



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

**KANG YONG ELECTRIC PUBLIC COMPANY LIMITED**

Fiscal Year End 31 March 2026



# Table of Contents

	Page
<b>Part 1 Business Operations and Performance</b>	
<b>1. Organizational structure and operation of the group of companies</b>	
1.1 Policy and business overview	1
1.2 Business Operations	7
1.3 Shareholding structure	18
1.4 Number of registered capital and paid-up capital	21
1.5 Issuance of other securities	22
1.6 Dividend payment policy	23
<b>2. Risk management</b>	
2.1 Risk mgmt policy and plan	24
2.2 Risk factors	25
<b>3. Business sustainability development</b>	
3.1 Sustainability Management Policy and Targets	32
3.2 Management of impacts on stakeholders in the business value chain	35
3.3 Management of environmental sustainability	41
3.4 Social sustainability management	59
<b>4. Management Discussion and Analysis (MD&amp;A)</b>	
4.1 Operation, financial condition and material changes, accompanied by the causes or factors contributing thereto during the past year	75
4.2 Potential factors or incidents that may materially affect the financial condition or the operating results	81
4.3 Disclose information from the financial statements and significant financial ratios	82
<b>5. General information and other material facts</b>	
5.1 General information	96
5.2 Other material facts	98
5.3 Legal disputes	99
5.4 Secondary market	100
5.5 Financial institution with regular contact (only in case of debt securities offeror)	101

## Table of Contents (continued)

	Page
<b>Part 2 Corporate Governance</b>	
<b>6. Corporate governance policy</b>	
6.1 Corporate Governance Policy	102
6.2 Business code of conduct (if any)	111
6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year	124
<b>7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others</b>	
7.1 Corporate Governance Structure	126
7.2 Information on the Board of Directors	127
7.3 Information on subcommittees	141
7.4 Information on executives	147
7.5 Information on employees	150
7.6 Other significant information	154
<b>8. Report on key operating results on corporate governance</b>	
8.1 Summary of duty performance of the Board of Directors in the past year	156
8.2 Report on the results of duty performance of the Audit Committee in the past year	176
8.3 Summary of the results of duty performance of subcommittees	179
<b>9. Internal control and related party transactions</b>	
9.1 Internal control	183
9.2 Related party transactions	188
<b>Part 3 Financial Statement</b>	
Board of Directors' Responsibility Statement for the Financial Report	231
Auditor's Report	233
Financial Statements	238
Notes to the Financial Statements	248
<b>Back up attachment</b>	
Attachment	282

## **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

Report of the Board of Directors

**Kang Yong Electric Public Company Limited**

Fiscal year 2025 was yet another year in which businesses worldwide faced challenges on all fronts, as economic and geopolitical uncertainty continued to persist. In particular, the conflict in the Middle East directly impacted global energy market stability, causing oil prices, raw material costs, and logistics expenses to rise significantly. At the same time, the rapid pace of technological change especially in digital technology and artificial intelligence (AI), along with the growing momentum of sustainability, has compelled industries worldwide to accelerate their adaptation and continuously strengthen their competitive capabilities.

For Thailand, although the tourism sector and certain export categories began to recover, domestic purchasing power remained constrained by high household debt levels, while competition from new producers at both regional and global levels continued to intensify. Nevertheless, in this context, the Company is confident that adaptability and continuous development will be the key factors in building long-term strength and sustainable growth.

Throughout the past year, the Board of Directors and management team jointly drove the organization forward under the concept of "Building Readiness for the Future," placing equal emphasis on maintaining current operational efficiency and investing to enhance long-term competitive capabilities. The Company continuously improved production efficiency, cost management, and supply chain management, while also accelerating the development of digital infrastructure, initiating the application of artificial intelligence, and integrating real-time operational data connectivity all aimed at enhancing speed, accuracy, and business decision-making capabilities. Additionally, the Company continued to focus on developing high value-added products and services, as well as creating new business opportunities aligned with evolving market trends and consumer behavior, in order to strengthen revenue sources and future growth potential.

In fiscal year 2025, the Company recorded total sales and service revenue of 4,656 million baht, gross profit of 462 million baht, representing 10.0% of sales and service revenue, and net profit of 618 million baht, representing 13.3% of sales and service revenue. Although financial performance was impacted by intense competition particularly in the key export market of Japan the Company maintained its profitability and strong financial position.

Based on these results, the Board of Directors resolved to propose to the 2026 Annual General Meeting of Shareholders for approval a dividend payment of 16.00 baht per share, representing 51.29% of net profit, totaling 316.8 million baht. This reflects the Company's commitment to delivering appropriate and consistent returns to shareholders, while maintaining financial readiness for future investment and growth.

As the Company enters a new decade of operations spanning more than 60 years, it remains steadfast in its mission as a manufacturer of internationally standardized electrical appliances and is committed to developing the organization to respond effectively to the changes of the modern world. Priority is given to driving innovation, developing human resources, upgrading manufacturing technology, and creating value for customers, shareholders, and all stakeholders.

The Company believes that future business growth must go hand in hand with social and environmental responsibility. It has therefore integrated sustainable development principles into its corporate strategy through environmental, social, and governance (ESG) practices, as well as concrete support for the Sustainable Development Goals (SDGs).

On the environmental front, the Company continues to reduce greenhouse gas emissions across its value chain through corporate and product carbon footprint programs, increasing the proportion of clean energy use, and investing in energy-saving technologies – all in pursuit of its carbon neutrality and net-zero greenhouse gas emissions targets in accordance with its established roadmap.

On behalf of the Board of Directors, the management team, and all employees, we would like to sincerely thank our shareholders, customers, business partners, and all stakeholders for their continued trust and support. Your confidence is the driving force that propels the Company forward. The Board of Directors pledges to conduct business with responsibility, transparency, and adherence to good governance principles, while continuously advancing the organization's capabilities to achieve stable and sustainable growth delivering long-term value to shareholders, society, and the nation – under the philosophy of **"Innovating for a Better Tomorrow."**

### **Mr. Praphad Phodhivorakhun**

Chairman of the Board of Directors

### **Vision**

### **Management Policy**

Support the products and services that are safe, secure, healthy, and beneficial for customer's lives and contribute to the realization of a sustainable society that is friendly to the whole supply chain. under the slogan: **"Innovating for a better tomorrow."**

### **Objectives**

-

### **Goals**

### **Mission**

1. Implement top priority to Safety first, Health first, Quality first, and compliance with the law and the code of conduct thoroughly.
2. Complete business structural reform by promoting process innovation: innovation of methods and efficiency related to business operations and production.
3. Aim to realize a recycling-oriented society and sustainability to achieve SDGs.

### **Business strategies**

### **Priority Actions**

1. Strengthen the implementation of Safety First, Health First, Compliance, Quality Assurance, and Information Security.
2. Strengthen business foundation and expand profitability by achieving structural reforms that capable of responding flexibly to environmental changes.

3. Increase operational efficiency by promoting DX and JIT activities throughout the Company from direct to indirect departments.
4. Enhance employee engagement and create a workplace where employees can work energetically.
5. Drive ESG factors to secure the balance of solving social issues and profit by promoting the 3Rs, together with conducting CSR activities.

### 1.1.2 Material changes and developments

#### Details regarding material changes and developments

years	Material changes and developments
2026	<p><b>January 2026</b></p> <ul style="list-style-type: none"> <li>● Expanded fan product colour options to a total of 11 colour tones, providing greater variety for customers and supporting sales growth.</li> <li>● Launched five new fan colour tones to offer consumers more choices and further stimulate fan product sales.</li> <li>● Produced ventilation fan models VD-20ZP4T7, VD-23Z4T7, VD-23ZP4T7, and VD-23ZPP4T7 with newly developed motors to replace discontinued motor models and enhance overall product performance.</li> <li>● Introduced a new Matte Black colour option for 2-door to 4-door refrigerators. The modern finish is designed to complement contemporary dark-tone kitchen interiors and is available in both domestic and export markets, including Australia and New Zealand.</li> <li>● Expanded sales of the new R2 Series water pump to the Malaysian market. The series features improved performance and reduced operating noise through a newly designed pump casing with unique characteristics protected by a design patent granted by the Department of Intellectual Property.</li> </ul>
2025	<p>On 25 July 2025, the Annual General Meeting of Shareholders resolved to approve profit appropriation for dividend payment at 17.80 baht per share, totalling 352.4 million baht, to shareholders on 22 August 2025.</p>

years	Material changes and developments
2025	<p><b>June 2025</b></p> <ul style="list-style-type: none"> <li>● Launched new desk fan model D16A-GC and tatami fan model R16A-GC with redesigned rear motor covers for a more modern and attractive appearance. Newly developed motors provide improved energy efficiency for the Vietnam, Singapore, Brunei, and Malaysia markets.</li> <li>● Commenced production of the 16-inch remote-controlled wall fan model W16A-RC for the Vietnam and Singapore markets. The model features a specially designed plastic front grille that delivers longer and wider airflow coverage.</li> </ul> <p><b>July 2025</b></p> <ul style="list-style-type: none"> <li>● The R2 Series continues to meet Mitsubishi Electric’s stringent safety and quality standards and complies with TIS 1548-2551. It has maintained its No.1 market position in Thailand for the 8th consecutive year, based on the 2023–2024 consumer survey by Marketeer magazine.</li> <li>● Produced the LV16SA-RC living fan in two colour options for the Australian market to expand the customer base and stimulate sales. Marketing efforts focused on its superior long-distance airflow performance.</li> </ul> <p><b>August 2025</b></p> <ul style="list-style-type: none"> <li>● Developed the new R2 Series water pump for export markets in Southeast Asia. The series maintains Mitsubishi Electric’s quality and safety standards while featuring an improved motor design that delivers a softer and quieter operating sound, reducing noise disturbance during use.</li> <li>● Produced the V-15EWG6T ventilation fan (1.5 m cord) for project-based customers in Hong Kong. The power cord length was increased from 1.0 metre to 1.5 metres to provide greater installation flexibility and better accommodate site requirements.</li> </ul> <p><b>September 2025</b></p> <ul style="list-style-type: none"> <li>● The R2 Series water pump continues to meet Mitsubishi Electric’s quality and safety standards and complies with the latest TIS 60335 Part 2(41)-2567 safety requirements.</li> </ul> <p><b>October 2025</b></p> <ul style="list-style-type: none"> <li>● Commenced production of the 18-inch remote-controlled wall fan model W18A-RC-P for the Singapore market. The model features a specially designed plastic front grille that provides longer and wider airflow coverage.</li> </ul> <p><b>November 2025</b></p> <ul style="list-style-type: none"> <li>● Commenced production of the Series 7 ventilation fan for the Indonesian market to improve cost management efficiency and increase component commonality in line with production bases in other countries.</li> </ul> <p><b>December 2025</b></p> <ul style="list-style-type: none"> <li>● Produced the R16A-GC HP-PG tatami fan using recycled materials as part of HomePro’s Circular Product initiative.</li> <li>● Produced the LV16SA-RC living fan for the domestic market. The model features a specially designed plastic front grille that delivers wider and longer airflow distribution and has received the highest 5-star rating under the No.5 energy saving label.</li> </ul>

years	Material changes and developments
2025	In end of fiscal year 2025, the Company transitioned its refrigerator production lines to a mixed-model assembly system. This adjustment aligns with lower production volumes to maximize operational efficiency and fully meet market demands.

### 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? : No

### 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 : Kang Yong Electric Public Company Limited

Symbol : KYE

Address : 67 Moo 11, Debaratna Road, Km. 20, Bangchalong,  
Bangplee

Province : Samut Prakarn

Postcode : 10540

Business : The Company is the manufacturer of Mitsubishi Electric brand of electrical home appliances such as refrigerators, electric fan, ventilating fan and water pump. The Company, with technical licensed by her joint - ventured partner, Mitsubishi Electric Corporation, Japan , has customers both domestics and overseas.

Registration number : 0107536001257

Telephone : 02-337-2900

Facsimile number : 02-337-2440

Website : <https://www.mitsubishi-kye.com>

Email : [information@kye.meap.com](mailto:information@kye.meap.com)

Total shares sold

Common stock : 19,800,000

Preferred stock : 0

Diagram of organization's logo



**บริษัท กังยงอีเลคทริก จำกัด (มหาชน)**  
**KANG YONG ELECTRIC PUBLIC COMPANY LIMITED**

## 1.2 Nature of business

### 1.2.1 Revenue structure

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

	2023	2024	2025
<b>Total revenue from operations (thousand baht)</b>	7,770,542.78	6,964,260.34	5,508,497.21
Manufacturing and Distribution of Home Electric Appliances (thousand baht)	7,079,277.30	6,082,245.41	4,656,401.99
Others (thousand baht)	691,265.48	882,014.93	852,095.22
<b>Total revenue from operations (%)</b>	100.00%	100.00%	100.00%
Manufacturing and Distribution of Home Electric Appliances (%)	91.10%	87.34%	84.53%
Others (%)	8.90%	12.66%	15.47%

#### By geographical area or market

	2023	2024	2025
<b>Total revenue (thousand baht)</b>	7,770,542.78	6,964,260.34	5,508,497.21
<b>Domestic (thousand baht)</b>	3,653,119.54	3,597,246.23	3,154,123.73
<b>International (thousand baht)</b>	4,117,423.24	3,367,014.11	2,354,373.48
<b>Total revenue (%)</b>	100.00%	100.00%	100.00%
<b>Domestic (%)</b>	47.01%	51.65%	57.26%
<b>International (%)</b>	52.99%	48.35%	42.74%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	691,265.48	882,014.92	852,095.21
Other income from operations (thousand baht)	53,668.90	45,831.26	57,619.97
Other income not from operations (thousand baht)	637,596.58	836,183.66	794,475.24

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

	2023	2024	2025
Share of profit (thousand baht)	969.13	1,659.31	932.60

## 1.2.2 Information on products and services

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

#### Home appliances

##### Description of Products and Services

The Company manufactures and distributes home electrical appliances comprising refrigerators, electric fans, ventilating fans, and water pumps under the “Mitsubishi Electric” trademark, with technological cooperation and support from Mitsubishi Electric Corporation, Japan, in product development, designing and manufacturing, with an emphasis placed on product quality, safety, use of cutting-edge technology, energy-saving, and environmental friendliness to ensure responsiveness to customers’ requirements and strengthen competitiveness against other producers.

##### Refrigerators

The Company focuses on research and development of refrigerator designation, aiming to meet diversified consumers’ demands and preferences as follows:

1. Capless Design: The exterior design provides a luxurious, striking appearance like no other. Particularly, the unique design of the door frame without plastic frames makes it more beautiful and modern.
2. 50:50 Door Design (Premium Design): This is a unique refrigerator design for the HS series, divided into 50:50 proportions of the refrigerator door, which is perfectly suited for the kitchen counter.
3. Easy to Use: The product’s design offers diversity in models, number of doors, and capacity to match consumers’ usage preferences and allow for accessibility, convenience and time-saving.
  - Select Zone: This function allows users to switch the operating mode between Soft Freezing at about -7 degrees celsius and Chilled Mode at 0 degrees celsius. Soft Freezing is a technology that helps extend the shelf life of food in this condition, so users can cook the food promptly without wasting time defrosting for the FS series and HS/HGS series
4. Healthy Technology: The combination of food preservation technologies employed for good food hygiene, food freshness, and clean interior spaces are as below:
  - Vegetable Drawer with Vitamin Factory: The separate vegetable drawer compartment, engineered with built-in LED lights, acts on the chlorophyll in vegetables to stimulate photosynthesis. This technology also maximizes the freshness of your greens by maintaining a higher humidity than the main refrigerator compartment, keeping your greens crisper for a longer time.
  - Blue Catalyst Deodorizer is a new technology that utilizes blue light and bacterial inhibition agents in the filter to prevent bacteria growth up to 99.9% and help reduce unpleasant odors.
  - Supercool Chilling Case: The latest technology for storing fresh prime cuts of meats and fish. Standard-setting the temperature between 0 degrees Celsius to -3 degrees Celsius allows you to preserve meat or fish ready for cooking without wasting time defrosting.
  - Auto Ice Maker: All compartments, including the ice tray, pump pipe and filter, are detachable for easy washing. The tray is also antibacterial for more cleanliness.
  - Anti-bacteria food liner: Silvery inorganic antibacterial material contained in the food liner of a freezer and cooling compartment to prevent and stop the growth of bacteria (Silvery inorganic anti - bacteria material).
  - Rapid Freeze Function: Enables ultra-fast freezing to minimize cell damage in ingredients or food. This function helps preserve original taste and texture, extends shelf life, and freezes food up to 20% faster than standard freezing methods.

- Minus ion surround cooling system: Minus ion surround cooling system helps distribute coolness through all shelves, including the bottle compartment, to help increase moisture in inner cases and preserve foods for a longer period.
5. High Quality with Environmental Friendliness & Energy Saving: The Company offers a high standard of product quality that could gain customer trust and environmental friendliness and energy saving.
- Neuro Inverter system: The system is operated by intelligent microchips to identify users' behavior in combination with sensors to measure interior and exterior temperature. The data is sent to intelligent processor microchips of the neuro-fuzzy system and inverter compressors to ensure the maximum efficiency of a refrigerator in all functioning conditions.
  - Premium safety: It signifies Mitsubishi Electric's exclusive premium standard that accentuates the maximum utilization safety for all consumers. All parts and materials carefully selected for the products, including non-flammable material, added components to prevent electric current leakage, a built-in circuit breaker to prevent over-limit power, an over-heating protection device, etc.
  - Products are developed in line with each country's safety standards and energy-saving requirements, using environmentally friendly raw materials that meet RoHS standards and Persistent Organic Pollutants Regulation (POPs).

A new MatteBlack colour option was developed to complement modern kitchen interiors with dark-tone designs, offering a premium and contemporary appearance. This new colour was launched in January 2026 and made available in both the domestic market and export markets, including Australia and New Zealand.

### **Electric Fans**

The Company has further developed an electric fan line-up to suit diverse applications, comprising desk fans, Living fans, Tatami fans, wall fans, cycle fans, and ceiling fans. The blade of each model has a selectable size to fulfil the customer's various needs, along with the development of a closed motor design, which is Mitsubishi Electric's exclusive patent. It helps prevent the intrusion of dust and undesirable objects that cause damage to the product. As a result, it is highly durable.

The Company is committed to developing each electric fan model to be of high quality, durability, and safety according to Mitsubishi Electric standards. In the past year, the Company has continuously designed and developed electric fans to offer greater diversity in both design and functionality. The Company also places emphasis on environmental responsibility and sustainability in order to meet a wide range of customer needs while minimizing environmental impacts. Examples include, such as:

1. 16-inch Stand Fan (Flat Grille Design): LV16SA-RC This model delivers airflow up to 30% farther than previous models equipped with metal grilles, providing improved air distribution performance. It has also received Thailand's highest 5-star No.5 Energy Saving Label and was first launched in the Australian market.

