income not subject to tax	(1,831)	64,432	-	-
Tax losses utilised from previous year	(2,657)	-	-	-
Unrecognised temporary differences and				
unused tax losses as deferred tax assets	93,856	851,501	-	-
Share of loss (profit) from investments in associate	5,286	(2,583)	-	-
Non-deductible expenses	2,519	32,108	37	38
Additional expense deductions allowed	(11,310)	(10,797)	(701)	(995)
Others	5,584	36	1,305	444
Total	<u>(170,931)</u>	<u>545,813</u>	<u>(287,028)</u>	<u>(349,659)</u>
Income tax expenses reported in the income statements	<u>50,799</u>	<u>86,171</u>	<u>52,301</u>	<u>10,301</u>

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Statements of financial position as at 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Deferred tax assets</b>				
Allowance for expected credit losses	4,611	228	-	-
Allowance for diminution in value of inventories	7,683	9,450	1,640	3,725
Allowance for diminution in value of investment	-	-	-	33,944
Allowance for asset impairment	357	576	357	576
Provision for employee benefits	4,991	6,884	4,991	6,884
Provision for vacation	711	881	203	333
Accrued expenses	22,991	25,234	-	-
Unused tax loss	53,690	-	-	-
Others	43,423	67,937	-	-
Total	138,457	111,190	7,191	45,462
<b>Deferred tax liabilities</b>				
Accumulated depreciation - plant and equipment	(122,416)	(119,088)	-	-
Total	(122,416)	(119,088)	-	-
<b>Deferred tax assets (liabilities) - net</b>	<u>16,041</u>	<u>(7,898)</u>	<u>7,191</u>	<u>45,462</u>
<b>Statements of financial position</b>				
Deferred tax assets	24,589	26,260	7,191	45,462
Deferred tax liabilities	(8,548)	(34,158)	-	-
<b>Deferred tax assets (liabilities) - net</b>	<u>16,041</u>	<u>(7,898)</u>	<u>7,191</u>	<u>45,462</u>

As at 31 December 2025, the subsidiaries had deductible temporary differences and unused tax losses totaling Baht 6,768 million (2024: Baht 6,347 million), on which deferred tax assets have not been recognised as the subsidiaries believe future taxable profits may not be sufficient to allow utilisation of the temporary differences and unused tax losses. The unused tax losses will expire by the year 2039.

## 29. Earnings (loss) per share

Basic earnings (loss) per share is calculated by dividing profit (loss) for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

### 29.1 Weighted average number of ordinary shares

	(Unit: Thousand shares)	
	<u>2025</u>	<u>2024</u>
Balance brought forward	885,367	821,197
Add: The weighted average number of ordinary shares issued during the year	-	64,170
Weighted average number of ordinary shares	<u>885,367</u>	<u>885,367</u>

### 29.2 Basic earnings per share

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Profit (loss) for the year (Thousand Baht)	670,399	(633,672)	1,471,284	1,781,441
Weighted average number of ordinary shares (Thousand shares)	885,367	885,367	885,367	885,367
Basic earnings (loss) per share (Baht)	0.76	(0.72)	1.66	2.01

### 30. Promotional privileges

The Group has received promotional privileges under the Investment Promotion Act B.E. 2520 as approved by the Board of Investment. Subject to certain imposed conditions, significant promotional privileges received with respect to tax are as follows:

Particulars	The Company											
1. Certificate No.	1234(1)/2555	2620(1)/2555	2199(2)/2557	59-0178-0-00-1-0	60-1432-1-00-1-0	63-1072-1-00-1-0	64-0816-1-00-1-0	64-0104-1-00-1-0	65-0289-1-00-1-0	66-0309-1-04-1-0	66-0115-1-00-1-0	67-1310-2-00-1-0
2. Promotional privileges for	Production of Integrated Circuit (IC) and Die Testing	Production of Electronic Control Unit	Production of PCBA	Production of PCBA	Production of Telecommunication and Wafer Die Test	Production of Semiconductor i.e. Integrated Circuit	Production of Electro-Magnetic	Production of Semiconductor i.e. Wafer Testing and Wafer Sawing	Production of parts for electronic control and measurement instruments for automotive industry	Production of PCBA	Integrated circuit (IC) and Continuous products	Production of Printed Circuit Board Assembly (PCBA)
3. The significant privileges are												
3.1 Exemption from corporate income tax on net income derived from the promoted operation and exemption from income tax on dividends paid from the promoted operations which are tax exempted throughout the period in which the corporate income tax is exempted.	8 years (expired) (tax exempted according to investment)	8 years (expired) (tax exempted according to investment)	8 years (expired) (tax exempted according to investment)	8 years until 3 February 2028 (tax exempted according to investment)	6 years (expired) (tax exempted according to investment)	6 years (tax exempted according to investment)	4 years (expired) (tax exempted according to investment)	6 years until 3 July 2030 (tax exempted according to investment)	8 years until 5 July 2031 (tax exempted according to investment)	-	8 years until 8 October 2033 (tax exempted according to investment)	6 years until 14 July 2030
3.2 50 % reduction of the normal corporate income tax rate for net income derived after the expiry date in 3.1	5 years	5 years	5 years	5 years	-	-	-	-	-	3 years (50 percent of investment in improvement of machines exclude land or working capital)	-	-
3.3 Exemption from import duty on machinery as approved by the Board.	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted
3.4 2 times deduction of transportation, electricity and water expenses from the first earning operating income	10 years	10 years	10 years	10 years	-	-	-	-	-	-	-	10 years
4. Date of first earning operating income	26 February 2016	3 January 2014	3 April 2015	4 February 2020	1 January 2018	Has not yet started utilising the privileges	8 October 2021	4 July 2024	6 July 2023	10 March 2023	9 October 2025	15 July 2024

Particulars	Subsidiary			
	Hana Semiconductor (Ayutthaya) Company Limited			
1. Certificate No.	2687(1)/2556	60-0686-1-00-1-0	61-1275-1-00-1-0	64-0682-1-00-1-0
2. Promotional privileges for	Production of Semiconductor	Production of Integrated Circuit (IC), Wafer sawing, Wafer Grinding and Wafer Testing	Production of Integrated Circuit (IC)	Production of Integrated Circuit (IC) and Integrated Circuit Tested (IC Tested)
3. The significant tax privileges are				
3.1 Exemption from corporate income tax on net profit from promoted operations and exemption from income tax on dividends paid from the promoted operations which are tax exempted throughout the period in which the corporate income tax is exempted	8 years (Until 2 January 2026)	6 years (Until 31 December 2026)	6 years (Until 2 January 2029)	6 years
3.2 50 % reduction of the normal corporate income tax rate for net income derived after the expiry date in 3.1	5 years	-	-	-
3.3 Exemption from import duty on machinery as approved by the Board.	Granted	Granted	Granted	Granted
3.4 2 times deduction of transportation, electricity and water expenses from the first earning operating income	10 years	-	-	-
4. Date of first earning operating income	3 January 2018	1 January 2021	3 January 2023	Has not yet started utilising the privileges

The Group's operating revenues for the years ended 31 December 2025 and 2024, divided between promoted and non-promoted operations, are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements					
	Promoted operations		Non-promoted operations		Total	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Sales</b>						
Domestic sales	206,782	304,181	-	1,691	206,782	305,872
Export sales	14,949,998	17,709,444	5,406,627	6,786,024	20,356,625	24,495,468
Total sales	<u>15,156,780</u>	<u>18,013,625</u>	<u>5,406,627</u>	<u>6,787,715</u>	<u>20,563,407</u>	<u>24,801,340</u>

(Unit: Thousand Baht)

	Separate financial statements					
	Promoted operations		Non-promoted operations		Total	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Sales</b>						
Domestic sales	99,815	230,060	-	1,691	99,815	231,751
Export sales	10,109,965	11,910,771	23,482	116,221	10,133,447	12,026,992
Total sales	<u>10,209,780</u>	<u>12,140,831</u>	<u>23,482</u>	<u>117,912</u>	<u>10,233,262</u>	<u>12,258,743</u>

### 31. Segments information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

For management purposes, the Group is organised into business units based on their products and have two reportable segments as follows:

1. The Printed Circuit Board Assembly (PCBA) Segment, which produces and sells Printed Circuit Board Assembly (PCBA).
2. The Integrated Circuit (IC) Segment, which produces and sells Integrated Circuit (IC).

No operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The following tables present revenue, profit and total assets information regarding the Group's operating segments for the years ended 31 December 2025 and 2024.