2. Expansion of Flat Grille Design Wall Fans into Overseas Markets

2.1 16-inche models: W16A-GC, W16A-RC

2.2 18-inche models: W18A-GC, W18A-RC

These fans deliver airflow 30% farther than previous metal grille models and have earned the 5-star No.5 energy-saving label.

3. Color Expansion: to offer greater personalization and match various interior styles, the Company added five new fan colours which are Marble Gray, Mocha Brown, Aqua Blue, Midnight Purple and Peppermint Green for several models, including: 12-inche, 16-inche, and 18-inche Desk Fans, 16-inche and 18-inche Tatami Fans.

### **Ventilating Fans**

The Company's ventilating fan is considered a valuable product that helps improve consumers' quality of life. Meticulous attention has been paid to product development to ensure excellent and efficient air circulation. The Company's ventilating fans are available in wall, window, ceiling, and duct types.

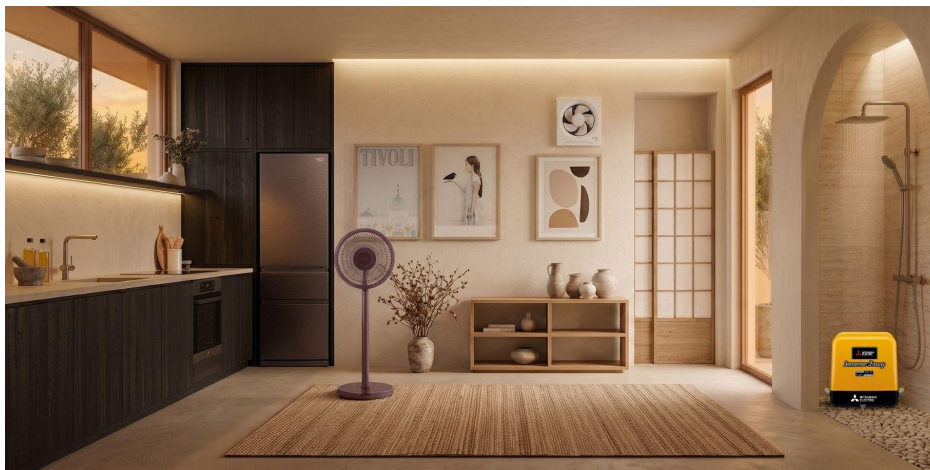
In January 2026, the Company introduced upgraded ventilation fan models VD-20ZP4T7, VD-23Z4T7, VD-23ZP4T7, and VD-23ZPP4T7. These models incorporate newly developed motors to replace discontinued motor models and improve overall product performance.

### **Water Pumps**

The Company develops and manufactures a variety of water pumps to meet the diverse needs of users. These include models designed for drawing water from wells or water tanks, automatic pumps that operate in response to the opening and closing of faucets, constant pressure automatic pumps, and inverter type pumps equipped with electronic control systems to further enhance energy efficiency.

The R2-series water pump, first launched in Thailand in January 2025, features a newly designed Y shaped impeller that allows for smoother water flow and reduces noise during operation. This innovation results in quieter pump performance. Furthermore, the R2-series has been improved to deliver a higher flow rate than previous models, providing enhanced functionality to better serve customer requirements. Additionally, the R2-series has been certified with Thailand's highest energy efficiency rating 5-star Label No. 5 ensuring optimal energy savings and cost-effectiveness. In line with our sustainability policy, the Company has partnered with Kang Yong Watana Co., Ltd. and Home Product Center Public Company Limited to design water pumps made with recycled plastic components, scheduled for market release from 2026 onwards.

### **Diagram of Home appliances**



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
Research and development (R&D) expenses over the past 3 years (Million Baht)	169.64	122.43	100.11

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

The Company sells products in three principal markets: domestic, Japan, and other export markets. In the fiscal year 2025, its sales to these markets were 49:32:19, respectively, compared to fiscal year 2024, sales declined across all markets due to the economic recession, intense price competition, and the impact of foreign exchange rate fluctuations, particularly in the Japanese market. In addition, escalating tensions between the United States and Iran during the latter part of fiscal year 2025 further affected market conditions and business performance.

#### Distribution channels

##### Domestic market

The Company distributes its products through Mitsubishi Electric Kang Yong Watana Co., Ltd., its sole distributor in Thailand. The distribution network covers the entire country through dealers, modern trade channels, and project sales. In addition, the Company operates distribution centers in Lampang and Khon Kaen provinces to enhance delivery efficiency, reduce transportation lead times, and strengthen its competitiveness in the domestic market.

During the past year, the Company participated in HomePro's Circular Product initiative to develop and market products manufactured using recycled materials. The initiative aims to promote sustainability and reduce environmental impact. The first product launched under this program was the R16A-GC HP-PG tatami fan model.

##### Export markets

The Company exports its products primarily through its subsidiaries in Mitsubishi Electric Group, which have dealers worldwide, comprising Asia, Oceania, the Middle East, etc.

#### The domestic/export sales ratio

Countries	Ratio (%)
Thailand	49.00
Japan	32.00

### The industry competition during the preceding year

#### Domestic Market

Overall, demand for the Company's electrical appliances in the domestic market slowed during the year, in line with the gradual economic recovery and cautious consumer spending. In addition, uncertainties arising from geopolitical factors, including tensions along the Thailand-Cambodia border during the first three quarters and the conflict in the Middle East during the fourth quarter, affected consumer sentiment, energy costs, and overall economic confidence.

Nevertheless, the market continued to benefit from replacement demand, as well as growing consumer preference for energy-efficient and smart appliances. As consumers increasingly prioritize value for money and efficient energy consumption, the Company has continued to expand sales opportunities for innovative and high value-added products.

The domestic market conditions for each product category can be summarized as follows:

- Refrigerators : Overall market demand for refrigerators grew at a slower pace compared to the previous year, reflecting the gradual recovery of consumer purchasing power. Nevertheless, the Company continued to focus on its premium product strategy, particularly for 3-door and 4-door refrigerator models, which offer higher profit margins and have gained popularity among consumers who value design, functionality, and energy efficiency.

In January 2026, the Company developed and launched a new Matte Black colour option for selected 2-door to 4-door refrigerator models. The modern design complements contemporary dark-tone kitchen interiors and meets the evolving preferences of modern consumers, while supporting the Company's continued growth in the high value-added product segment.

- Water Pumps : Overall market demand for water pumps declined compared to the previous year. High inventory levels at retail outlets continued to require additional time for stock clearance. However, the sales proportion of constant-pressure automatic water pumps increased in line with market demand.
- Electric Fans : Overall market demand for electric fans grew at a slower rate than in the previous year. In addition to the impact of the sluggish economic environment and weaker consumer purchasing power, cooler and prolonged weather conditions reduced demand for fan products compared to the previous year. To mitigate the impact of weather-related factors on sales performance, the Company expanded into new sales channels while continuing to develop new products and implement promotional activities. These initiatives helped increase market reach, expand the customer base, and create long-term growth opportunities.
- Ventilating Fans : Overall market demand for ventilating fans increased compared to the previous year, particularly through modern trade channels. The Company expanded the number of display units in retail stores, while consumers became increasingly aware of the importance of ventilation systems in residential applications.

### **Japan Market**

Japan's economy in 2025 showed signs of gradual recovery despite challenges arising from the global economic slowdown, geopolitical uncertainties, and persistently high living costs. While the tourism sector remained a key driver of economic growth, supported by the weak yen and increasing numbers of international visitors, businesses continued to face pressure from elevated energy, raw material, and labor costs.

At the same time, the recovery in domestic purchasing power remained limited. Japanese consumers continued to exercise caution in their spending and placed greater emphasis on products that offer value for money, quality, and necessity. As a result, price competition remained intense, particularly in the consumer goods and retail sectors.

The Company exports refrigerators, electric fans, and ventilating fans to the Japanese market. The market conditions for each product category in fiscal year 2025 can be summarized as follows:

- Refrigerators : Overall market demand grew at a slower rate than in the previous year due to the continued economic slowdown, the depreciation of the Japanese yen, and higher living costs, which weakened consumers' purchasing power. However, demand for freezers remained at a level comparable to or slightly higher than the previous year.
- Electric Fans : Overall market demand declined compared to the previous year as consumers delayed spending amid economic uncertainty, while retailers continued to maintain relatively high inventory levels.
- Ventilating Fans : Overall market demand declined compared to the previous year due to the slowdown in construction projects and high inventory levels at retail stores.

### **Other Export Markets**

The economies of major trading partners in Southeast Asia and Oceania experienced slower growth due to global economic volatility, geopolitical conflicts, and political tensions in several regions. These factors affected consumer

confidence, transportation costs, and supply chain stability, resulting in higher prices for consumer goods and reduced purchasing power across many markets.

Under these conditions, the Company's export sales growth declined across all product categories compared to the previous year. The business environment remained challenging as consumers placed greater emphasis on value for money, leading to continued intense price competition from competing brands. The Company adjusted its selling prices and continued its strategy of focusing on premium products. The market conditions for each product category in fiscal year 2025 can be summarized as follows:

- Refrigerators : Sales growth declined compared to the previous year. In several markets, including Hong Kong, Singapore, and Taiwan, customers reduced inventory levels due to previously high stock positions. In Australia, however, selling prices were adjusted to more competitive levels, and customers resumed replenishment orders after inventory levels had returned to normal.
- Electric Fans : Sales growth declined compared to the previous year and fell below the Company's target. This was mainly attributable to prolonged cool weather conditions in Vietnam, particularly in the northern region, as well as intense price competition from competing brands.
- Ventilating Fans : Sales growth declined mainly in Vietnam due to lower demand from construction projects compared to the previous year.

### **1.2.2.3 Procurement of products or services**

#### **Nature of Product Procurement**

##### **Manufacturing Process**

The Company's manufacturing process begins with product design and development by receiving cooperation in product design and technical know-how from Mitsubishi Electric Corporation, Japan. Study and survey on market demand conducted so that product specifications agreement can be customized to suit customers' needs. After that, new product models are developed and then produced according to customers' purchase orders.

In the previous year, the Company developed and improved product safety to comply with Mitsubishi Electric's standards and each country's regulations to ensure the customer's safety and quality of our products.

Products are manufactured in mass production. The process starts with receiving customers' orders, followed by production planning, procurement of raw materials, components and parts, and manufacturing of products according to the production plan of each production line. The vital sub-process includes parts production, manufacturing equipment preparation, assembling, packaging, etc.

Recognizing the reliable product quality, the Company conducts the quality inspection at every step of the production process by applying the innovative machinery and tools for the quality control process to ensure that all marketable products meet the high-quality standards and customers' requirements.

##### **After-sales Services**

The Company set up a department to be responsible for product quality warranty and after-sales service provision. The department harmonizes with local and overseas distributors to provide technical information on each product, arrange specialized training for new products, exchange information from customers, and analyze the data to develop the new products. The department also renders advice and suggestions on product installation and application, supplies spare parts and after sales service provision, and coordinates and works jointly with the distributors to rigorously address any possible quality related problems. The

Company has raised the security level that may cause any issues from the installations that do not comply with the requirements and may harm the users. Therefore, the Company arranged more training with especially cautious topics to educate the proper installation for dealers.

#### The company's production capacity

	Production capacity	Total utilization (Percent)
Refrigerator (Unit)	283,000.00	97.00
Electric fan & ventilating fan (Unit)	900,000.00	95.00
Water pump (Unit)	222,000.00	95.00

The company has adjusted its production model to align with actual production demand while maintaining maximum production efficiency.

#### Acquisition of raw materials or provision of service

The Company sources raw materials from both domestic and overseas suppliers. Major imported raw materials and components include steel, compressors, and electronic components. To ensure that its products comply with the quality standards and specifications established by Mitsubishi Electric Corporation, the Company carefully selects raw materials and components from specialized and reliable manufacturers.

In addition, the Company benefits from procurement support provided by affiliated companies within the Mitsubishi Electric Group, which conduct large-volume purchasing activities. This enables the Company to improve cost management efficiency, achieve economies of scale, and strengthen its competitiveness in the marketplace.

#### Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Thailand	Resin, Motors, Cast components and Others	1,899,006,733.70
Japan	Steel, Electronic parts and Others	141,444,618.80
China	Compressor, Electronic parts, Motor and others	342,654,807.70
South Korea	Steel, Resin Electronic parts and Others	287,921,957.70
Malaysia	Electronic parts, Resin and Others	165,048,042.40

#### 1.2.2.4 Assets used in business undertaking

##### Core permanent assets

## Property, Plant, and Equipment

- Land and Land improvement
- Buildings and Plants
- Machinery, equipment, and factory tools
- Molds and dies
- Assets under construction and installation
- Office equipment

As at 31 March 2026, the Company has some machinery and equipment which has been fully depreciated but still active. The book value before deduction of accumulated depreciation of such assets amounted to approximately 5,430 million baht (the year 2025 was 5,250 million baht).

### The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Land and Land improvement	129,498,501.80	Ownership	No	-
Buildings and Plants	154,453,271.71	Ownership	No	-
Machinery, equipment, and factory tools	560,352,442.05	Ownership	No	-
Molds and dies	128,322,041.25	Ownership	No	-
Assets under construction and Installation	13,728,550.90	Ownership	No	-
Office equipment	42,746,221.93	Ownership	No	-
Others	27,513.94	Ownership	No	-

### Core intangible assets

Intangible Assets

- Software licenses
- Right of Use (Lease)

### The appraisal price of core intangible assets

List of assets	Types	Book value / Appraised value	Additional details
Software licenses	Software	22,431,041.04	-
Right of Use (Lease)	Others : Right of Use (Lease)	20,429,400.57	-

### Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes  
companies

The Company's investment policy focuses on investing in related businesses or supporting the Company's operations in both the short term and long term. The Board of Directors has a mechanism for overseeing and controlling associated companies with responsibility for their operation in order to protect the Company's interest in such investment. The meeting of the Board of Executive Directors shall appoint a director or executive as representative of the Company to serve as a director of its associated company, having duty to determine policies that are crucial to business operation, approve, express opinion, and follow up on the operation, but not to the extent of controlling such policies. The investment ratio depends on the business that invests and how much capital it needs.

#### **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

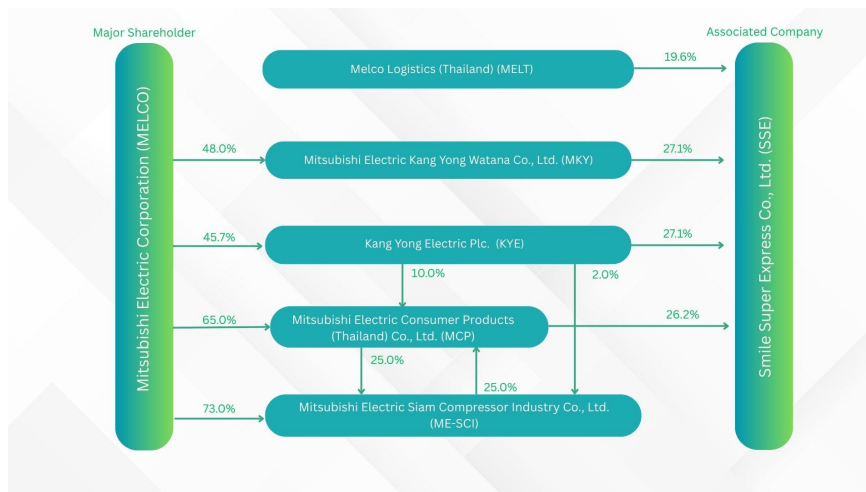
The company is a manufacturer and distributor of home electrical appliances under “Mitsubishi Electric” trademark, with the copyright and manufacturing technology from Mitsubishi Electric Corporation (MELCO) which is the major shareholder of the company. The Company has significant business relationships with its major shareholders. The company cooperates with MKY and MCP which are the major shareholders to establish SSE for managing and maintains the inventory of all three companies to increase efficiency in managing and controlling the logistics costs of the company.

In March 2018, SSE changed its management by Melco Logistics (Thailand) Co., Ltd. (MELT) with to experience in inventory management and freight forwarding has come to manage, expand sales and profit in the future.

#### Shareholding diagram of the group of companies

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

#### Shareholding diagram



## Associated companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Smile Super Express Co.,Ltd. (SSE)	KANG YONG ELECTRIC PUBLIC COMPANY LIMITED	27.10%	27.10%
	Mitsubishi Electric Kang Yong Watana Co., Ltd. (MKY)	27.10%	27.10%
	Mitsubishi Electric Consumer Products (Thailand) (MCP)	26.20%	26.20%
	Melco Logistics (Thailand) Co., Ltd. (MELT)	19.60%	19.60%

## 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
Smile Super Express Co.,Ltd. (SSE) 68 Moo11, Debaratna K.M.20 Bangplee, Samut Prakarn 10540 Telephone : 023372441 Facsimile number : -	logistics and transportation company	Common shares	3,000	11,060
		Common shares	3,000	11,060

### 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 of interest holding shares in a subsidiary or associated company? : No

### 1.3.3 Relationship with major shareholders' business

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

### 1.3.4 Shareholders

## List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. MITSUBISHI ELECTRIC CORPORATION	8,978,020	45.34
2. PHOTHIVORAKHUN CO., LTD.	1,960,024	9.90
3. K Y INTERTRADE CO., LTD.	1,773,024	8.95
4. KANG YONG CO., LTD.	697,324	3.52
5. MR. SUPACHAI SUTHIPONGSCHAI	342,500	1.73
6. MR. SOMCHIN LEELAKET	335,000	1.69
7. BANK OF SINGAPORE LIMITED	307,500	1.55
8. MR. CHAYANIND PHODHIVORAKHUM	265,583	1.34
9. MRS. SRIRATANA VARIKARN	259,607	1.31
10. MR. PRAPHON POTIVORAKUN	204,115	1.03
11. MR. PRAPHAD PHODHIVORAKHUN	170,970	0.86
12. MISS YAJAI TANTRAPORN	170,800	0.86
13. MR. THIVA CHIRAPHADHANAKUL	158,000	0.80
14. MR. KONGPOB LIMSONG	156,800	0.79
15. MR. CHOUN CHUNTHATIKUL	121,000	0.61
16. MRS. KITIKANYA SUTTASIT	120,273	0.61
17. MR. Anannit Visudtibhan	119,772	0.60
18. MISS Kanoknart Visudtibhan	119,772	0.60
19. MR. ARTHAKRIT VISUDTIBHAN	119,772	0.60
20. MR. CHATCHAWAN PIYAPRAPUNPONG	118,200	0.60

## 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) : 198,000,000.00

Paid-up capital (Million Baht) : 198,000,000.00

Common shares (number of shares) : 19,800,000

Value of common shares (per share) (baht) : 10.00

#### 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)? : No

## 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 dividend policy of the company

The Company has a payment policy to pay dividends of approximately 50% of net profit after tax of financial statements in which the equity method is applied which upon the Company's operating results and economics situation.