(Unit: Million Baht)

	Printed Circuit Board Assembly (PCBA)	Integrated Circuit (IC)	Others	Total reportable segments	Eliminations	Total
<b>For the year ended 31 December 2025</b>						
Revenue from external customers	12,842	6,186	1,536	20,564	-	20,564
Inter-segment revenue	2,983	954	623	4,560	(4,560)	-
Total revenue	15,825	7,140	2,159	25,124	(4,560)	20,564
<b>Segment profit (loss)</b>	2,491	87	(983)	1,595	7	1,602
Other income						668
Selling and distribution expenses						(200)
Administrative expenses						(1,370)
Loss on exchange						(130)
Loss on derivatives						(3)
Share of loss from investments in associates						(26)
Finance income						193
Finance cost						(13)
Income tax expenses						(51)
<b>Profit for the year</b>						670
<b>Segment total assets</b>						
Additions to property, plant and equipment	253	180	213	646	-	646

(Unit: Million Baht)

	Printed Circuit			Total		
	Board	Integrated		reportable		
	Assembly	Circuit (IC)	Others	segments	Eliminations	Total
	(PCBA)					
<b>For the year ended 31 December 2024</b>						
Revenue from external customers	15,866	6,709	2,226	24,801	-	24,801
Inter-segment revenue	3,580	528	618	4,726	(4,726)	-
Total revenue	19,446	7,237	2,844	29,527	(4,726)	24,801
<b>Segment profit (loss)</b>	2,861	162	(868)	2,155	39	2,194
Gain on exchange						9
Other income						642
Selling and distribution expenses						(216)
Administrative expenses						(1,476)
Loss on impairment of non-financial assets						(1,844)
Share of profit from investments in associates						13
Finance income						194
Finance cost						(64)
Income tax expenses						(86)
<b>Loss for the year</b>						<b>(634)</b>
<b>Segment total assets</b>						
Additions to property, plant and equipment	297	256	1,114	1,667	-	1,667

**Geographic information**

Revenue from external customers is based on locations of the customers as below.

	(Unit: Million Baht)	
	<u>2025</u>	<u>2024</u>
<b>Revenue from external customers</b>		
United States of America	3,665	6,348
Malaysia	3,137	3,166
Singapore	2,739	5,093
China	2,487	2,801
Bulgaria	893	878
Others	7,643	6,515
<b>Total</b>	<b>20,564</b>	<b>24,801</b>



Non-current assets other than financial instruments, deferred tax assets, are disaggregated based on locations of the assets as follows:

	(Unit: Million Baht)	
	<u>2025</u>	<u>2024</u>
<b>Non-current assets</b>		
Thailand	3,808	4,363
Korea	2,426	2,695
China	1,642	1,900
United States of America	609	713
Cambodia	269	346
Hong Kong	44	50
Others	1	3
Total	<u>8,799</u>	<u>10,070</u>

#### Major customers

For the year 2025, the Group has revenue from 5 major customers in amount of Baht 6,203 million, arising from sales by the Printed Circuit Board Assembly (PCBA) segment and the Integrated Circuit (IC) segment (2024: 10,882 million).

### **32. Provident fund**

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Group contribute to the fund monthly at the rates of 3.0 - 7.5 percent of basic salary. The fund, which is managed by SCB Asset Management Company Limited, will be paid to employees upon terminating in accordance with the fund rules. The contributions for the year 2025 amounting to approximately Baht 82 million (2024: Baht 89 million) and for the Company amounting to approximately Baht 42 million (2024: Baht 47 million) were recognised as expenses.

### 33. Dividend paid

During the years 2025 and 2024, the Group had dividend payments as follows:

	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
<b><u>The Company</u></b>			
<b><u>For the year 2025</u></b>			
Dividends on 2024 income and unappropriated retained earnings	Annual General Meeting of the shareholders on 30 April 2025	443	0.50
Interim dividends in respect of the income for the period from 1 January 2025 to 30 September 2025	Board of Directors' Meeting on 12 November 2025	221	0.25
Total for the year 2025		664	0.75
<b><u>For the year 2024</u></b>			
Dividends on 2023 income and unappropriated retained earnings	Annual General Meeting of the shareholders on 30 April 2024	443	0.50
Interim dividends in respect of the income for the period from 1 January 2024 to 30 September 2024	Board of Directors' Meeting on 13 November 2024	221	0.25
Total for the year 2024		664	0.75

### 34. Commitments and contingent liabilities

#### 34.1 Capital commitments

As at 31 December 2025, the Group had capital commitments relating to the acquisitions of machinery totaling Baht 101 million (2024: Baht 163 million) and the Company only of approximately Baht 86 million (2024: Baht 91 million).

#### 34.2 Commitments under service agreements

The Group has future payments required under the service contracts as follows:

	(Unit: Million Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Payable:				
In up to 1 year	110.0	47.0	10.7	18.7
In over 1 year and up to 5 years	89.1	15.9	-	11.2

### **34.3 Marketing supportive service agreement**

Since the year 2001, the Company and three subsidiaries entered into marketing supportive service agreement with an overseas subsidiary. Under that agreement, the Company and the three subsidiaries have to pay service fees to that subsidiary at the rates stipulated in the agreement.

### **34.4 Sale representative agreements**

Since the year 2015, an overseas subsidiary entered into sale representative agreement with an unrelated company with the annual service fees of approximately USD 0.6 million.

### **34.5 Guarantees**

- a) As at 31 December 2025, the Company and a subsidiary have jointly and severally guaranteed bank credit facilities extended to a subsidiary, totaling USD 30 million or equivalent to Baht 947 million (2024: USD 30 million or equivalent to Baht 1,020 million,). Additionally, the Company has provided a supplementary guarantee for trade confirmation (i.e. foreign currency transaction and cross-currency swap transaction), amounting to USD 5 million or equivalent to Baht 158 million (2024: USD 5 million or equivalent to Baht 170 million). The Company only: amount to USD 35 million or equivalent to Baht 1,105 million (31 December 2024: USD 35 million or equivalent to Baht 1,190 million).
- b) As at 31 December 2025, the Company has provided a corporate guarantee in the form of an Irrevocable Standby Letter of Credit (SBLC) issued to other company, totaling USD 10 million or equivalent to Baht 31.6 million.
- c) As at 31 December 2025, there were outstanding bank guarantees of approximately Baht 29 million (2024: Baht 29 million) issued by the banks on behalf of the Group in respect of certain performance bonds as required in the normal course of business of the Group to guarantee electricity uses, among others, and the Company of approximately Baht 28 million (2024: Baht 28 million).

### 35. Fair value hierarchy

As at 31 December 2025 and 2024, the Group had the assets that were measured at fair value or for which fair value was disclosed using different levels of inputs as follows:

	(Unit: Thousand Baht)		
	31 December 2025		
	Consolidated financial statements		
	Level 1	Level 2	Total
<b>Assets measured at fair value</b>			
Financial assets measured at FVOCI			
Marketable corporate bonds	1,176,292	43,420	1,219,712
Local marketable equity securities	97	-	97
Financial assets at FVTPL			
Liquidity fund	-	319,218	319,218
<b>Assets for which fair value was disclosed</b>			
Investment property	-	236,208	236,208
<b>Liabilities measured at fair value</b>			
Derivatives			
Foreign currency forward contracts	-	288	288
	(Unit: Thousand Baht)		
	31 December 2024		
	Consolidated financial statements		
	Level 1	Level 2	Total
<b>Assets measured at fair value</b>			
Financial assets measured at FVTPL			
Marketable corporate bonds	1,148,657	53,252	1,201,909
Local marketable equity securities	97	-	97
<b>Assets for which fair value was disclosed</b>			
Investment property	-	230,608	230,608

(Unit: Thousand Baht)

31 December 2025			
Separate financial statements			
	Level 1	Level 2	Total
<b>Assets measured at fair value</b>			
Financial assets measured at FVOCI			
Local marketable equity securities	97	-	97
<b>Assets for which fair value was disclosed</b>			
Investment property	-	144,608	144,608

(Unit: Thousand Baht)

31 December 2024			
Separate financial statements			
	Level 1	Level 2	Total
<b>Assets measured at fair value</b>			
Financial assets measured at FVOCI			
Local marketable equity securities	97	-	97
<b>Assets for which fair value was disclosed</b>			
Investment property	-	144,608	144,608

## 36. Financial instruments

### 36.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other current receivables, investments and trade and other current payables. The financial risks associated with these financial instruments and how they are managed are described below.

#### Credit risk

The Group is exposed to credit risk primarily with respect to trade and other current receivables deposits with banks and financial institutions and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts of receivables as stated in the statement of financial position.

### ***Trade receivables***

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type and rating. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and not subject to enforcement activity.

### ***Financial instruments and cash deposits***

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments and derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

### ***Interest rate risk***

The Group's exposure to interest rate risk relates primarily to its cash at financial institutions and investments. Most of its financial assets and liabilities bear floating interest rates, or fixed interest rates which are close to the market rate.