### The dividend policy of subsidiaries

-

### Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	17.0200	8.0600	37.2500	35.4800	31.2000
Dividend per share (baht : share)	8.5500	4.1000	29.8500	17.8000	16.0000
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)	8.5500	4.1000	29.8500	17.8000	16.0000
Dividend payout ratio compared to net profit (%)	50.23	50.87	80.13	50.17	51.29

## 2. Risk management

### 2.1 Risk management policy and plan

#### Risk management policy and plan

##### Policy and Management Plan

The Company attaches importance to risk management, which is crucial to the achievement of its objectives and business operation with sustainable growth. Its risk management is under the governance by its Board of Directors, Audit Committee, and Internal Audit Office. The Company has reviewed and monitored emerging risks and uncertainties arising from internal and external factors that are changing rapidly amidst the global economic slowdown, as well as other risk facing the Company at present. This prevention aims to ensure that the Company has sound risk management, which can help prevent any possible damage to its business operation.

## 2.2 Risk factors

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

#### Risk 1 Risk associated with keen competition

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates
- Competition risk

#### Risk characteristics

The home appliance industry is undergoing rapid and continuous change. There is significant competition from both established brands and new market entrants.

#### Risk-related consequences

Consumers have a wide range of choices and can easily compare prices and quality. With many players in the market, the competition for market share poses a substantial risk that could affect the Company's product prices and profits.

#### Risk management measures

To achieve sustainable and steady growth, the Company has revised its sales strategy by focusing on premium products and highlighting competitive models to boost sales and profits across different markets and product categories. Additionally, the intense competition in the technology sector for electrical appliances has prompted the Company to invest in research and development to meet the evolving needs of consumers.

#### Risk 2 Geopolitical Risk

Related risk topics : Strategic Risk

- Other : Geopolitical Risk

#### Risk characteristics

Over the past year, geopolitical risks have continued to affect global trade, particularly in the fourth quarter, as tensions between the United States and Iran intensified. Meanwhile, the security situation in the Arabian Peninsula further deteriorated, contributing to increased uncertainty in the global business environment.

#### Risk-related consequences

These developments have contributed to increased energy and logistics costs, disruptions in global supply chains, higher costs of living, and slower economic growth in key trading partner countries amid persistent inflationary pressures and economic slowdowns.

#### Risk management measures

The Company continuously monitors the situation and proactively adjusts its policies and strategies to remain aligned with the prevailing business environment.

#### Risk 3 Risk concerned with changes in laws

Related risk topics : Strategic Risk

- Government policy

Operational Risk

- Safety, occupational health, and working environment

- Impact on the environment

- Impact on human rights

Compliance Risk

- Change in laws and regulations

### **Risk characteristics**

Thailand has introduced several new laws and regulations that have been significant for the Company over the past year. These include labor protection laws, personal data protection laws, environmental laws, occupational health and safety regulations, as well as laws related to renewable energy and energy conservation. Additionally, there are new industrial product standards and tax regulations, with various fee rates that will no longer be exempt due to the improvement of the COVID-19 situation. Companies listed on the Stock Exchange of Thailand must also comply with regulations from the Securities and Exchange Commission.

### **Risk-related consequences**

- Risk of non-compliance being complained of, fined or having the license revoked
- Operations are being disrupted while waiting for regulations to be amended, or the production and export processes are temporarily halted.

### **Risk management measures**

The Company recognizes as critically important across all areas of operation. To ensure compliance with applicable laws and regulations, the Company has established a dedicated unit responsible for overseeing and monitoring legal enforcement. This unit also issues internal regulations to maintain organizational confidentiality, create a personal data registry, and establish non-disclosure agreements with external individuals or organizations to prevent data leakage that could affect both internal and external parties. These efforts are considered an essential aspect of the Company's social responsibility.

## **Risk 4 Risk Associated with Shipping Delays**

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates

- Government policy

### **Risk characteristics**

During the year, shipping delays remained a key operational risk due to a combination of geopolitical tensions, adverse weather conditions, and disruptions in global logistics networks. Conflicts in the Red Sea and the Middle East resulted in vessel rerouting, leading to longer transit routes and slower container circulation. These factors disrupted shipping schedules worldwide, resulting in uncertain transit times and frequent changes in estimated times of arrival (ETA), which increased risks in production planning, inventory management, and product delivery.

### **Risk-related consequences**

As a consequence, product deliveries across multiple markets were delayed, resulting in sales performance below target. Furthermore, both the Company and its customers had to increase safety stock levels and extend planning horizons to accommodate longer and less predictable lead times.

### **Risk management measures**

To mitigate these risks, the Company proactively communicated shipping and logistics developments to customers across all markets and maintained close coordination to manage delivery expectations. Additional lead time was incorporated into production and shipment planning, while vessel space was reserved at least 1–2 months in advance to reduce the risk of insufficient shipping capacity.

The Company also diversified its logistics partners, maintained strong relationships with shipping lines, and adopted a flexible approach to cost management. Furthermore, market developments and relevant news were closely monitored to support timely planning, decision-making, and strategic adjustments in response to changing circumstances.

### **Risk 5 Risks associated with technological changes and product development**

Related risk topics : Strategic Risk

- Changes in technologies

### **Risk characteristics**

#### **Changing in production technology and product development technology**

Home electrical appliances are products with intense competition in product design and development. The Company has developed its products every year concerning functionality, appearance, and energy saving so that all its products can compete well in the market.

### **Risk-related consequences**

Technological changes and product development could pose a risk of fast product obsolescence and rapid replacement by new models

### **Risk management measures**

The Company must, therefore, keep abreast of all changing circumstances carefully and conduct a study on product development trends to match market demand yearly to mitigate such risk.

At present, consumers priorities energy-saving when choosing products that suit their preferences. The Company has strived to develop products with the best energy-saving features in line with such a trend. In the past year, The Electricity Generating Authority of Thailand (EGAT) has announced the adjustment of energy saving standards No. 5, the highest level of 3 stars, to the highest level of 5 stars, effective January 2024, which water pump products can proceed to support the criteria above until the new criteria are passed in all R-series models.

Competition in the water pump market has intensified due to the entry of new brands. At the same time, rising electricity costs have increased consumer focus on energy efficiency, which remains one of the key factors influencing purchasing decisions.

In response, the Company continues to prioritize the development of highly energy-efficient products. The water pump product line remains focused on achieving the highest 5-star rating under the No. 5 energy-saving label program through continuous product innovation and performance improvement.

In addition, the Company has strengthened its competitive position by developing circular products that incorporate recycled materials. This initiative serves as a key product differentiator while aligning with growing environmental sustainability trends and increasing consumer awareness of environmentally responsible products.

The Company aware of the risk associated with technology changes posed directly on the Company; the Company mapped out a plan for the modification and change in its production technology and future product line-up, with investment duly made in the following infrastructures:

- Increases accuracy and reliability for checking the correctness of installing electronic parts on the refrigerator circuit board from the Chip mounter through automatic recording of inspection results by bringing the First Board Inspection system into use, it is possible to reduce the time spent on inspections by employees and help preserve the environment by reducing the amount of paper used and also being able to check historical data.
- Implementing automated test monitoring and recording systems and a traceability system to verify the performance and safety of fan and ventilator fan, to keep track of production trends and keep valuable data for developing new products.
- Increase the efficiency of refrigerator production by using new technology to speed up air evacuation in the cooling system. The new method will shorten vacuuming time, reduce electricity use, minimize repairs, and free up space for optimizing other production processes.

### **Risk 6 Inventory management risk**

Related risk topics : Operational Risk

- Inventory risk

#### **Risk characteristics**

Potential for losses or inefficiencies resulting from the improper handling, forecasting, storage, or control of inventory within an organization

#### **Risk-related consequences**

Inefficient inventory management poses a risk that may lead to increased costs from excessive stockholding or lost revenue opportunities due to stock shortages. It may also negatively impact cash flow, production efficiency, and the ability to deliver products to customers on time.

#### **Risk management measures**

Inventory management improved in respect of Just-in-Time (JIT) manufacturing in several areas:

- Adoption of Kanban\* (throughput card) for management of inventory volume in the work in process and warehouse as well as control of supply chain from receiving parts from part suppliers to passing on throughput in the production process, thus allowing for improvement of delivery schedule in that delivery frequency per day will be higher, hence fewer parts per lot, resulting in less space requirement and more expense saving in stockpiling.

\*Note: Kanban is a tool to support running a pull production, thereby throughput volume for each process is matched with demand. It functions as a neurological pathway for lean management with the main benefit and target: producing what instructed, at the time instructed, and in the volume instructed only.

- The Company has considered changing the technology in the structure of part ordering system from part suppliers by using web ordering system and barcode system in receiving parts system as well as distributing parts system to increase accuracy, reduce workloads, and increase efficiency in managing raw materials and inventory.

- Improve the in-house logistic system from pushing system changed to pulling system. The Company changes from using a forklift to carry large quantities of transportation parts to an electric tow truck, then using parts shopping as needed to the production line instead to reduce work in process and reduce pollution that forklift release.

## Risk 7 Risk involved with raw materials and supply chain

Related risk topics : Strategic Risk

- Business operations of partners in the supply chain

- Economic risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

- Climate change and disasters

### Risk characteristics

Raw material procurement risk has still been a priority for the company. It has kept a close watch on changing circumstances, especially the fluctuations in raw material prices over the past year, which the Company has to face with risks that are external factors that cannot be controlled, such as:

- Factors arising from the uncertain global economic situation, geopolitical conflicts, problems of inflation, and rising interest rates, including the impact of exchange rates.
- The risk from supply chain system involves the procurement parts and raw materials suppliers, such as earthquakes and natural perils in some countries.
- Risk from impacts of the policy from superpower countries such as trade war, sanction, as well as the changes in the US Federal Reserve's economic signals and interest rate policy.
- Risk of delayed delivery

### Risk-related consequences

- These factors affect the price of critical raw materials that the company uses to produce products, especially plastic, resin, copper, aluminum, and steel, as well as other costs. That results in higher production costs
- The procurement parts and raw materials suppliers, such as earthquakes and natural perils in some countries.
- Impacts on raw material prices and production capacity, hence global volatility with a significant effect on the supply chain

### Risk management measures

- The Company continues to implement cost-reduction initiatives to mitigate the impact of raw material price fluctuations. These initiatives include expanding sourcing channels, increasing the proportion of domestic procurement, selecting raw materials with equivalent quality and specifications at competitive prices, and collaborating with business partners to improve production efficiency and reduce costs while maintaining product quality standards.
- The Company regularly prepares and reviews its Business Continuity Plan (BCP) to effectively manage risks associated with both domestic and international suppliers and business partners.

- The Company closely monitors and evaluates global developments and remains prepared to adapt to rapidly changing circumstances in order to minimize potential impacts on its operations.
- The Company continuously monitors and assesses the situation in coordination with key raw material suppliers and relevant internal departments to implement its Business Continuity Plan. Key measures include maintaining adequate inventory levels of critical raw materials, consolidating purchase orders within the Group to enhance bargaining power in the allocation and delivery of parts and raw materials, and collaborating with internal departments and Mitsubishi Electric Corporation, Japan, to test and approve alternative parts and raw materials. In addition, the Company has expanded sourcing channels by selecting multiple suppliers to reduce the risk of shortages of parts and raw materials. The Company also places great importance on maintaining strong partnerships with key suppliers through close collaboration and the sharing of production forecasts and advance purchasing plans. This enables suppliers to better plan production and prepare raw materials, thereby supporting the Company's ability to secure raw material supply and ensure the continuous delivery of products to customers.

## Risk 8 Financial risk

Related risk topics : Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

### Risk characteristics

The Company exposes to reasonable business risk from changes in interest rates and foreign exchange rates, including from non-compliance with the contractual obligations of the contract parties

### Risk-related consequences

- Foreign exchange risk to which the Company is exposed arises from its sales of products and settlement of purchase prices of goods, raw materials, and machinery and equipment in foreign currencies. The company has opened a foreign currency deposit account to reduce the risk of foreign currency exchange rates when receiving and paying for products and raw materials to reduce the difference in exchange rates. The company has opened a foreign currency deposit account to reduce the risk of foreign currency exchange rates when receiving and paying for products and raw materials to reduce the difference in exchange rates.
- Interest rate risk is the risk that arises in the future when the level of interest rates fluctuates, which will affect the Company's operation and cash flow. However, the Company believes that risk incidental to interest rates is insignificant because the Company does not borrow any loan and its deposits and other financial assets carry a short maturity period with interest based on the market rate. Therefore, the Company has not made any forward contract to prevent against such risk.
- Credit risk is risk arising from failure by customers or counterparties to repay debts to the Company as scheduled according to the agreed terms and conditions. The Company has mapped out a credit policy to regularly manage and control this risk by conducting a careful financial soundness analysis on all customers who apply for credit lines. The Company is confident that there will be no material impact from any uncollectible debts from its customers.

- Liquidity risk is managed by means of maintaining an adequate amount of cash and cash equivalents as required for business operations to minimize impact from cash flow fluctuation.

### **Risk management measures**

Risk management is an essential part of business, which the Company has a system to control the balance of acceptable risk levels. By considering the cost of risk and the cost of risk management, the Company has constant control of the Company's risk management process to ensure that there is a balance between risk and risk control.

### **Risk 9 Labour risk**

Related risk topics : Operational Risk

- Impact from population structure

### **Risk characteristics**

Thailand is entering an ageing society due to the problem of a meagre population growth rate, and people like to pursue higher education. This may cause a labour shortage problem in the future

### **Risk-related consequences**

The risk of labor shortage may lead to production disruptions, decreased operational efficiency, and delays in product delivery, potentially affecting customer satisfaction and the company's revenue.

### **Risk management measures**

The company has used many measures, including providing compensation, incentives, and competitiveness. Therefore, it can maintain and recruit people to work continuously. In addition, the Company has successively built bilateral collaboration with vocational educational institutes aiming to enhance their teaching and learning as well as real practical skills, resulting in relief of labor shortage risk to some extent.

## **2.2.2 Risk to securities holders**

Are there any risk factors affecting securities holders? : No

## **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

#### Corporate Sustainability Management Policy

To realize a prosperous society in which a "sustainable global environment" and a "safe, stable, and comfortable society" are compatible", as declared in one of the Company's management policies. The Company recognizes the importance of sustainable development to help the organization grow steadily as a guideline for the organization's operations to cover and balance in 3 dimensions: economy, society, and environment. Under the principles of good corporate governance throughout the business value chain and considering the impact on stakeholders, society and the environment, the Company announced the policy to drive the organization and conduct business under the management framework to be in the same direction.

#### The Company's Value Chain

1. Raw Material and Component Procurement : The Company places great importance on selecting suppliers that operate in accordance with ethical business practices. Supplier assessments are conducted covering environmental and social standards. The Company also emphasizes Green Procurement in accordance with Mitsubishi Electric Group standards by sourcing environmentally friendly components and materials to reduce the use of hazardous substances in its products.
2. Manufacturing and Innovation : The Company focuses on energy-efficient manufacturing processes and reducing greenhouse gas emissions. Smart Factory technologies and automation systems are utilized to minimize production losses and improve operational efficiency. In addition, the Company continuously develops innovative energy-saving products that have received the highest 5-star rating under Thailand's No. 5 Energy Label program. Products are also designed with Product Longevity in mind to extend service life and reduce electronic waste (E-Waste), thereby minimizing long-term environmental impacts.
3. Logistics and Distribution : The Company strives to enhance warehouse management and product distribution efficiency for both domestic and international markets. Transportation routes are optimized to reduce fuel consumption, while packaging materials are selected based on their reusability and recyclability to minimize waste generated throughout the logistics process.
4. Marketing and Sales : Marketing activities are conducted through Mitsubishi Electric's authorized distribution network with a strong commitment to transparency and business ethics. The Company provides accurate and reliable product information, particularly regarding energy-saving features, environmental benefits, and product durability, enabling consumers to make informed purchasing decisions that offer long-term value and environmental responsibility.
5. Customer Service and Relationship Management : The Company maintains a comprehensive service center and maintenance network to provide nationwide customer support. Customer feedback and suggestions are continuously collected and analyzed to support product improvements and ensure that products continue to meet evolving consumer needs in the digital era.

#### Scope of the report

The Company has an objective of operating its business with social and environmental responsibility under the philosophy of business operation as "Innovating For a Better Tomorrow." It is committed to developing personal capabilities, innovating products of value, supporting customers' wealth and growth, fostering quality of the society, and bringing sustainable returns to the shareholders so that the organization can stay happy

with the community and the public, and concurrently bring ongoing prosperity to all stakeholders for the Sustainable Development. This report presents the results of the Company's sustainable business operations with a period from April 1, 2025 to March 31, 2026.

Reference link for sustainability policy : <https://www.mitsubishi-kye.com/th/sustainability>

### **Sustainability management goals**

Does the company set sustainability management goals : Yes

### **Sustainability management goals**

The Company, as a manufacturer and distributor of electrical appliances under the trademark "Mitsubishi Electric", is committed to conducting business under the concept of sustainable development that is applied to cover its operations throughout the organization as follows.

1. People
2. Planet
3. Prosperity
4. Peace
5. Partnership

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

**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/ : No  
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

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

##### Business Value Chain

Operation with stakeholders is a matter of great importance for the company. The company takes into account the groups of stakeholders as well as manages the sustainability of activities throughout the business value chain from upstream, namely the procurement of raw materials and transportation in the production process until downstream business activities such as product development procurement, product transportation and distribution of products and services to respond to the needs and expectations of all stakeholder groups and create a balance between value from operations. Businesses for all stakeholders can build good relationships and confidence in operations between the companies and stakeholders. It adheres to the principles of the circular economy throughout the value chain and product life cycle to promote the maximum use of resources and increase recycling and reuse, reduce waste, and reduce greenhouse gas emissions, ready to meet the needs of customers who care about the environment.

##### Stakeholder Connecting

In assessing the stakeholders, the Company's work units in charge of dealing and coordinating with each stakeholder groups through the joint meetings and email: [information@kye.meap.com](mailto:information@kye.meap.com). The Company has brought complaints, suggestions, and opinions as a guideline for improving operations and responding to the expectations of all stakeholders appropriately. According to the Company's business ethics, Article 7, "Relationships with Stakeholders", conducting business and coordinating relationships based on honesty and fairness promotes good cooperation that would bring about sustainable development and growth.

##### Sustainability issues from different 6 groups of stakeholders

1. Employees
2. Customers
3. Business partners
4. Shareholders
5. Community
6. Government agencies

##### Determination of Material Sustainability Topics and Report Content

###### 1. Identification

The Company identifies and compiles sustainability topics that are relevant to its business operations and throughout its value chain. The assessment takes into consideration internal factors, including the Company's strategic direction, as well as external factors such as global trends in the electrical appliance industry, emerging regulatory requirements, and the United Nations Sustainable Development Goals (SDGs). In addition, the Company considers the expectations and concerns of all stakeholder groups to identify actual and potential impacts arising from its business activities on the economy, environment, and people.