As at 31 December 2025 and 2024, significant financial assets and liabilities classified by type of interest rates are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity dates, or the re-pricing date if this occurs before the maturity date.

Consolidated financial statements as at 31 December 2025

	Fixed interest rate within 1 year	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	(Million Baht)				
<b>Financial assets</b>					
Cash and cash equivalents	1,529	3,343	65	4,937	0.001 - 3.560
Trade and other current receivables	-	-	4,091	4,091	-
Short-term loans to other company	371	-	-	371	4.700 - 6.230
Other current financial assets	5,837	1,220	-	7,057	0.500 - 3.900
	<u>7,737</u>	<u>4,563</u>	<u>4,156</u>	<u>16,456</u>	
<b>Financial liabilities</b>					
Trade and other current payables	-	-	3,156	3,156	-
Short-term loans from financial institution	-	137	-	137	4.320
	<u>-</u>	<u>137</u>	<u>3,156</u>	<u>3,293</u>	

Consolidated financial statements as at 31 December 2024

	Fixed interest rate within 1 year	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	(Million Baht)				
<b>Financial assets</b>					
Cash and cash equivalents	3,200	3,286	203	6,689	0.001 - 5.200
Trade and other current receivables	-	-	4,481	4,481	-
Other current financial assets	3,831	225	-	4,056	1.500 - 7.400
	<u>7,031</u>	<u>3,511</u>	<u>4,684</u>	<u>15,226</u>	
<b>Financial liabilities</b>					
Short-term loans from financial institutions	-	509	-	509	5.510 - 5.520
Trade and other current payables	-	-	3,026	3,026	-
Long-term loans from financial institution	-	381	-	381	3.650 - 3.700
	<u>-</u>	<u>890</u>	<u>3,026</u>	<u>3,916</u>	

Separate financial statements as at 31 December 2025					
	Fixed interest rate within 1 year	Floating interest rate	Non-interest bearing	Total	Effective interest rate
	(Million Baht)				(% p.a.)
<b>Financial assets</b>					
Cash and cash equivalents	1,000	1,527	34	2,561	0.05 - 0.60
Trade and other current receivables	-	-	2,244	2,244	-
Other current financial assets	2,100	-	-	2,100	0.60
	<u>3,100</u>	<u>1,527</u>	<u>2,278</u>	<u>6,905</u>	
<b>Financial liabilities</b>					
Trade and other current payables	-	-	1,039	1,039	-
	<u>-</u>	<u>-</u>	<u>1,039</u>	<u>1,039</u>	

Separate financial statements as at 31 December 2024					
	Fixed interest rate within 1 year	Floating interest rate	Non-interest bearing	Total	Effective interest rate
	(Million Baht)				(% p.a.)
<b>Financial assets</b>					
Cash and cash equivalents	2,800	1,589	17	4,406	0.01 - 1.50
Trade and other current receivables	-	-	2,283	2,283	-
Short-term loans to related party	507	-	-	507	5.15
Other current financial assets	1,100	-	-	1,100	1.50 - 1.60
	<u>4,407</u>	<u>1,589</u>	<u>2,300</u>	<u>8,296</u>	
<b>Financial liabilities</b>					
Trade and other current payables	-	-	927	927	-
	<u>-</u>	<u>-</u>	<u>927</u>	<u>927</u>	

## Foreign currency risk

The Group's exposure to foreign currency risk related primarily to its trading transactions that are denominated in foreign currencies. The Group seeks to reduce this risk by entering into forward exchange contracts when it considers appropriate. Generally, the forward contracts will mature within one year.

As at 31 December 2025, the overseas subsidiary company had outstanding forward exchange contracts, of which details are presented below.

As at 31 December 2025		
Sold amount	Contractual maturity date	Contractual exchange rate for amount sold
(Million EUR)		(EUR per USD)
1.70	3 December 2025 - 6 March 2026	1.17460



The balances of financial assets and liabilities denominated in foreign currencies as at 31 December 2025 and 2024 are summarised below.

Foreign currency	Financial assets		Financial liabilities		Average exchange rate	
	as at 31 December		as at 31 December		as at 31 December	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
	(Million)	(Million)	(Million)	(Million)	(Baht per foreign currency unit)	
US Dollar	151	324	47	34	31.5826	33.9879
Cambodia Riel	68	147	159	2	0.0079	0.0084
Japan Yen	37	29	29	8	0.2021	0.2155

### *Foreign currency sensitivity*

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in US dollar exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2025 and 2024. The Group's exposure to foreign currency changes for all other currencies is not material.