###### 2. Prioritization

The Company evaluates and prioritizes the identified sustainability topics based on the principle of the Significance of Impacts. The assessment considers two key dimensions:

- **Dimension 1: Significance of Impacts**

The Company assesses the actual and potential impacts of its business activities on the economy, environment, and people, including human rights. The assessment takes into account both the severity and likelihood of such impacts.

- **Dimension 2: Influence on Stakeholder Assessments and Decisions**

The Company evaluates the level of stakeholder interest and expectations regarding each sustainability topic, as these factors may influence stakeholder assessments, decision-making processes, and confidence in the Company.

### 3. Validation

The prioritized sustainability topics are consolidated into a Materiality Matrix to determine the reporting boundaries and the appropriate scope of qualitative and quantitative disclosures. The results are subsequently disclosed in the Company's Annual Registration Statement / Annual Report (Form 56-1 One Report).

### 4. Review and Continuous Improvement

The Company provides channels for stakeholder engagement and feedback collection. Information obtained through these channels is used to review and improve the materiality assessment process for the following reporting period. This enables the Company to ensure that its material sustainability topics remain relevant, up-to-date, and responsive to evolving global trends and stakeholder expectations.

## Results of the Material Sustainability Assess



### 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>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Provide fair compensation and appropriate welfare in line with the economic situation.</li> <li>• Ensure job security and opportunities for career advancement.</li> <li>• Ensure workplace safety and employee well-being.</li> <li>• Provide continuous development of employees' knowledge and skills.</li> <li>• Practice social distancing and utilize protective equipment, such as face masks and hand sanitizer.</li> <li>• A safe working environment that promotes quality of life and eco-friendliness.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote fundamental labor rights in accordance with established workplace regulations.</li> <li>• Determine compensation and other benefits in comparison with industry standards.</li> <li>• Provide a safe, hygienic, and conducive working environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</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>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Punctual delivery of safe and quality products in the required quantity</li> <li>• Offering of products at reasonable prices</li> <li>• Other services supportive to economic, social and environmental issues</li> <li>• Trade agreements under fair conditions</li> <li>• Accurate information on products and services</li> <li>• Keeping customers' information confidential</li> <li>• Manufacturing employees must remain free from communicable diseases.</li> </ul>	<ul style="list-style-type: none"> <li>• Research, development and production of safe and energy-saving products</li> <li>• Quality policy</li> <li>• Training on technical knowledge and provision of knowledge on products to dealers</li> <li>• Trade agreement rules and criteria</li> <li>• Practice social distancing and use protective gear, including face masks and hand sanitizer.</li> </ul>	<ul style="list-style-type: none"> <li>• External Meeting</li> <li>• Complaint Reception</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> </ul>	<ul style="list-style-type: none"> <li>• Treat all business partners with equality and fairness in procurement practices.</li> <li>• Offer fair returns and business agreements.</li> <li>• Strictly adhere to all agreed-upon contracts and conditions.</li> <li>• Ensure manufacturing employees remain free from infectious diseases.</li> <li>• Minimize the impact of floods or earthquakes on production operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping abreast of procurement rules, regulations and criteria, such as those regarding selection of procurement sources</li> <li>• Rules and regulations regarding inspection and follow-up of procurement sources</li> <li>• Compliance with fair trade conditions</li> <li>• Practice social distancing and utilize protective equipment, including face masks and hand sanitizer.</li> <li>• Continuously monitor the impact of natural disasters (floods or earthquakes) to ensure rapid response and mitigation.</li> </ul>	<ul style="list-style-type: none"> <li>• External Meeting</li> <li>• Complaint Reception</li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Generate worthwhile returns on investment in both the short and long term.</li> <li>• Foster business growth and long-term stability.</li> <li>• Manage operations with transparency, fairness, and timely disclosure of sufficient information.</li> </ul>	<ul style="list-style-type: none"> <li>• Disclosure of Company information in annual report, form 56-1 (One Report), and press release</li> <li>• Availability of complaint filing channel</li> <li>• Additional channel for communication and disclosure of information, such as website</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</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>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Protect and preserve the environment.</li> <li>• Promote quality of life and maintain good relationships with local communities.</li> <li>• Engage with communities and respect local traditions and cultural heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous communication with community leaders regarding community development</li> <li>• Regular cooperation with government sector in running activities of social and environmental contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Social Event</li> <li>• Complaint Reception</li> </ul>
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with all applicable laws and regulations.</li> <li>• Manage quality, environmental issues, and community care effectively.</li> <li>• Significant and rapid hikes in the minimum wage.</li> <li>• Partnerships and collaboration toward achieving greenhouse gas reduction goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping abreast of developments of laws, rules and regulations</li> <li>• Making reports completely and by the deadline set forth</li> <li>• No payment to government officers without reasonable grounds</li> <li>• Evaluate potential business areas for cost reduction.</li> <li>• Evaluate potential business areas for cost reduction, such as replacing manual labor with technology.</li> </ul>	<ul style="list-style-type: none"> <li>• External Meeting</li> <li>• Training / Seminar</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,  
Air quality management,  
Noise pollution management,

##### The Overall of Environmental Policy and Practice

The Company is well aware of the importance of the environment; therefore, the policy and goals are clearly defined and reviewed for continuous improvement annually. Employees at all levels have to adhere.

According to the 2025 Environmental Management Policy, To realize a prosperous society in which a "sustainable global environment" and a "safe, stable, and comfortable society" by abiding with social norms and laws, as declared in one of the most important management policies, which the Company issues activities entitled to the system as follows:

1. Implement an environmental management system with periodic reviews and promote continuous improvement.
2. Strive to expand eco-friendly products that reduce the environmental impact of the entire product life cycle while creating products that create a comfortable living environment.
  - Strengthen development of energy-saving products to achieve a carbon neutral society.
  - Strengthen 3R development aimed at creating a circular economy.
  - Comply with environmental regulations related to products.
3. Promote an eco-factory and aim for a production system that conserves resources and has a low environmental impact.
  - Promote energy saving in manufacturing processes to achieve a decarbonized society.
  - Reduce CO2 emissions in transportation by improving the efficiency of both internal and external logistics operations, such as optimizing vehicle loading capacity.
  - Promote total waste generation control, resources recycling, efficient use of water and reduction of pollution load.
  - Reduce the use of chemical substances, substitution and appropriate management.
  - Reduce the emissions of greenhouse gases other than CO2
4. Disseminate the environmental policy to all employees and ensure its effective implementation. Provide technical guidance and disseminate the environmental policy to affiliated companies and business partners, while striving for environmental improvement activities throughout SCM and ECM.
5. Strengthen communication with local communities and raise awareness of environmental conservation by participating in local volunteer activities.
6. Comply with environmental laws, regulations, and other requirements, strengthen risk management, and improve environmental conservation.

7. Implement a Carbon Footprint Organization (CFO) and improve greenhouse gas management strategies and awareness.

## **The Environmental Policies and Practices under the following key areas:**

### **1. Energy Management**

The company has implemented an energy management system in compliance with legal requirements (8-step process) and adopted the international standard ISO 50001:2018. An energy conservation policy has been established, focusing on departments with high energy-consuming machinery and equipment. These departments are required to identify energy-saving measures and continuously improve the energy efficiency of such equipment in accordance with the nature and volume of their electricity usage.

### **2. Oil and Fuel Management**

The company has adopted a policy for managing oil and fuel used in production processes. This includes improving the combustion efficiency of ovens and melting furnaces, as well as converting fuel-powered forklifts to electric ones in order to achieve zero fuel combustion by 2030, in line with the company's greenhouse gas reduction targets.

### **3. Renewable/Clean Energy Management**

The company promotes the continuous use of renewable energy to reduce external electricity consumption by installing solar power generation systems on building rooftops.

### **4. Water Resource and Water Quality Management**

The company has implemented a management policy aimed at efficient water usage, reducing water consumption in both production and support activities. Efforts are made to increase the use of recycled water by treating and filtering it for safe reuse. Additionally, wastewater discharged outside the facility is strictly monitored, with monthly quality inspections conducted by certified inspectors authorized by the Department of Industrial Works.

### **5. Waste and Waste Material Management**

The company promotes proper waste segregation among employees and organizes activities to reduce production waste and waste from employee consumption. The 3Rs principle (Reduce, Reuse, Recycle) is applied. Industrial waste is treated or disposed of by authorized service providers with a focus on reuse and recycling. No industrial waste is sent to landfills, and all service providers must be licensed by the Department of Industrial Works.

### **6. Greenhouse Gas and Climate Change Management**

The company has established environmental policies to address greenhouse gas management, including the calculation of the organization's carbon footprint. This identifies both emissions and offsets related to company activities. Environmental and energy action plans are then developed to reduce greenhouse gases, including initiatives such as raw material reduction, use of recycled water, electricity conservation, and reducing LPG gas consumption.

### **7. Air Quality Management**

The company manages air quality by regularly inspecting air pollution control equipment, replacing activated carbon in odor trapping systems as scheduled, and measuring air quality as required by law. All measurements are conducted by inspectors certified by the Department of Industrial Works.

## 8. Noise Pollution Management

The company prevents noise pollution primarily at the source, ensuring machinery does not emit noise beyond legal standards. If risks are identified, sound barriers or covers are installed. Appropriate personal protective equipment is provided for high-noise areas. If the average noise level over an 8 hour shift reaches 85 dBA or more, or if hearing loss is detected ( $\geq 15$  dB compared to baseline in one or both ears), the affected work area will be included in the company's Hearing Conservation Program. A Noise Contour Map is also displayed to visualize overall noise levels in each area.

### 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,  
Air quality management,  
Noise pollution management,

## 1. Electrical Energy Management

Review of 2025 activities led to improvements in 2026 activities as follows:

- Define target product models in alignment with the product development plan, and establish clear energy reduction targets in percentages to set as goals for the year 2026.
- Design and develop energy-saving products to reduce CO2 emissions, achieving No. 5 (3-Star) rating.

## 2. Fuel and Oil Management

Review of 2025 activities led to improvements in 2026 activities as follows:

- Transition fuel-powered vehicles to electric vehicles (EVs), such as tricycles, light-duty trucks, and vehicles used for external company business.
- Improve the efficiency of ovens and melting furnaces to high-efficiency standards, and study approaches to transition to electric-powered operations instead.

## 3. Renewable Energy / Clean Energy Management

Review of 2025 activities led to improvements in 2026 activities as follows:

- The company has a plan to utilize renewable energy by increasing the installation of rooftop solar power generation systems every year, aiming for a production capacity of 5.15 MW by 2030.
- The company has a plan to purchase International Renewable Energy Certificates (I-RECs) to promote the production and use of renewable energy, which can be used to offset greenhouse gas emissions from electricity consumption.

- The company has a plan to purchase Carbon Credits to support clean energy and forestry management projects, which can be used to offset greenhouse gas emissions from fuel consumption.

#### **4. Water Resources and Water Quality Management**

Review of 2025 activities led to improvements in 2026 activities as follows, due to a lack of clarity in indicators regarding the sources of wastewater generation:

- Consider installing additional water meters for production-related activities, including identifying all required installation points and establishing an installation plan.
- Consider installing additional water meters for non-production activities, such as restrooms and cafeterias, including identifying all required installation points and establishing an installation plan.
- Reduce tap water consumption by considering the use of recycled water instead of tap water, such as in cooling towers, pre-treatment processes, etc.

#### **5. Waste Management**

Review of 2025 activities led to improvements in 2026 activities as follows:

- Segregate waste and waste from production into hazardous and non-hazardous categories to drive improvement processes.
- Increase control and reduce waste generated by office departments (production support).
- Conduct training and communication on environmental management for relevant personnel or individuals working within the company.
- Add indicators for food waste remaining from consumption.

#### **6. Greenhouse Gas and Climate Change Management**

Review of 2025 activities led to improvements in 2026 activities as follows:

- Apply the 3Rs principles (Reduce, Reuse, Recycle) to minimize raw material consumption and utilize raw materials efficiently.
- Reduce electricity consumption in products by designing and developing energy-saving products to reduce CO<sub>2</sub> emissions and obtain the No. 5 Star energy-saving label.
- Increase the utilization of recycled water to reduce water resource consumption and minimize pollutant emissions into the environment.
- Substitute or reduce the use of chemicals with safer, less hazardous alternatives.
- Raise awareness regarding the reduction of general and industrial waste among employees at all levels, through campaigns, training, and educational sessions.
- Improve the efficiency of workpieces and product transportation to contribute to greenhouse gas reduction.
- Utilize renewable energy through the installation of rooftop solar power generation systems.
- Implement electricity consumption reduction activities by replacing or improving machinery efficiency to save more energy.
- Plan training programs for employees to build an understanding of variables affecting energy consumption and develop personnel in energy management.

## 7. Air Quality Management

Review of 2025 activities led to improvements in 2026 activities as follows:

- Maintain an air quality monitoring system to measure emissions discharged outside the factory area as required by law every 6 months.
- Inspect ventilation systems, including odor control systems, on a regular schedule every 3 months to ensure efficient operation.
- Implement a routine maintenance system for ventilation and odor control systems by the responsible departments on a periodic basis.

## 8. Noise Pollution Management

The company implements a noise pollution management system by prioritizing prevention at the noise source. For example, machinery in operation must not generate noise exceeding legal standards. If a risk is identified, prevention along the noise pathway will be considered, such as installing covers or acoustic barriers to reduce noise levels. Additionally, appropriate Personal Protective Equipment (PPE) will be provided for workstations with high noise levels. In cases where a workstation or noise source has an average noise level over an 8-hour working period of 85 dBA or higher, or when an employee is found to have abnormal hearing capacity (where either one or both ears exhibit a threshold shift of 15 dB or more compared to their baseline audiogram), the company will mandate that such workstations join the Hearing Conservation Program. Furthermore, a Noise Contour Map will be installed to provide an overview of the noise levels generated within that area.

### 3.3.2 Environmental operating results

#### Information on energy management

##### Energy management plan

The company's energy management plan : Yes

The company has implemented an energy management system in compliance with legal requirements (8 steps) and has adopted the international standard ISO 50001:2018 for energy management. The system focuses on identifying and evaluating Significant Energy Use (SEU) equipment and machinery, measuring their energy performance, and identifying energy conservation measures for each department. The objective is to reduce energy consumption and improve energy efficiency in alignment with appropriate production levels.

Each energy conservation measure includes specific energy reduction targets, action plans, and post-implementation energy consumption measurements. These measurements are compared against the targets to evaluate effectiveness. The results are then consolidated to establish the company's overall energy reduction goals.

##### Electrical Measures

- Measure 1: Installation of a heat pump in the refrigerator foam injection process to replace the conventional hot water system and improve energy efficiency. This measure can save 58,740 kilowatt-hours of electricity per year, resulting in annual cost savings of Baht 227,911 and a reduction of 29.36 tons of CO<sub>2</sub>e emissions.
- Measure 2: Fixing air leaks in the air compression system during the production process in Buildings 1, 2, 3, 4, 9, and 11 saves 25,954 kilowatt-hours of electricity per year, amounts to 100,701 baht per year in savings, and reduces CO<sub>2</sub>e emissions by 91.24 tons of carbon dioxide equivalent.

- Measure 3: Reducing compressed air pressure by 1 bar in the fan production process to improve the energy efficiency of the compressed air system. This measure can save 53,119 kilowatt-hours of electricity per year, resulting in annual cost savings of Baht 206,102 and a reduction of 26.55 tons of CO2e emissions.
- Measure 4 : Improving energy utilization in the refrigerator testing room to enhance the energy efficiency of the refrigerator testing process. This measure can save 26,662 kilowatt-hours of electricity per year, resulting in annual cost savings of Baht 103,449 and a reduction of 13.33 tons of CO2e emissions.
- Measure 5 : Adjusting the operating schedule of water coolers in the canteen can save 3,785 kilowatt-hours of electricity per year, resulting in annual cost savings of Baht 14,686 and a reduction of 1.89 tons of CO2e emissions.
- Measure 6 : Installing an inverter to control the motor speed, which adjusts according to the motor load, can save 9,314 kilowatt-hours of electricity per year, reduce expenses by 36,138 baht per year, and decrease CO2e emissions by 4.66 tons of carbon dioxide equivalent.

All measures can save 177,574 kilowatt-hours of electricity per year, equivalent to saving 688,987 baht per year, and a reduced CO2e emissions by 88.77 tons of carbon dioxide equivalent.

### Thermal measures

- Measure 1 : Improving the efficiency of the powder coating oven burner can save 32,582 megajoules of thermal energy per year, resulting in annual cost savings of Baht 16,205 and a reduction of 2.02 tons of CO2e emissions.
- Measure 2 : Reducing heat loss from the aluminum melting furnace can save 10,886 megajoules of thermal energy per year, resulting in annual cost savings of Baht 5,414 and a reduction of 0.67 tons of CO2e emissions.
- Measure 3 : Replacing three-wheeled fuel-powered vehicles with electric vehicles can save 2,518 megajoules of thermal energy per year, resulting in annual cost savings of Baht 2,600 and a reduction of 0.18 tons of CO2e emissions.

All measures can save a total of 45,986 megajoules of thermal energy per year, equivalent to annual cost savings of Baht 24,219 and a reduction of 2.87 tons of CO2e emissions.

### 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 and fuel consumption	2024 : energy consumption 74,968,147.00 Mega Joules	2025 : Reduced by 1.62% or 1,261,214.00 Mega Joules

Remark : <sup>(1)</sup> The target year is calculated in comparison with the 2025 energy baseline.

### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In the past year of 2025, the Company set targets to reduce electricity, fuel, and oil consumption, as well as to increase the utilization of renewable electricity. The performance results are as follows:

1. Reduction of Electricity, Fuel, and Oil Consumption target reduction of 1.62% (equivalent to a reduction of 1,261,214 MJ). Performance higher than the 2025 Energy Baseline by 0.88% (572,874 MJ).

- Electricity Consumption Reduction: Target: Reduction of 1.75% (equivalent to a reduction of 341,873 kWh), Performance: Higher than the 2025 Energy Baseline by 0.46% (75,040 kWh).
- Fuel and Oil Consumption Reduction: Target: Reduction of 0.40% (equivalent to a reduction of 30,473 MJ)

Performance: Higher than the 2025 Energy Baseline by 4.67% (302,730 MJ).

### Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	29,668.00	27,301.00	27,533.00
Gasoline (Litres)	25,775.00	25,178.00	21,227.00
LPG (Kilograms)	177,524.00	146,021.00	133,247.00

### Energy management: Electricity consumption

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)<sup>(2)</sup></b>	20,185,514.00	18,916,362.00	16,316,364.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	18,618,385.00	15,380,882.00	12,993,176.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	1,567,129.00	3,535,480.00	3,323,188.00

Remark : <sup>(2)</sup> The quantity of refrigerators electric fans and water pumps

## Information on water management

### Water management plan

The Company's water management plan : Yes

The company's water management plan is categorized into two main areas as follows:

#### 1. Water Reduction

- Implement activities to reduce water usage in both production processes and supporting operations. Examples include reducing water consumption in cooling towers, surface cleaning processes, and water pump product testing.

#### 2. Increasing the Use of Recycled Water

- The company has installed a recycled water filtration system to improve the quality of treated wastewater, ensuring it is safe for reuse. The recycled water is utilized in the following activities:
  - 1) Flushing and cleaning restroom floors
  - 2) Watering plants
  - 3) Washing sludge press filter cloths
  - 4) Cleaning solar panel surfaces

- 5) Cleaning the household waste collection area floor
- 6) Spraying water on rooftops to reduce heat

### Setting goals for water management

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 withdrawal	2024 : Water withdrawal 2,972.00 liters / person	2025 : Reduced by 2% or 2,912.00 liters / person
Reduction of water consumption	2024 : Water consumption 2,972.00 liters / person	2025 : Reduced by 2% or 2,912.00 liters / person
Increase of recycled water for consumption	2024	2025 : Increased by 47%

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

Water Management Performance and Results are categorized into two areas as follows:

#### 1. Reduction of Water Consumption

For Fiscal Year 2025, the Company has established a target for reducing water consumption under its environmental management plan. The details are as follows:

- Target : To reduce water consumption by 2%, or 2,912 liters per person, compared to the previous year (Fiscal Year 2024).
- Result (Fiscal Year 2025) : Water consumption was reduced to 2,737 liters per person, or 56,100 cubic meters per year, representing an 8% reduction compared to the previous year (Fiscal Year 2024).

#### 2. Increase in Recycled Water Usage

- Target : To increase the use of recycled water to 47% of the total treated water volume.
- Result (Fiscal Year 2025) : The recycled water usage reached 48%, equivalent to 24,440 cubic meters per year. However, the target was not achieved.

### Water management: Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	71,306.00	70,020.00	56,100.00
Water withdrawal by third-party water (cubic meters)	71,306.00	70,020.00	56,100.00

**Water management: Water discharge by destinations**

	2023	2024	2025
Percentage of treated wastewater (%)	63.00	89.00	91.00
<b>Total wastewater discharge (cubic meters)</b>	24,244.00	32,464.00	26,602.00
Wastewater discharged to surface water (cubic meters)	24,244.00	32,464.00	26,602.00

**Water management: Water consumption**

	2023	2024	2025
Total water consumption (Cubic meters)	47,062.00	37,556.00	29,498.00

**Water management: Recycled water consumption**

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	20,919.00	26,312.00	24,440.00

**Information on waste management****Waste management plan**

The company's waste management plan : Yes

The company promotes proper waste segregation among employees and also implements activities to reduce waste generated from both production processes and employee consumption, based on the 3Rs principle (Reduce, Reuse, Recycle). For industrial waste generated within the company, priority is given to treatment or disposal by authorized contractors who are capable of reusing or recycling the waste. The company does not support the disposal of industrial waste by landfill. Contractors must be officially licensed by the Department of Industrial Works before the waste can be removed from the premises.

**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	2024 : non-hazardous waste 25,375.00 Kilograms	2025 : Reduced by 34% or 16,780.00 Kilograms	• Recycle

Remark : <sup>(3)</sup> The data used for setting waste and waste management targets pertains solely to general waste, with the unit of measurement being kilograms.

**Performance and outcomes of waste management**

Performance and outcomes of waste management : Yes

The company systematically manages waste within the organization based on the 3R principles (Reduce, Reuse, Recycle), with an efficient waste segregation system in place. Efforts are made to raise awareness and instill a sense of responsibility among employees regarding waste separation, aiming to reduce waste disposal through landfilling. In 2025, the company generated a total waste volume of 1,784,652 kilograms. Compared to 2024, this represents a reduction of 516,456.4 kilograms in total waste and a decrease of 8,595 kilograms in waste sent to landfill.

**Diagram of Performance and outcomes of waste management**



Raise awareness and instill a sense of responsibility regarding waste separation.

# การคัดแยกขยะ **KYE**

## 1. ขยะมูลฝอย แบ่งออกเป็น 6 ประเภท



## 2. ขยะอุตสาหกรรม แบ่งออกเป็น 2 ประเภท



Promotes proper waste segregation

**Waste management: Waste Generation**

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	2,509,082.35	2,301,108.40	1,784,652.00
<b>Total non-hazardous waste (kilograms)</b>	2,400,575.85	2,181,839.30	1,696,033.50
Non-hazardous waste - Landfilling (Kilograms)	28,945.00	25,375.00	16,780.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	26,707.00	33,189.00	25,179.00
Non-hazardous waste – Others (kilograms)	2,344,923.85	2,123,275.30	1,654,074.50
<b>Total hazardous waste (kilograms)</b>	108,506.50	119,269.10	88,618.50
Hazardous waste - Incineration with energy recovery (Kilograms)	66,350.00	57,295.00	51,824.00
Hazardous waste - Incineration without energy recovery (Kilograms)	6,790.00	7,610.00	5,790.00
Hazardous waste – Others (kilograms)	35,366.50	54,364.10	31,004.50

**Waste management: Waste reuse and recycling**

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	2,380,190.85	2,171,346.40	1,685,069.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	2,344,923.85	2,117,072.30	1,654,074.50
Reused non-hazardous waste (Kilograms)	284,648.08	300,036.30	186,233.60
Recycled non-hazardous waste (Kilograms)	2,060,275.77	1,817,036.00	1,467,840.90
<b>Reused/Recycled hazardous waste (Kilograms)</b>	35,267.00	54,274.10	30,994.50
Reused hazardous waste (Kilograms)	507.00	591.10	2,539.50
Recycled hazardous waste (Kilograms)	34,760.00	53,683.00	28,455.00

## Information on greenhouse gas management

### Greenhouse gas management plan <sup>(4)</sup>

The company's greenhouse gas management plan : Yes

From the announcement of the policy and goals of Mitsubishi Electric Corporation, Japan in terms of greenhouse gas management to achieve Net-zero emission in Scope 1, Scope 2 by 2030 and Scope 3 by 2050, using 2023 as the base year, Kang Yong Electric Co., Ltd. (Public Company Limited) has used the Mitsubishi Electric Group policy to create a plan and set the company's goals. The details of the greenhouse gas management plan are as follows:

#### 1. Create a Net-Zero Greenhouse Gas Emissions plan

1.1 Initially, focus on reducing greenhouse gas emissions in Scope 1, 2 by 2030

1.2 Implement in the energy management system plan and environmental management system

1.3 Plan for the long term in renewable energy production and the use of renewable energy production certificates

#### 2. Preparation of the organization's carbon footprint (Carbon Footprint for Organization)

2.1 Identify all activities of the organization

2.2 Data collection and calculation of carbon dioxide emissions

2.3 Assess the amount of emissions and request data certification from the Greenhouse Gas Management Organization (Public Organization)

#### 3. Energy management system according to the international standard ISO50001, consistent with Scope 1,2

3.1 Collect data on electricity and heat consumption along with production volume

3.2 Announce the energy management policy, energy conservation and renewable energy

3.3 Plan and set goals for energy and heat conservation activities

3.4 Conduct energy conservation activities according to the plan and hold a meeting to follow up every 3 months

3.5 Summarize the results of the activities to compare with the goals

#### 4. Environmental management system according to the international standard ISO14001 in line with Scope 3

4.1 Collect data along with production volume

4.2 Announce the environmental management policy, water management, waste management

4.3 Plan and set goals for environmental activities

4.4 Conduct water management, waste management activities according to the plan and hold a meeting to follow up every 3 months

4.5 Summarize the results of the activities to compare with the goals

Remark : <sup>(4)</sup> For Scope 3, there is no long-term plan for greenhouse gas management. There is only a target set according to the Mitsubishi Electric Group policy.

### 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 net-zero greenhouse gas emissions targets

## Setting net-zero greenhouse gas emissions targets

### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2023 : Greenhouse gas emissions 981.00 tCO <sub>2</sub> e	-	2030 : Reduced by 100% or 981.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>Science-based Targets (SBTi) : None</li> </ul>
Scope 2	2023 : Greenhouse gas emissions 9,308.00 tCO <sub>2</sub> e	-	2030 : Reduced by 100% or 9,308.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>Science-based Targets (SBTi) : None</li> </ul>
Scope 3	2023 : Greenhouse gas emissions 171,412.00 tCO <sub>2</sub> e	-	2030 : Reduced by 100% or 171,412.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>Science-based Targets (SBTi) : None</li> </ul>

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes  
management

### Energy Management Aspect

1.1 Implement improvement activities by replacing production machinery and support machinery with high-efficiency types:

- Install a heat pump in the refrigerator foam injection process to replace energy utilization from the hot water machine.
- Install inverters to control motor speed relative to motor load variations.

1.2 Optimize the operation of production machinery and electrical appliances by adjusting settings or setting appropriate on-off schedules:

- Reduce compressed air system pressure by 1 bar in the fan production process.
- Modify the on-off time control of the water chiller in the cafeteria.
- Optimize energy consumption in the testing rooms of the refrigerator testing process.

1.3 Raise awareness for cost-effective energy consumption, such as inspecting air compressor usage and identifying/repairing air leaks within the system.

1.4 Improve production processes and adjust overtime hours to align appropriately with production volumes:

- Reduce overtime hours to lower energy consumption during low-production periods.
- Partially shut down machinery and consolidate production models.

1.5 Utilize energy from Solar Rooftop with a generation capacity of 3 MW, generating 3,323 MWh of electricity, or equivalent to a reduction of 1,661 tCO<sub>2</sub>e.

1.6 Purchase International Renewable Energy Certificates (I-RECs) in the year 2025 amounting to 14,000 MWh to offset greenhouse gas emissions from electricity consumption.

### **Environmental Management Aspect**

1.1 Ensure efficient resource utilization by applying the 3Rs principles:

- Reduce the use of consumption parts in both production processes and production support activities.
- Reduce electricity consumption within the products.
- Reduce raw material consumption in production processes.
- Utilize resources efficiently, such as recycling plastic, steel, and brass parts, and reusing packaging boxes.

1.2 Adopt Cleaner Production (CP) technology practices:

- Substitute or reduce the use of chemicals with safer, less hazardous alternatives.
- Increase green spaces within the company premises.
- Support more eco-friendly green procurement and purchasing.
- Reduce general waste and food waste from employee consumption.

1.3 Build environmental awareness:

- Monitor and inspect waste segregation inside the factory.
- Provide environmental training for new employees and conduct environmental campaigns for employees within the company.

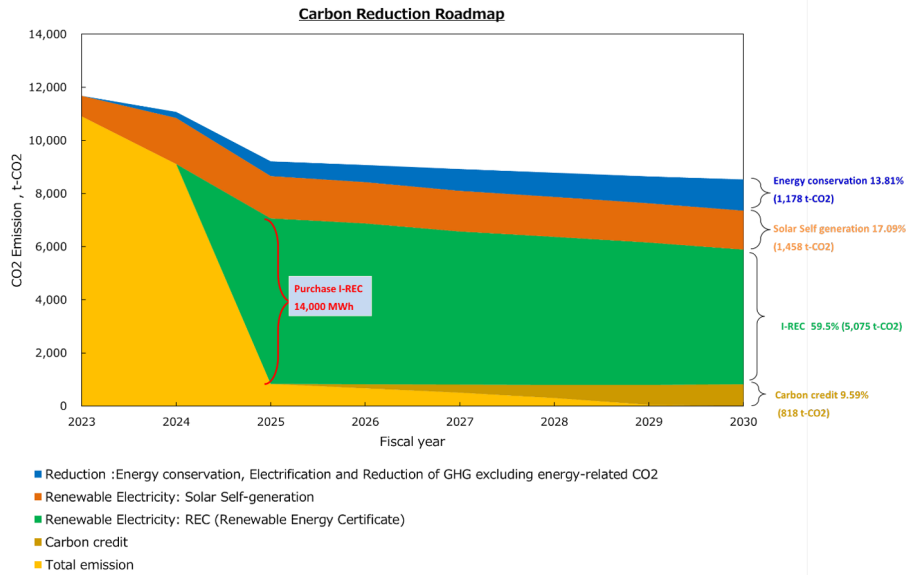
1.4 Prepare for transitioning into a Carbon Footprint for Organization (CFO).

1.5 Maintain status as a certified Green Industry Level 4 (GI-4) organization.

### **Carbon Footprint for Organization (CFO) Certification Aspect**

The Company received its Carbon Footprint for Organization (CFO) certification for the fiscal year 2025 on August 22, 2025, and attended the certificate presentation ceremony organized by the Thailand Greenhouse Gas Management Organization (Public Organization) on September 8, 2025. This marks the second consecutive year of implementing the CFO, and the Company will continue to execute this initiative in the fiscal year 2026.

### **Diagram of Performance and outcomes of greenhouse gas management**



Carbon Reduction Roadmap and Result of 2025



Carbon Footprint for Organization (CFO) certification



Carbon Footprint for Organization (CFO) certification



I-REC Redemption Statement

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent) <sup>(5)</sup>	181,701.00	155,885.00	117,902.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	981.00	835.00	975.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	9,308.00	7,689.00	6,172.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	171,412.00	147,361.00	110,755.00

Remark : <sup>(5)</sup> The 2025 data is subject to verification and certification.

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

Verification of the company's greenhouse gas emissions : Yes

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

In addition, the Company organized EE Day activities to promote and raise awareness of energy and environmental conservation among employees, encouraging them to participate in sustainable energy and environmental conservation initiatives.

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

To fulfil a social responsibility based on our management philosophy, the Company encourages all directors, managers, and employees to perform their duties under the following 8 business ethics.

##### 1. Agreement and Law Abiding

Aware that agreement and law-abiding are fundamental principles of morality, the Company will not enter into contracts that violate laws and social norms and will strive to earn the trust of business partners by faithfully fulfilling the contracts. In addition, the Company will adhere to managing business activities with a keen sensitivity to society's ethics and common sense.

##### 2. Respect for Human Rights

The Company will always respect human rights in all business activities without discrimination based on race, ethnicity, nationality, gender, age, creed, religion, social status, gender identity/sexual orientation, disability, etc. Furthermore, the Company will not engage in any behavior that disregards human character, such as harassment, defamation, or coercion.

##### 3. Contribution to society

The Company is concerned with developing society as a corporate social responsibility and pursuing appropriate profits for the organization.

##### 4. Coordination and harmonization with the local

As a corporate citizen, the Company will actively participate in local community events and contribute to the development of the community.

##### 5. Realizing a sustainable society

Aim to create a recycling-oriented society and contribute to the realization of a sustainable society through business activities.

##### 6. Awareness as a manufacturer

Realize the duty as a manufacturer to protect the assets such as personal information and tangible and intangible assets. Maintain a good image, data, and punctuality. Strictly enforce the distinction between public and private, such as prohibiting political action and disclosing only fact information.

##### 7. Relationship with stakeholders

Recognize the responsibility to society and the stakeholders by conducting business fairly and operating the Company in good cooperation, which affects the development and sustainable growth of the Company.

##### 8. Conflicts of interest management

Use verifiable transparent and fair business practices as a strict management control system that prohibits using powers and duties to seek benefits for their own or their companion.

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

Review of social and human rights policies, guidelines, and/ : No  
or goals over the past year

### **Human Rights Due Diligence : HRDD**

Does the company have an HRDD process : No

## **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  
the Company in the past year development, Promoting employee relations and  
participation, Migrant/foreign labor, Child labor, Safety  
and occupational health at work

Kang Yong Electric Public Company Limited believes that its employees are its most valuable assets and the key driving force in achieving sustainable business goals. The Company therefore places strong emphasis on fair human resource management, respect for human rights, and the creation of a safe and inclusive working environment for all (Diversity and Inclusion).

#### **Fair Employment Practices**

1. We shall comply with labor laws in each country and region where we operate, including internal company regulations and rules of employment.
2. We shall adhere to laws and regulations related to occupational safety and health, placing the utmost importance on the well-being of employees to ensure that all personnel can maintain both physical and mental health and perform their duties with strength and resilience.
3. We shall provide a safe and comfortable working environment that allows employees to carry out their responsibilities with peace of mind and a sense of satisfaction.

#### **Setting employee and labor management goals**

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)
• Safety and occupational health at work	The Lost Time Injury Frequency Rate (LTIFR) is zero	-	2025: The Lost Time Injury Frequency Rate (LTIFR) was zero, maintaining a continuous zero accident rate.
• Employee training and development	1. Average training hours 2. Percent of employees received reskilling/ upskilling	-	2025: 1. Average training hours per employee: 12 hours/person/year. 2. 91% of employees received reskilling/ upskilling.

## Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes  
management

Thailand is entering an aging society, driven by a very low population growth rate and a growing trend of individuals pursuing higher education. This situation may lead to a future labor shortage, particularly in the private industrial sector, as fewer individuals enter the workforce. As a result, intense competition for labor has emerged, with companies offering higher compensation and enhanced benefits to attract workers. To address this challenge, the Company has implemented various measures, including offering competitive compensation and incentive benefits, which have enabled it to retain and recruit employees on a continuous basis.

In addition, the Company has actively pursued dual vocational education programs in collaboration with vocational colleges under the Office of the Vocational Education Commission. These programs aim to enhance practical skills and improve the effectiveness of vocational training. To supplement the workforce successfully mitigating the risks associated with labor shortages.

### Policy on the Promotion of Persons with Disabilities

The Company recognizes the importance of enhancing and improving the quality of life of persons with disabilities. It is committed to providing opportunities for persons with disabilities to demonstrate their capabilities, generate income, achieve self-reliance, and reduce the burden on families and society. The Company also aims to empower persons with disabilities to become an important driving force in strengthening the economy of their families and the country, particularly among those of working age.

This policy is in accordance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007), which aims to promote and develop the quality of life of persons with disabilities. The Act stipulates key measures regarding employment promotion and job security for persons with disabilities as follows:

- Section 35 Promotion: Provision of other forms of support to enable persons with disabilities to earn income, such as granting concessions or providing spaces for selling products.

### Awards

- The Thailand Safety Awards 2025

On December 2, 2025, the Company received the Thailand Safety Awards 2025, an honorary national-level award presented to organizations demonstrating outstanding standards in occupational safety and health. The award is organized by the Department of Labour Protection and Welfare. Mr. Keiji Oya, President, represented the Company at the award ceremony.

● **The Labour Management Excellence Award 2025**

On December 2, 2025, the Company received the Labour Management Excellence Award 2025, an honorary award presented by the Department of Labour Protection and Welfare, Ministry of Labour. The award recognizes organizations with excellence in labor relations management and comprehensive employee welfare systems, including effective bipartite cooperation between employers and employees, as well as holistic welfare covering economic well-being, health, and safety. These efforts contribute to enhanced quality of life for employees and promote long-term sustainability. The Company has received this prestigious award for the 19th consecutive year, with Mr. Keiji Oya, President, representing the Company at the award ceremony.