Currency	2025		2024	
	Effect on profit		Effect on profit	
	Increase/ decrease	before tax Increase (decrease)	Increase/ decrease	before tax Increase (decrease)
	(%)	(Million Baht)	(%)	(Million Baht)
US dollar	+1	29	+1	34
	-1	(29)	- 1	(34)

### **Liquidity risk**

The Group manages liquidity risk to meet its obligations and maintain cash balances to cover the liquidity needs. The Group has assessed that it has sufficient working capital to settle financial liabilities and concluded the risk to be low.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities and derivative financial instruments as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

	(Unit: Thousand Baht)		
	As at 31 December 2025		
	Consolidated financial statements		
	Less than 1	1 to 5	
	year	years	Total
<b>Non-derivatives</b>			
Short-term loans from financial institutions	137,384	-	137,384
Trade and other current payables	3,155,917	-	3,155,917
Lease liabilities	3,346	1,402	4,748
<b>Total non-derivatives</b>	<b>3,296,647</b>	<b>1,402</b>	<b>3,298,049</b>

	(Unit: Thousand Baht)		
	As at 31 December 2024		
	Consolidated financial statements		
	Less than 1	1 to 5	
	year	years	Total
<b>Non-derivatives</b>			
Short-term loans from financial institutions	509,355	-	509,355
Trade and other current payables	3,026,410	-	3,026,410
Lease liabilities	684	1,574	2,258
Long-term loans from financial institution	60,126	345,148	405,274
<b>Total non-derivatives</b>	<b>3,596,575</b>	<b>346,722</b>	<b>3,943,297</b>

	(Unit: Thousand Baht)		
	As at 31 December 2025		
	Separate financial statements		
	Less than 1	1 to 5	
	year	years	Total
<b>Non-derivatives</b>			
Trade and other current payables	1,039,024	-	1,039,024
<b>Total non-derivatives</b>	<b>1,039,024</b>	<b>-</b>	<b>1,039,024</b>

	(Unit: Thousand Baht)		
	As at 31 December 2024		
	Separate financial statements		
	Less than 1	1 to 5	
	year	years	Total
<b>Non-derivatives</b>			
Trade and other current payables	927,138	-	927,138
<b>Total non-derivatives</b>	<b>927,138</b>	<b>-</b>	<b>927,138</b>

## **36.2 Fair value of financial instruments**

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

## **37. Capital management**

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2025, the Group's debt-to-equity ratio was 0.18:1 (2024: 0.20:1) and the Company's was 0.09:1 (2024: 0.08:1).

## **38. Events after the reporting period**

On 27 February 2026, the meeting of the Board of Directors of the Company No. 1/2026 passed the resolution as follows:

- 38.1 Approving an increase in the registered capital of Hana Microelectronics Investments Co., Ltd. ("the Subsidiary") by amounting to USD 10 million or equivalent to Baht 315.83 million, from the original registered capital of USD 2 to USD 10 million. This involves the cancellation of the original 2 shares with a par value of USD 1 each and the issuance of 1,000,000 new ordinary shares with a par value of USD 10 each.

The subsidiary registered the capital increase with the BVI Registry of Corporate Affairs on 13 February 2026. After the registered capital increase, the Company will continue to maintain 100 percent of the shares in Hana Microelectronics Investments Co., Ltd.

On 27 February 2026, the Company paid the additional shares in the amount of USD 10 million or equivalent to Baht 315.83 million, as called by the subsidiary.

- 38.2 Approving the final dividend payment for the year 2025 to the Company's shareholders at Baht 0.75 per share. Thus, including the interim dividend of Baht 0.25 per share, the total dividend payment for the year 2025 will be Baht 1.00 per share. The dividend payment will be proposed for approval at the Company's upcoming Annual General Meeting (AGM) of shareholders.

## **39. Approval of financial statements**

These financial statements were authorised for issue by the Company's Board of Directors on 27 February 2026.

Attachment

## Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0324/2025/1774308411880.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0324/2025/1774308411884.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0324/2025/1774062447820.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0324/2025/1774062447824.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0324/2025/1774062447828.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0324/2025/1774740976136.pdf>