**Diagram of performance and outcomes for employee and labor management**



The Thailand Safety Awards 2025



**Employee and labor management: Employment****Hiring employees**

	2023	2024	2025
<b>Total employees</b> (persons) <sup>(1)</sup>	1,811	1,728	1,507
Male employees (persons)	1,086	1,060	931
Female employees (persons)	725	668	576

Remark : <sup>(1)</sup> - Employees in FY2022 excluding TOP  
 - Employees in FY2024 including all levels  
 - Employees in FY2025 including all levels

**Employment of workers with disabilities**

	2023	2024	2025
<b>Total employment of workers with disabilities</b> (persons)	18	17	16
<b>Total number of workers who are not employees with disabilities</b> (persons)	18	17	16

**Employee and labor management: Remuneration****Employee remuneration**

	2023	2024	2025
<b>Total employee remuneration</b> (baht)	1,072,626,620.60	1,056,142,335.90	824,809,468.30

**Employee and labor management: Employee training and development**

	2023	2024	2025
Average employee training hours (hours / person / year)	10.84	12.26	12.78
Training and development expenses for employees (baht)	1,411,843.00	1,301,295.00	1,664,971.00

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

## Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	86	125	51
Total number of male employee turnover leaving the company voluntarily (persons)	51	72	30
Total number of female employee turnover leaving the company voluntarily (persons)	35	53	21
Proportion of voluntary resignations (%)	4.75	7.23	3.38
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	No

## Employee internal groups

Employee internal groups : Yes

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

## Information about customers

### Customer management plan

Company's customer management plan : Yes

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

### Customer Management Information

The company collects data on product-related complaints, particularly those involving quality defects identified in products that have already been delivered to customers. This information is used to develop customer management plans and to conduct root cause analysis in order to implement corrective actions and prevent recurrence.

### Customer Management Plan

The company conducts customer satisfaction evaluations covering quality and delivery aspects twice a year, with a target average score of not less than 3.65. In the event of a serious defect in a product sold through a sales company (including defects identified through after-sales service), where the issue falls within the scope of the company’s operations and product liability, the company will promptly convene a meeting to establish a comprehensive management plan. This includes urgent response measures for affected customers, root cause analysis, corrective actions, recurrence prevention measures, and actions to manage any defective products that may have already entered the market.

**Setting customer management goals**

Does the company set customer management goals : Yes

**Details of setting customer management goals**

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfactions	-	2025: Customer Satisfaction Score more 3.65

**Performance and outcomes of customer management**

Performance and outcomes of customer management : Yes

From the customer satisfaction assessment in 2025, the average score was 3.68, which met the established target. In addition, the company has further improved its products based on customer feedback, such as:

1. Customer satisfaction met the established targets, with no items receiving a score of 1 (Needs Improvement). But based on feedback from customers in Singapore, there was a request to develop DC motor fans to align with the Singapore government’s support for energy-efficient electrical appliances. The company has taken this into consideration for new product development in the following year.
2. In addition, product development has been carried out in response to customer needs, such as improving water pumps to achieve higher efficiency and better energy savings.

**Awards 2025**

- Number 1 brand Thailand 2025 for Water Pumps

**Diagram of performance and outcomes of customer management**



Number 1 brand Thailand 2025

**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, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

### Employment and Skills Development

Examples include the employment of persons with disabilities under Section 35, and the recruitment of dual vocational (work-integrated learning) interns.

### Education

Examples include annual scholarships for employees' children, providing internship opportunities for dual vocational students every year, and the "My School, My Community" program, which has been continuously organized for 6 years.

### Religion and Culture

Examples include Kathin (robe-offering) ceremonies, candle offering activities during Buddhist Lent, and merit-making activities such as offering food to monks on important occasions, with monks invited from temples supporting orphaned children in Ang Thong and Chonburi provinces.

### Forestry and Natural Resources

Examples include reforestation activities at Ban Thai Community Forest, Thap Kwang Subdistrict, Kaeng Khoi District, Saraburi Province, and Big Cleaning Day activities, including tree planting to increase green areas within the company.

### Sports and Recreation

Examples include donations of sports and recreational equipment through the "My School, My Community" program.

### Occupational Health, Safety, Well-being, and Quality of Life

Examples include cleaning activities at 8 bus stops along Thepharat Road, and safety awareness programs for students conducted under the "My School, My Community" initiative.

### Support for the Underprivileged and Vulnerable Groups, and Reducing Social Inequality

Examples include the "KYE Run for Fund" activity, where proceeds were donated to Kantharalak Hospital to support those affected by war-related disasters.

### Setting community and social management goals

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>• Religion and culture</li> <li>• Sports and recreation</li> <li>• Occupational health, safety, health, and quality of life</li> <li>• Disadvantaged and vulnerable groups</li> <li>• Reducing inequality</li> </ul>	<p>My School for my community</p>	<p>2019: This project aims to promote employee volunteerism in contributing to society and to encourage collaboration with the community in driving sustainable national development. The initiative focuses on supporting underprivileged groups in society.</p> <p>The project was therefore established to provide employees with the opportunity to give back by returning to develop and improve the schools they once attended. This serves as a meaningful way to contribute to their own communities and society as a whole.</p> <p>The project is scheduled to be conducted on an annual basis, once per year.</p>	<p>2025: Kang Yong Electric Public Company Limited organized a CSR activity under the “My School, My Community – Year 6” project on February 15, 2026, at Ban Makha Ngam School, Khlong Phai Subdistrict, Sikhio District, Nakhon Ratchasima Province. This school was previously attended by one of the company’s employees, who proposed the project to the company and requested support for improvements and development based on identified needs.</p> <p>The company carefully reviewed and selected the school and provided support through its products and financial contributions, as detailed below:</p> <ol style="list-style-type: none"> <li>1. Budget for renovation of student restrooms: THB 290,139</li> <li>2. Budget for construction of a water tank base: THB 10,000</li> <li>3. Budget for electrical installation: THB 10,000</li> <li>4. Support for a water storage tank: THB 4,000</li> <li>5. Support for 1 water pump: THB 5,000.63</li> <li>6. Support for 5 wall-</li> </ol>

Target(s)	Indicator(s)	Base year(s)	Target year(s)
			mounted fans: THB 4,850 7. Educational scholarships: THB 11,000  Total contribution: THB 334,989.63 (Three hundred thirty-four thousand nine hundred eighty-nine baht and sixty-three satang).

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

Performance and outcomes of community and social : Yes  
 management

**Bus Stop Cleaning and Community Landscape Improvement Activity**

The Company places great importance on environmental stewardship and the quality of life of surrounding communities. Bus passenger shelters and nearby areas around the Company are shared public spaces used by local residents in their daily lives. When properly maintained, these areas contribute to cleanliness, safety, and a positive image for both the community and the environment.

Therefore, in 2025, the Company organized a bus stop cleaning and community landscape improvement activity in collaboration with the Department of Highways. This initiative aims to promote cleanliness, enhance safety, and create a more livable environment for the public, while also helping to reduce waste and pollution, ultimately contributing to sustainable community development.

As part of this activity, the Company cleaned 8 bus passenger shelters along Debaratna Road, which the Company has supported for public use. In addition, landscape improvements were carried out in Village No. 11, covering 11 households over an area of 7 rai, to enhance environmental conditions and improve livability within the community. Furthermore, these activities support the following Sustainable Development Goals (SDGs):

- Goal 3:** Ensure healthy lives and promote well-being for all at all ages
- Goal 5:** Achieve gender equality and empower all women and girls
- Goal 11:** Make cities and human settlements inclusive, safe, resilient, and sustainable
- Goal 15:** Protect, restore, and promote sustainable use of terrestrial ecosystems; sustainably manage forests; combat desertification; halt and reverse land degradation; and halt biodiversity loss

**Economic Impact**

- Addresses environmental issues that may arise from accumulated waste or area deterioration
- Enhances the livability of surrounding areas, leading to increased utilization of public spaces

**Social Impact**

- Reduces the burden on government agencies in providing cleaning personnel for public areas
- Fosters awareness of cleanliness and a sense of social responsibility among employees through public service activities
- Provides the public with cleaner, safer, and more user-friendly bus shelters

### Environmental Impact

- Helps reduce the amount of waste and debris in public areas
- Improves the landscape, creating a cleaner and healthier environment
- Reduces pollution and potential sources of contamination from accumulated waste
- Promotes environmental conservation and continuous awareness in maintaining public spaces

### Economic Value

- 95 employees participated in the activity, along with 8 representatives from the Department of Highways and 2 community members
- Improved community landscape covering 7 rai around the Company
- Reduces long-term costs associated with environmental restoration and problem mitigation

### Social Value

- Encourages employee awareness and participation in social responsibility activities
- Enables the public to better utilize shared public spaces
- Reduces complaints related to cleanliness and landscape conditions in surrounding communities

### Environmental Value

- Reduces waste accumulation points and potential sources of contamination in the area
- Enhances community environmental quality, making spaces cleaner and more usable
- Helps decrease the rate of waste generation and improves waste management behavior within the community

### Awards

- **CSR-DIW Continuous Award for the 8th consecutive year**

On March 25, 2026 the Company received the CSR-DIW Continuous Award 2025 for the 8th consecutive year, presented by the Department of Industrial Works, Ministry of Industry, under the program promoting socially responsible industrial operations and sustainable coexistence with communities. The award was presented by Ms. Anchalee Yingthaveesitkul, Director of the Eco-Industrial Development Division and Environmental Expert (Senior Scientist). Mr. Atakrit Siwasarit, General Manager, represented the Company in receiving this prestigious award at the Royal Jubilee Ballroom, Challenger Building, IMPACT Muang Thong Thani, Nonthaburi Province.



### Diagram of performance and outcomes in community and social management



My School for My Community – Year 6



Bus Stop cleaning activities



Bus Stop cleaning activities



The presents for the 2026 National Children's Day have been granted





# 2025 Community Revitalization: Cleaning Our Bus Stops & Greening Our Neighborhoods

## 8 Strategic Bus Stop Points

Comprehensive cleaning and maintenance will be performed at 8 bus stops located along Debaratna Road to benefit daily commuters.



## Moo 11 Community Transformation

The project focuses on improving the landscape for 11 households within the Moo 11 community, covering a total area of 7 rai.

## Partnership for the Public

This initiative is a joint effort with the Department of Highways to ensure public spaces are safe, clean, and welcoming for all.



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

Ensuring healthy lives and promoting well-being for all community members at all ages.



### SDG 5: Gender Equality

Supporting the empowerment of all women and girls through safe and inclusive public environments.



### SDG 11: Sustainable Cities and Communities

Making human settlements inclusive, safe, resilient, and sustainable through improved public infrastructure.



### SDG 15: Life on Land

Protecting and restoring terrestrial ecosystems and halting land degradation within the local community.

## The Power of Participation



# 105

Total Participants

The project is powered by 95 company employees, 8 officers from the Department of Highways, and 2 community representatives.

## Impact & Value Creation

<h3>Economic Value &amp; Efficiency</h3> <p>The project reduces the long-term financial burden of environmental restoration and encourages increased utilization of public spaces.</p> <p>(Benefits: Solves environmental degradation; Lowers long-term restoration costs.)</p>	<h3>Social Well-being &amp; Public Access</h3> <p>By providing clean and safe bus stops, the project reduces the burden on government cleaning services and improves public access to quality infrastructure.</p> <p>(Benefits: Promotes public space usage; Builds employee volunteer spirit; Reduces public complaints.)</p>	<h3>Environmental Restoration</h3> <p>The initiative directly reduces waste accumulation, prevents disease outbreaks from stagnant trash, and fosters an ongoing culture of environmental conservation.</p> <p>(Benefits: Reduces pollution and germs; improves community aesthetics; Decreases waste accumulation.)</p>
---	--	--

The outcomes and benefits that the community, society, and the company will receive from implementing community and social development activities or projects

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

##### Operational Overview and Strategic Direction

In 2025, both the global and Thai economies faced challenges arising from various factors, including exchange rate volatility, interest rates, trade barriers, inflation, and rising household debt. In addition, geopolitical conflicts in the Middle East created structural shocks in the energy sector, resulting in higher production and export costs as well as weakened consumer purchasing power. Consequently, the Company's sales performance declined compared to the previous year, particularly in Japan market which is the Company's major market. Nevertheless, the Company continued to maintain its competitiveness and financial stability through effective internal management and foreign exchange risk management.

##### Environmental, Social, and Governance (ESG) Performance

The Company commits to sustainable growth under the strategy of **"Innovating for a Better Tomorrow"**, while balancing environmental responsibility, social contribution, and good corporate governance. Key achievements during fiscal year 2025 are summarized as follows:

##### Environment

The Company is committed to achieving Net Zero Emissions for both factory and office operations by 2030 through the enhancement of its operations toward an Eco Factory model. The Company has implemented measures to control carbon dioxide emissions throughout the production process by adopting energy management standards and installing solar rooftop systems within the Company's facilities. In addition, the Company continues to emphasize research and development of energy-saving products to minimize environmental impacts throughout the entire product life cycle.

##### Social

The Company is dedicated to fostering a strong safety culture with the objective of achieving Zero Accidents by eliminating risk points and hazardous processes. The Company also prioritizes the physical and mental well-being of all employees, while delivering high-quality and safe products and services that maximize customer satisfaction. At the same time, the Company continues to support and take responsibility for surrounding communities in a sustainable manner.

##### Governance

The Company conducts its business operations based on the principles of integrity and business ethics throughout the supply chain. The Company continuously promotes awareness among directors, executives, and employees at all levels to ensure that their duties are carried out with transparency and accountability toward society.

## Summary of financial information

		Ended March 31	
		(Unit)	2026
Total assets	Baht million	11,416	11,243
Total liabilities	Baht million	1,567	1,655
Shareholders' equity	Baht million	9,848	9,588
Revenues from sales and rendering of services	Baht million	4,656	6,082
Total revenues	Baht million	5,508	6,964
Costs of sales and rendering of services	Baht million	4,195	5,458
Gross profit	Baht million	461	624
Selling and administrative expenses	Baht million	676	802
Net profit	Baht million	618	703
Net profit per shares	Baht	31.20	35.48
<b>Financial ratios</b>			
<i>Liquidity ratios</i>			
Current ratio	time	11.04	9.02
Quick ratio	time	6.94	6.10
Accounts receivable turnover ratio	time	5.98	6.56
Average collection period	day	61	56
Inventory turnover ratio	time	6.85	7.98
Average age of inventories	day	53	46
Accounts payable turnover ratio	time	6.33	7.09
Repayment period	day	58	51
Cash cycle	day	56	51
<i>Profitability ratios</i>			
Gross profit margin	%	9.92	10.27
Net profit to sales ratio	%	13.27	11.55
Return on equity	%	6.36	7.41
<i>Efficiency ratios</i>			
Return on total assets	%	5.45	6.28
Return on fixed assets	%	85.05	78.55
Assets turnover ratio	time	0.49	0.62
<i>Financial policy ratios</i>			

Debt to equity ratio	time	0.16	0.17
Dividend payout ratio	%	*	50.17

\* In process of seeking approval from the Annual General Meeting of Shareholders 2026

### Summary of operating results for FY2025 in comparison with FY2024:

Unit: Baht million	For the year ended March 31			
	2026	2025	Diff.	%
Revenues from sales and rendering of services	4,656.4	6,082.2	(1,425.8)	-23.4%
Costs of sales and rendering of services	4,194.6	5,457.5	(1,262.9)	-23.1%
%	90.1%	89.7%	0.4%	
Gross profit	461.8	624.7	(162.9)	-26.1%
Selling expenses	210.6	275.1	(64.5)	-23.4%
Administrative expenses	465.7	527.2	(61.5)	-11.7%
Investment income and other	852.3	883.1	(30.8)	-3.5%
Profit before income tax	637.8	705.5	(67.7)	-9.6%
Tax expense	20.1	3.1	17.0	548.4%
Net profit for the year	617.7	702.4	(84.7)	-12.1%

### Revenues from sales and services, by business segment

Unit: Baht million	For the year ended March 31			
	2026	2025	Diff.	%
Domestic market	2,302.9	2,717.7	(414.8)	-15.3%
Japan	1,496.9	2,318.4	(821.4)	-35.4%
Others	856.6	1,046.1	(189.5)	-18.1%
Export market	2,353.5	3,364.5	(1,010.9)	-30.0%
Total	4,656.4	6,082.1	(1,425.7)	-23.4%

Other export markets include 16 countries, namely Taiwan, Hong Kong, Singapore, Malaysia, Myanmar, Philippines,

Vietnam, Indonesia, Australia, New Zealand, UAE, Sri Lanka, Brunei, Russia, Qatar and Kuwait.

### Revenues from sales and services

For the fiscal year 2025, the Company's revenues from sales and rendering services decreased by 1,425.8 million baht or -23.4% from 6,082.2 million baht in the year 2024 to 4,656.4 million baht in the year 2025, divided into the following three major business groups as follows:

- In the domestic market, revenue from sales and rendering services decreased by 414.8 million baht or -15.3% from 2,717.7 million baht in 2024 to 2,302.9 million baht in 2025, mainly due to the sales reduction in all products.
- Export to Japan market, revenue from sales decreased from 2,318.4 million baht in 2024 to 1,496.9 million baht in 2025 or decreased 821.4 million baht or 35.4% due to the sales reduction in all products.
- Export to markets elsewhere, the sales decreased from 1,046.1 million baht in 2024 to 856.6 million baht in 2025 or decreased 189.5 million baht or 18.1%, mainly due to the sales reduction in all products.

### Investment income and other income

Investment income and other income for the fiscal year 2025 was 852.3 million baht, a decrease of 30.8 million baht or -2.5% compared to 2024. The decreased income mainly came from investment income decreased by 55.5 million baht, however, net foreign exchange gains increased by 13.8 million baht and other income increased by 11.8 million baht.

#### **Cost of sales and expenses**

The cost of sales and rendering services in 2025 accounted for 90.1% of revenues from sales and rendering services, representing an increase of 0.4% compared to fiscal year 2024. The increase was mainly attributable to the impact of exchange rate fluctuations and higher oil prices resulting from conflicts in the Middle East, which led to higher product costs compared to the previous year.

Selling expenses decreased from 275.1 million baht in 2024 to 210.6 million baht in 2025, representing a decrease of 64.5 million baht or 23.4%. The decrease was primarily due to a reduction in overseas transportation costs of 12.1 million baht, after service expenses of 16.9 million baht, and royalty expenses related to product distribution of 32.8 million baht.

Administrative expenses decreased from 527.2 million baht in 2024 to 465.7 million baht in 2025, decreasing by 61.5 million baht or -11.7%. The major reductions were finished goods storing expenses of 13.3 million baht and product development fee of 22.3 million baht.

#### **Profit**

In the fiscal year 2025, the Company posted a gross profit margin of 461.8 million baht or 9.9% of revenues from sales and rendering services, which was a -0.4% decrease compared to the previous year. After considering the reduction of the selling expenses, the reduction of administrative expenses, the growth of investment income and other income, and the increase of income tax; therefore, the net profit for the year 2025 was 617.7 million baht or 13.3% of revenues from sales and rendering services which increased by 1.7% from the year 2024 which was 11.5%. The net profit rate per share dropped from 35.48 baht per share in the year 2024 to 31.20 baht per share in the year 2025. The return on equity in the year 2025 decreased from 7.41% in the year 2024 to 6.36% in the year 2025.

## Summary of financial position

Unit: Baht million	For the year ended March 31			
	2026	2025	Diff.	%
Cash and cash equivalents	235.4	243.1	(7.7)	-3.2%
Other current financial assets	3,414.8	3,228.9	185.9	5.8%
Trade accounts receivables and Other receivables	658.1	900.2	(242.1)	-26.9%
Value added tax refundable	37.0	82.2	(45.2)	-55.0%
Short-term loan to related party	1,974.9	1,484.7	490.2	33.0%
Inventories	580.2	645.2	(65.0)	-10.1%
Other current assets	9.7	7.0	2.7	38.6%
<b>Total current assets</b>	<b>6,910.1</b>	<b>6,591.3</b>	<b>318.8</b>	<b>4.8%</b>
Other non-current financial assets	3,382.4	3,356.6	25.8	0.8%
Property, plant and equipment	1,029.1	1,202.8	(173.7)	-14.4%
Other non-current assets	94.0	92.7	1.3	1.4%
<b>Total non-current assets</b>	<b>4,505.5</b>	<b>4,652.1</b>	<b>(146.6)</b>	<b>-3.2%</b>
<b>Total assets</b>	<b>11,415.6</b>	<b>11,243.4</b>	<b>172.2</b>	<b>1.5%</b>
Trade accounts payables and Other payables	609.3	715.3	(106.0)	-14.8%
Deferred tax liabilities	596.5	577.7	18.8	3.3%
Non-current provisions for employee benefits	277.4	271.3	6.1	2.2%
Other liabilities	84.0	90.5	(6.5)	-7.2%
<b>Total liabilities</b>	<b>1,567.2</b>	<b>1,654.8</b>	<b>(87.6)</b>	<b>-5.3%</b>
<b>Total equity</b>	<b>9,848.4</b>	<b>9,588.6</b>	<b>259.8</b>	<b>2.7%</b>
<b>Total liabilities and equity</b>	<b>11,415.6</b>	<b>11,243.4</b>	<b>172.2</b>	<b>1.5%</b>

### Total assets

As of March 31, 2026, the Company recorded total assets of 11,415.6 million baht, increased 172.3 million baht or 1.5% from the corresponding period of the previous year, with changes in essential asset items as follows:

- Cash and cash equivalents as of March 31, 2026, was 235.4 million baht, decreased from the previous year by 7.7 million baht or -3.2%.
- The current financial assets as of March 31, 2026, was 3,414.8 million baht, increased from the previous year by 185.9 million baht or 5.8%. Short-term deposits with financial institutions have increased.
- Trade accounts receivables and other receivables as of March 31, 2026 was 658.1 million baht, a decrease of 242.1 million baht or -26.9% from the previous year, mainly due to a reduction in trade accounts receivable. The trade accounts receivable as of March 31, 2025 accounted for 616.5 million baht, decreased -234.9 million baht from 851.4 million baht in the fiscal year 2024.
- Inventories as of March 31, 2026 amounted to 580.2 million baht, a decrease of 65.0 million baht or -10.1% from the previous year due to a reduction of finished goods, resulting from efficient sales and inventory management; therefore the inventory was lower than the previous year.
- The noncurrent financial assets as of March 31, 2026, was 3,382.4 million baht, increased by 25.8 million baht or 0.8% compared to March 31, 2025 due to the fair value adjustment of other investments.

### **Total liabilities**

As of March 31, 2026, the Company had total liabilities of 1,567.2 million baht, a reduction of 87.6 million baht or -5.3% compared to the previous year. The significant changes are as below:

- Trade accounts payable and other payables as of March 31, 2026 was 609.3 million baht, a decrease of -105.0 million baht or -14.8%, mainly due to the trade liabilities declined from 454.5 million baht as of 31 March 2025 to 403.0 million baht as of 31 March 2026, a decrease of 51.5 million baht.
- Deferred tax liabilities as of March 31, 2026 was 596.5 million baht, an increase of 18.8 million baht or 3.3%, mainly due to an increase in Gain on equity securities measured at fair value through other comprehensive income.
- The liabilities as of March 31, 2026 was 84.0 million baht, declined by 6.5 million baht or 7.2% from the last year due to the estimated damage insurance costs are reduced by 8.2 million baht and a decrease in lease liabilities of 3.6 million baht.

The cash cycle was five days slower, from 51 days in 2024 to 56 days in 2025, mainly due to challenges in production and inventory management efficiency. Nevertheless, the Company's liquidity ratio improved from 9.02 times in year 2024 to 11.04 times in year 2025, reflecting the Company's continued strong financial stability.

### **Shareholders' equity**

As of March 31, 2026, the Company recorded shareholders' equity of 9,848.4 million baht, increased by 259.7 million baht or 2.7% from the previous year, due to various changes as follows:

- Shareholders' equity increased by 259.7 million baht from its comprehensive income for the year 2025 due to net profit of 617.7 million baht and other comprehensive loss of 5.4 million baht.
- Shareholders' equity decreased from dividend payment in August 2025. The Company paid dividends to its shareholders in the total amount of 352.4 million baht at 17.80 baht per share, according to the shareholders' meeting as of July 25, 2025, approved the resolution.

### **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**

#### **Foreign Exchange**

The Company engages in international transactions involving both imports and exports. As a result, it is inevitably exposed to the risk of fluctuations in foreign exchange rates.

#### **Raw Material and Component Prices**

The Company relies on various key raw materials and components such as steel, copper, plastic, and electronic parts. The prices of these inputs are subject to fluctuations based on global market mechanisms and are influenced by external factors such as inflation, energy prices, geopolitical tensions, and global demand and supply dynamics.

Foreign exchange rates and raw material prices are key factors that may significantly impact the Company's financial position and operating results in the future. The Company, therefore, closely monitors relevant developments and implements risk management plans to maintain cost and performance stability as much as possible amid an increasingly uncertain business environment.

### 4.3 Information from financial statements and significant financial ratios

#### Information from financial statements

##### Summary of financial position statements

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
<b>Assets</b>			
Cash And Cash Equivalents (MillionTHB)	222.31	243.10	235.36
Short-Term Investments - Net (MillionTHB)	4,412.78	3,228.88	3,414.83
Trade And Other Receivables - Current - Net (MillionTHB)	953.87	900.21	658.12
Other Current Receivables (MillionTHB)	45.03	48.84	41.66
Dividend Receivables (MillionTHB)	-	-	5.29
Short-Term Loan And Interest Receivables (MillionTHB)	97.83	1,484.75	1,974.91
Related Parties (MillionTHB)	97.83	1,484.75	1,974.91
Inventories - Net (MillionTHB)	722.38	645.17	580.19
Other Tax Or Other Receivables Under Law And Regulations - Current (MillionTHB)	37.19	82.15	36.97
Other Tax Receivables (MillionTHB)	37.19	82.15	36.97
Other Current Assets (MillionTHB)	6.70	6.98	4.47

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
Other Current Assets - Others (MillionTHB)	6.70	6.98	4.47
<b>Total Current Assets</b> (MillionTHB)	6,453.06	6,591.23	6,910.14
Long-Term Investments - Net (MillionTHB)	3,214.61	3,356.63	3,382.38
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (MillionTHB)	23.52	24.89	25.34
Investment In Associates (MillionTHB)	23.52	24.89	25.34
Investment Properties - Net (MillionTHB)	3.91	3.91	3.91
Property, Plant And Equipment - Net (MillionTHB)	1,365.55	1,202.82	1,029.13
Right-Of-Use Assets - Net (MillionTHB)	14.94	16.71	20.43
Intangible Assets - Net (MillionTHB)	29.23	24.37	22.43
Intangible Assets - Others (MillionTHB)	29.23	24.37	22.43
Other Non-Current Assets (MillionTHB)	9.94	22.82	21.88
Other Non-Current Assets - Others (MillionTHB)	9.94	22.82	21.88
<b>Total Non-Current Assets</b> (MillionTHB)	4,661.70	4,652.15	4,505.49
<b>Total Assets</b> (MillionTHB)	11,114.76	11,243.38	11,415.63
<b>Liabilities</b>			

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
Trade And Other Payables - Current (MillionTHB)	824.42	715.31	609.32
Other Current Payables (MillionTHB)	282.57	260.82	206.28
Current Portion Of Lease Liabilities (MillionTHB)	8.14	6.75	9.48
Other Current Liabilities (MillionTHB)	8.05	8.28	7.38
<b>Total Current Liabilities</b> (MillionTHB)	843.26	730.34	626.18
Non-Current Portion Of Lease Liabilities (MillionTHB)	7.30	10.33	11.19
Long-Term Provisions (MillionTHB)	68.62	61.71	53.52
Provisions For Employee Benefit Obligations - Non-Current (MillionTHB)	279.96	274.67	279.82
Deferred Tax Liabilities (MillionTHB)	547.41	577.72	596.50
<b>Total Non-Current Liabilities</b> (MillionTHB)	903.28	924.43	941.03
<b>Total Liabilities</b> (MillionTHB)	1,746.55	1,654.77	1,567.21
<b>Shareholders' equity</b>			
Authorised Share Capital (MillionTHB)	198.00	198.00	198.00
Authorised Ordinary Shares (MillionTHB)	198.00	198.00	198.00
Issued And Paid-Up Share Capital (MillionTHB)	198.00	198.00	198.00

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
Paid-Up Ordinary Shares (MillionTHB)	198.00	198.00	198.00
Premium (Discount) On Share Capital (MillionTHB)	726.10	726.10	726.10
Premium (Discount) On Ordinary Shares (MillionTHB)	726.10	726.10	726.10
Retained Earnings (Deficits) (MillionTHB)	6,002.52	6,109.31	6,348.52
Retained Earnings - Appropriated (MillionTHB)	442.00	442.00	442.00
Legal And Statutory Reserves (MillionTHB)	22.00	22.00	22.00
Other Reserves (MillionTHB)	420.00	420.00	420.00
Retained Earnings (Deficits) - Unappropriated (MillionTHB)	5,560.52	5,667.31	5,906.52
Other Components Of Equity (MillionTHB)	2,441.59	2,555.20	2,575.80
Other Components Of Equity - Others (MillionTHB)	2,441.59	2,555.20	2,575.80
<b>Equity Attributable To Owners Of The Parent</b> (MillionTHB)	9,368.21	9,588.61	9,848.42
<b>Total Equity</b> (MillionTHB)	9,368.21	9,588.61	9,848.42
<b>Total Liabilities And Equity</b> (MillionTHB)	11,114.76	11,243.38	11,415.63

## Summary of income statement

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
<b>Statement of Comprehensive Income</b>			
Revenue From Operations (MillionTHB)	7,683.46	6,916.39	5,435.03
Revenue From Sales And Rendering Services (MillionTHB)	7,079.28	6,082.25	4,656.40
Investment Income (MillionTHB)	604.18	834.15	778.63
Other Income (MillionTHB)	53.67	45.83	57.62
<b>Total Revenue</b> (MillionTHB)	<b>7,737.13</b>	<b>6,962.22</b>	<b>5,492.65</b>
Costs (MillionTHB)	6,108.78	5,457.52	4,194.63
Selling And Administrative Expenses (MillionTHB)	866.53	802.27	676.23
Selling Expenses (MillionTHB)	291.41	275.08	210.56
Administrative Expenses (MillionTHB)	575.12	527.19	465.67
<b>Total Cost And Expenses</b> (MillionTHB)	<b>6,975.31</b>	<b>6,259.79</b>	<b>4,870.86</b>
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method (MillionTHB)	0.97	1.66	0.93
Other Gains (Losses) (MillionTHB)	33.42	2.04	15.85
Gains (Losses) On Foreign Currency Exchange (MillionTHB)	33.42	2.04	15.85

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
<b>Profit (Loss) Before Finance Costs And Income Tax Expense</b> (MillionTHB)	796.20	706.13	638.57
Finance Costs (MillionTHB)	0.53	0.55	0.73
Income Tax Expense (MillionTHB)	58.05	3.08	20.14
<b>Profit (Loss) For The Period From Continuing Operations</b> (MillionTHB)	737.62	702.51	617.69
<b>Net Profit (Loss) For The Period</b> (MillionTHB)	737.62	702.51	617.69
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (MillionTHB)	737.62	702.51	617.69
Gains (Losses) On Remeasuring Investment In Equity Instruments Measured At Fair Value Through Other Comprehensive Income (MillionTHB)	1,018.67	142.02	25.75
Remeasurement Of Employee Benefit Obligations (MillionTHB)	(2.81)	(5.87)	(32.55)
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (MillionTHB)	(203.17)	(27.23)	1.36

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
<b>Other Comprehensive Income (Expense) - Net Of Tax</b> (MillionTHB)	812.69	108.92	(5.44)
<b>Total Comprehensive Income (Expense) For The Period</b> (MillionTHB)	1,550.30	811.43	612.26
Net Profit (Loss) Attributable To : Owners Of The Parent (MillionTHB)	737.62	702.51	617.69
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (MillionTHB)	1,550.30	811.43	612.26
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b> (MillionTHB)	37.25336	35.48016	31.19661
EBITDA (MillionTHB)	1,112.72	1,049.49	925.88
Operating Profit (MillionTHB)	708.15	656.60	564.17
Normalize Profit (MillionTHB)	704.20	700.47	601.85

## Summary of cash flow statement

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
<b>Cash flow statement</b>			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (MillionTHB)	737.62	702.51	617.69
Depreciation And Amortisation (MillionTHB)	316.52	343.36	287.31
Depreciation (MillionTHB)	306.22	331.42	276.19
Amortisation (MillionTHB)	10.29	11.94	11.12
(Reversal Of) Loss From Diminution In Value Of Inventories (MillionTHB)	(16.19)	3.34	6.56
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (MillionTHB)	(0.97)	(1.66)	(0.93)
(Gains) Losses On Foreign Currency Exchange (MillionTHB)	(2.40)	5.54	(0.35)
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (MillionTHB)	(0.20)	(0.78)	(1.38)
(Gains) Losses On Disposal Of Fixed Assets (MillionTHB)	(0.20)	(0.78)	(1.38)
Dividend And Interest Income (MillionTHB)	(587.00)	(817.51)	(763.47)

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
Dividend Income (MillionTHB)	(509.49)	(707.52)	(672.67)
Interest Income (MillionTHB)	(77.51)	(110.00)	(90.80)
Finance Costs (MillionTHB)	0.53	0.55	0.73
Income Tax Expense (MillionTHB)	58.05	3.08	20.14
Employee Benefit Expenses (MillionTHB)	30.89	29.01	25.31
(Reversal Of) Provisions (MillionTHB)	39.51	34.99	16.75
Other Reconciliation Items (MillionTHB)	(17.18)	(16.63)	(15.16)
<b>Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities</b> (MillionTHB)	559.19	285.79	193.21
(Increase) Decrease In Trade And Other Receivables (MillionTHB)	137.71	51.96	246.20
(Increase) Decrease In Inventories (MillionTHB)	565.16	73.87	58.42
(Increase) Decrease In Other Tax Or Other Receivables Under Law And Regulations (MillionTHB)	12.61	(44.97)	45.18
(Increase) Decrease In Other Operating Assets (MillionTHB)	11.38	(1.28)	3.45
Increase (Decrease) In Trade And Other Payables (MillionTHB)	(270.82)	(84.30)	(89.16)

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Provisions For Employee Benefit Obligations (MillionTHB)	(30.12)	(40.17)	(52.72)
Increase (Decrease) In Provisions (MillionTHB)	(46.71)	(41.90)	(24.95)
Increase (Decrease) In Other Operating Liabilities (MillionTHB)	(0.78)	0.23	(0.90)
<b>Cash Generated From (Used In) Operations</b> (MillionTHB)	937.63	199.24	378.73
Income Tax (Paid) Received (MillionTHB)	(1.52)	(13.58)	(1.73)
<b>Net Cash From (Used In) Operating Activities</b> (MillionTHB)	936.10	185.66	377.00
Proceeds From Investment (MillionTHB)	(1,592.78)	1,183.90	(185.95)
Proceeds From Disposal Of Investments (MillionTHB)	(1,592.78)	1,183.90	(185.95)
Loan Receivables Made (MillionTHB)	(85.18)	(1,819.65)	(2,429.71)
Short-Term Loan Receivables Made (MillionTHB)	(85.18)	(1,819.65)	(2,429.71)
Short-Term Loan Receivables Made - Related Parties (MillionTHB)	(85.18)	(1,819.65)	(2,429.71)
Loan Receivables Repayment Received (MillionTHB)	84.31	432.73	1,939.55

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
Short-Term Loan Receivables Repayment Received (MillionTHB)	84.31	432.73	1,939.55
Short-Term Loan Receivables Repayment Received - Related Parties (MillionTHB)	84.31	432.73	1,939.55
Proceeds From Disposal Of Fixed Assets (MillionTHB)	1.73	1.71	1.64
Property, Plant And Equipment (MillionTHB)	1.73	1.71	1.64
Payment For Purchase Of Fixed Assets (MillionTHB)	(251.40)	(191.82)	(119.29)
Property, Plant And Equipment (MillionTHB)	(239.05)	(184.73)	(110.11)
Intangible Assets (MillionTHB)	(12.35)	(7.08)	(9.18)
Dividend Received (MillionTHB)	510.20	707.80	667.87
Interest Received (MillionTHB)	62.39	107.07	95.71
Other Items (Investing Activities) (MillionTHB)	17.18	16.63	15.16
<b>Net Cash From (Used In) Investing Activities</b> (MillionTHB)	<b>(1,253.56)</b>	<b>438.38</b>	<b>(15.03)</b>
Repayments On Lease Liabilities (MillionTHB)	(9.83)	(9.87)	(11.09)

	THB		
	31 Mar 2024	31 Mar 2025	31 Mar 2026
	Equity	Equity	Equity
	AUDITED	AUDITED	AUDITED
Dividend Paid (MillionTHB)	(81.18)	(591.03)	(352.44)
<b>Net Cash From (Used In) Financing Activities</b> (MillionTHB)	(91.01)	(600.90)	(363.53)
<b>Net Increase (Decrease) In Cash And Cash Equivalent</b> (MillionTHB)	(408.47)	23.15	(1.56)
Effect Of Exchange Rate Changes On Cash And Cash Equivalents (MillionTHB)	0.15	(2.36)	(6.17)
Cash And Cash Equivalents, Beginning Balance (MillionTHB)	630.63	222.31	243.10
<b>Cash And Cash Equivalents, Ending Balance</b> (MillionTHB)	222.31	243.10	235.36

#### Key financial ratios

	2024	2025	2026
<b>Liquidity ratio</b>			
<b>Current ratio (times)</b>	7.65	9.02	11.04
<b>Quick ratio (times)</b>	6.67	6.10	6.94
<b>Average account receivable turnover (times)</b>	6.99	6.56	5.98
<b>Average collection period (days)</b>	52.00	56.00	61.00
<b>Average inventory turnover (times)</b>	6.13	7.98	6.85

	2024	2025	2026
Average inventory turnover period (days)	60.00	46.00	53.00
Average account payable turnover (times)	6.44	7.09	6.33
Average payment period (days)	57.00	51.00	58.00
Average cash cycle (days)	55.00	51.00	56.00
<b>Profitability ratio</b>			
Gross profit margin (%)	13.71	10.27	9.92
Operating margin (%)	10.42	11.55	13.69
Other income to total income (%)	8.90	12.66	15.47
Cash from operation to operating profit (%)	117.71	26.35	59.12
Net profit margin (%)	9.49	10.09	11.21
Return on equity (ROE) (%)	8.54	7.41	6.36
<b>Financial policy ratio</b>			
Total debts to total equity (times)	0.19	0.17	0.16
Dividend payout ratio (%)	80.13	50.17	51.29
<b>Efficiency ratio</b>			
Return on asset (ROA) (%)	7.11	6.28	5.45

	2024	2025	2026
Return On Fixed Assets (%)	75.35	80.51	80.10
Asset turnover (times)	0.75	0.62	0.49

## 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\* :** KPMG PHOOMCHAI AUDIT COMPANY LIMITED

Address/location : No. 1 Empire Tower Building, 50th Floor, Sathorn  
South Road.

Subdistrict : YAN NAWA

District : SATHON

Province : Bangkok

Postcode : 10120

Telephone : 0 2677 2000

Facsimile number : 0 2677 2222

**List of auditors :** Miss PORNTHIP RIMDUSIT

License number : 5565

**List of auditors :** Miss SOPHIT PROMPOL

License number : 10042

**List of auditors :** Miss KUNNATEE KERDCHANA

License number : 12418

#### Legal advisor or manager under management agreement

#### Name of legal advisor / manager under management agreement No. 1

Name of legal advisor / manager under management : Mr. Prachak Dokphut

agreement

Address/location : Kang Yong Electric Public Company Limited  
67 Moo 11 Km.20

Subdistrict : Bangchalong

District : Bangplee

Province : Samut Prakarn

Postcode : 10540

Telephone : 02-337-2900 ต่อ 1502

Facsimile number : 02-337-2440

#### **Information of other key contacts**

Name of contact person or department : Mr. Aniwat Sae lim

Address/location : Kang Yong Electric Public Company Limited  
67 Moo 11 Km.20

Subdistrict : Bangchalong

District : Bangplee

Province : Samut Prakarn

Postcode : 10540

Telephone : 023372900 ต่อ 1300

Facsimile number : 02-337-2440

## **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 Company is determined to operate business in a fair, transparent and examinable manner under its corporate governance policy. The Board of Directors and the Board of Executive Directors adopt and direct the operational policy of the Company by giving importance to internal control, audit systems and supervising management to ensure that the Company's objectives and policies are efficiently satisfied within the purview of the laws and the code of business ethics. In the fiscal 2025, the Company complied with the following categories of corporate governance principles

Reference link for the full version of corporate governance : <https://www.mitsubishi-kye.com/EN/corporate-policy-and-guidelines-comp.asp>

#### 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, Board performance evaluation, Other guidelines related to the board of directors

#### Nomination of directors

##### Nomination and Remuneration of Directors

The Board of Directors focuses on transparency in the nomination and selection of individuals to serve as directors. The Nomination Committee is assigned to oversee the recruitment process, taking into account the knowledge, skills, and experience of the Board based on the Board Skill Matrix. This ensures that the required qualifications are aligned with the Company's business strategies.

Furthermore, the Company has established a policy that grants shareholders the right to propose qualified candidates for directorship. The Nomination Committee evaluates the qualifications and suitability of these candidates, as well as directors who are due to retire by rotation or have resigned. The Committee then submits its recommendations to the Board of Directors for approval, after which the nominated individuals are proposed to the Shareholders' Meeting for appointment.

In 2025, no candidates were proposed by the shareholders to the Nomination Committee for consideration. Consequently, the Nomination Committee considered the directors who were due to retire by rotation at the 2025 Annual General Meeting of Shareholders (AGM). This evaluation was based on their educational background, skills, work experience, past performance, and their willingness and capability to dedicate time to the Board, as well as qualifications that align with the Company's business strategies. The Board of Directors concluded that all five directors fully met the requirements of the Board composition according to the Board Skill Matrix and were well-aligned with the Company's business strategic direction.

##### Qualifications of Directors

Individuals appointed to serve as directors of the Company must possess the required knowledge, capabilities, and readiness to perform their duties. They must meet at least the following qualifications:

1. Legal & Regulatory Compliance: Possess the required qualifications and have no prohibited characteristics under the Public Limited Companies Act, nor exhibit any characteristics indicating a lack of suitability to be entrusted with the management of the Company by shareholders, as prescribed by the Securities and Exchange Commission (SEC).
2. Diversity & Strategic Alignment: Possess the knowledge, skills, professional expertise, and educational background that contribute to a diverse Board structure as deemed appropriate by the Board of Directors. Additionally, their qualifications must align with the Company's business strategies.
3. Dedication of Time: Be able to fully dedicate time to their duties, particularly in making critical decisions and acting in the best interests of the Company, and attend every Board of Directors and Shareholders' meeting, except in cases of necessity or force majeure.
4. Ethics & Integrity: Possess integrity, ethics, and any other qualifications that may be further required by law or deemed appropriate by the Board of Directors.

#### **Committee Member Composition**

1. The committee shall consist of at least 5 members which are Member of the Board of Directors of the company. Three of them shall be independent Directors and two shall be Executive Directors. Chairman shall be an independent director.
2. At least half of the members shall be Independent Directors.
3. The secretary shall be the management of the company who has financial or management knowledge and be designated by the chairman of the committee to perform and support the meeting.

#### **Committee Qualification**

1. Shall be designated by the resolution of the Board.
2. Shall be knowledgeable in management experience.

Nomination and Remuneration Committee was appointed by the Board of Directors, composed of five members:

- |                |                |   |
|----------------|----------------|---|
| 1. Mr. Manu    | Leopairote     | Chairman of the Nomination and Remuneration Committee |
| 2. Mr. Praphad | Phodhivorakhun | Member of the Nomination and Remuneration Committee   |
| 3. Mr. Keiji   | Oya            | Member of the Nomination and Remuneration Committee   |
| 4. Dr. Apichai | Boontherawara  | Member of the Nomination and Remuneration Committee   |
| 5. Mr. Pumipat | Sinacharoen    | Member of the Nomination and Remuneration Committee   |

#### **Duty and Responsibility of the Nomination and Remuneration Committee**

1. To establish, and ensure clarity and transparency of, the policy, rule and method for nomination and remuneration of the Directors, Executive Directors and members of other board committees and propose for the Board of Directors' approval.
2. To nominate, select and propose qualified persons, as defined by the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), to serve as the Directors, Executive Directors and members of all board committees for approval by the Board of Directors.
3. To review the structure of the Board of Directors and remuneration in conformity with changes in rules and regulations of the SEC and the SET by basing on the core structure of the Board of Directors, Board of Executive Directors and all board committees, and to review and ensure that it fits with the Company's business status and is commensurate with their duties and responsibilities for further approval by the Board of Directors.
4. To review and amend the NRC Charter to conform to changes in rules and regulations of the SEC and the SET.

5. To perform any tasks as assigned by the Board of Directors and concerned with directors' nomination and remuneration.

### **Term of service**

1. Shall be in accordance with the term of service of the member of the Board of Directors.
2. The retirement of committee member means the retirement from the board or expiration of the service term or resignation or discharge.

### **Meeting**

1. The Chairman shall call the meeting when appropriate.
2. The present of two-third of all members shall constitute a quorum.
3. The Chairman shall call a special meeting with relevant managements when appropriate.

### **Report**

1. Shall disclose policy of nomination and remuneration in the Annual Report.
2. Shall report the performance of the committee to the Board and report the determination of remuneration in the Annual Report

### **Determination of director remuneration**

The Company places great importance on determining director remuneration based on the principles of fairness, transparency, and alignment with the responsibilities, duties, and scope of work of each director. This approach is intended to attract and retain qualified and competent individuals to effectively oversee the Company's operations. The key principles are as follows:

### **Remuneration Determination Criteria**

1. Based on the scope of responsibilities of each director's position, as well as their knowledge, expertise, and experience beneficial to the Company.
2. Taking into account the Company's performance and business scale to ensure appropriateness.
3. Benchmarking against companies in the same industry and listed companies of similar size.

Types of Remuneration Director remuneration is categorized into the following types:

1. Monthly Remuneration: Paid to members of each board committee.
2. Meeting Allowance: Paid based on the number of meetings attended by each director.
3. Other Remuneration (if any).

### **Remuneration Approval Process**

1. The Nomination and Remuneration Committee is responsible for proposing the remuneration framework and rates for directors to the Board of Directors.
2. The Board of Directors reviews and endorses the proposal before presenting it for approval at the shareholders' meeting.

Furthermore, the Company does not provide any other remuneration or benefits beyond those specified above, details of which are as follows:

unit : KB

Retainer Fee / month		BOD	N/R	A/C	PPC
Rate	Chairman	15	9	15	-
	Vice Chairman	13			
	Member	10	6	10	-

Meeting allowance		BOD	N/R	A/C	PPC
Rate	Chairman	42	32	47	37
	Vice Chairman	36			
	Member	30	22	32	27

### Disclosure of Information

The Company shall disclose details of director remuneration clearly, transparently, and comprehensively in the Form 56-1 One Report and the Annual Report, including the total amount paid under each type of remuneration.

### Board performance evaluation

In accordance with the Corporate Governance Code for Listed Companies, the Board of Directors and its sub-committees should conduct an annual self-assessment at least once a year. This practice enables the Board to collectively review performance, identify areas for improvement, and enhance efficiency. Consequently, the Company reviews its evaluation guidelines and assessment criteria annually, at least once a year, utilizing the self-assessment form provided by the Stock Exchange of Thailand (SET).

At the Board of Directors' meeting held on February 12, 2026, the Board approved the performance evaluation for the Board as a whole. The Company Secretary distributed the self-assessment forms to all directors in February 2026 and subsequently compiled the results.

The performance evaluation results for the fiscal year 2025 were reported to the Board of Directors' meeting on May 18, 2026. The Board's self-assessment for the year 2025 covers three main categories as follows:

1. Structure and Qualifications of the Board: Average score of 3.95
2. Board of Directors' Meetings: Average score of 3.95
3. Roles, Duties, and Responsibilities of the Board: Average score of 3.94

Overall Summary: The Board achieved an overall average score of 3.95 out of a full score of 4. Every assessment topic scored within the "Good to Excellent" range (scoring between 3.0 and 4.0), demonstrating that the Board of Directors performed its duties in accordance with good corporate governance principles at a good to excellent level.

Note: Scoring Criteria and Definitions

- 0 = Strongly disagree, or no action taken on the matter.
- 1 = Disagree, or minimal action taken on the matter.
- 2 = Agree, or moderate action taken on the matter.
- 3 = Strongly agree, or good action taken on the matter.
- 4 = Entirely agree, or excellent action taken on the matter.

### Board of Directors' Meetings

In the 2025 fiscal year, the Board of Directors held a total of 7 meetings. Other sub-committees also convened throughout the year as follows: the Audit Committee met 4 times, the Product Pricing Committee met 3 times, and the Nomination and Remuneration Committee met 3 times. Additionally, the Executive Committee held meetings twice a month to ensure operational flexibility and efficiency.

The majority of directors attended meetings regularly. The individual attendance details of each director are disclosed in Section 8.1.2.

### Orientation for New Directors

For newly appointed directors, the Company organizes an orientation program to provide an overview of the organization, business operations, strategies, and business plans. The orientation also covers the Board of Directors' Charter, relevant rules and regulations, and other information vital to their roles as directors. This ensures that new directors become familiar with the business and have the opportunity to obtain in-depth insights directly from the relevant executives.

### **Other guidelines related to the board of directors**

#### Meeting Protocols

#### **Board of Directors' Meetings**

The Company schedules its Board of Directors' meetings and sets regular agendas in advance on an annual basis. The Company Secretary notifies all directors of the meeting schedule for the entire year in advance, typically at the end of the preceding year prior to the next fiscal year, to enable directors to allocate their time and attend the meetings accordingly. Additional meetings may be convened or schedules may be adjusted as deemed appropriate. Each director is required to attend at least 75% of the total number of Board meetings held in each year, unless there are reasonable and necessary grounds.

For each Board meeting, the Chairman of the Board or a designated representative shall send a written notice specifying the meeting date and agenda to the directors at least five working days prior to the meeting date. In urgent cases where it is necessary to protect the rights or interests of the Company, the meeting may be called by other means and scheduled on shorter notice.

A quorum of the Board meeting shall consist of not less than one-half of the total number of directors. At the time of voting, there must be no fewer than one-half of the total number of directors present. Each director shall have one vote. Directors who have a vested interest in any matter shall not be entitled to vote on that matter. In the event of a tie vote, the Chairman of the meeting shall have a casting vote. Resolutions of the Board shall be passed by a majority vote of the directors present at the meeting.

### **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, Government agencies,  
Community and society, Other guidelines and  
measures related to shareholders and stakeholders

#### **Shareholders**

The Company recognizes the importance of protecting and promoting the rights of shareholders, as well as ensuring their equitable treatment, in alignment with the principles of good corporate governance. To this end, the Company has implemented various measures to facilitate and encourage the exercise of rights by all groups of shareholders, including institutional investors, in relation to the shareholders' meetings as follows:

#### **Rights of Shareholders**

The Company is committed to ensuring that shareholders receive accurate, complete, timely, and equal access to information. Notice of the meeting, along with comprehensive supporting documentation, is distributed to shareholders at least 21 days prior to the meeting date as required by law. These documents contain essential details, including the rationale, necessity, and the Board of Directors' opinions for each

agenda item. Shareholders who are unable to attend the meeting in person may appoint a proxy or authorize an Independent Director (who is also an Audit Committee member) to attend and vote on their behalf. Additionally, the Company discloses corporate information through the Stock Exchange of Thailand's electronic system (SET Link).

The Company requires that the Annual General Meeting of Shareholders (AGM) be held within 4 months from the end of the fiscal year. In 2025, the AGM was held on Friday, July 25, 2025, exclusively via Electronic Means (E-AGM) under the Emergency Decree on Electronic Meetings B.E. 2563 (2020). The broadcast and control center was stationed at Meeting Room 121, Kang Yong Electric Public Company Limited, allowing shareholders to appropriately consider, express views, and cast votes during the meeting. The Board of Directors, Audit Committee, various sub-committees, Certified Public Accountants, and executive management attended the meeting to equitably address questions raised by shareholders, with all queries and responses accurately and completely recorded in the minutes. At the 2025 AGM, there were 12 shareholders attending in person, representing 993,523 shares, and 19 proxies, representing 13,720,136 shares. The total number of registered shareholders and proxies was 31, representing a total of 14,713,659 shares or 74.3114% of the total issued shares. This constituted a quorum in accordance with Section 103 of the Public Limited Companies Act and Article 33 of the Company's Articles of Association, which requires an attendance of no less than 25 shareholders and proxies, representing at least one-third of the total issued shares. Furthermore, the Board of Directors ensured that the minutes of the shareholders' meeting were completed and published on the Company's website within 14 days from the meeting date for shareholders' review and reference.

The meeting proceeded strictly according to the pre-determined agenda without any additional items being introduced. The E-Meeting system was utilized for registration and live audio-visual broadcasting, while the E-Voting system was implemented for resolution voting to streamline the registration and tabulating processes. Additionally, duty stamps were provided to shareholders free of charge for proxy forms to facilitate convenience.

### **Equitable Treatment of Shareholders**

The Company strictly adheres to best practices regarding the equitable treatment of shareholders. Specifically, all shareholders are given fair opportunities to propose agenda items for the AGM, nominate candidates for directorship, and submit questions in advance. For the 2025 AGM, the Company invited shareholders to exercise their rights to propose agenda items, nominate director candidates, and submit advance questions from January 18 to March 17, 2025. Notification was sent to shareholders through the SET Link and published on the Company's website at [www.mitsubishi-kye.com](http://www.mitsubishi-kye.com), with clear and transparent criteria and procedures specified. For the 2025 AGM, no shareholders proposed any agenda items, nominated candidates, or submitted advance questions.

For the upcoming 2026 AGM to be held this July, the Company similarly granted shareholders the right to propose agenda items and/or nominate director candidates in advance. Shareholders could submit their proposals via email at [information@kye.meap.com](mailto:information@kye.meap.com), or registered mail between January 16 and March 16, 2026. The Company officially notified the Stock Exchange of Thailand of these details. Upon the conclusion of the period, no shareholders proposed any agenda items, nominated candidates, or submitted questions in advance. To accommodate foreign shareholders, the Company prepares the notice of the meeting and all relevant supporting documents in English to communicate effectively, ensuring that foreign shareholders can equitably exercise their rights as shareholders.

### **Employee**

1. The Company provides appropriate and fair remuneration and benefits to its employees, details of which are as follows:
  - Shuttle Bus Service: Provision of employee shuttle bus services covering areas where employees reside.
  - Cafeteria Welfare: Provision of hygienic food sold at reasonable prices at the Company's cafeteria.

- Annual Scholarships: Granting of annual scholarships to employees' children, spanning from the primary school level through to the bachelor's degree level.
  - Comprehensive Welfare and Financial Support: Provision of various welfare benefits for employees at all levels, including marriage allowances, childbirth allowances, financial aid in the event of the death of an employee or their family member, a provident fund, annual health check-ups, and the establishment of a savings cooperative.
2. Safe Working Environment: Maintenance and care of the working environment to ensure the safety of employees' lives and property.
  3. Fair Personnel Actions: Appointments, transfers, rewards, and disciplinary actions are conducted in good faith and with fairness, based primarily on the knowledge, capability, and suitability of the employee.
  4. Employee Development: Prioritization of the development of employees' knowledge, capabilities, and skills by providing equitable and consistent opportunities.
  5. Legal Compliance: Strict compliance with all relevant labor laws, rules, and regulations concerning employees.

### **Customer**

1. Quality Delivery: Deliver products that meet or exceed customer expectations under fair conditions.
2. Accurate Information: Provide accurate, sufficient, and timely product and service information without exaggerations in advertising or other channels that could mislead customers regarding quality, quantity, or conditions.
3. Data Confidentiality: Safeguard customer confidentiality and prohibit the unauthorized use of such data for personal or third-party benefit.
4. Customer Responsiveness: Respond promptly to customer needs and establish efficient channels for handling quality and service complaints.
5. Continuous R&D: Commit to continuous research, development, and production of safe, high-quality products.

### **Business competitors**

1. Fair Competition: Operate strictly within the framework of fair and ethical competition.
2. Confidentiality Integrity: Refrain from seeking competitors' confidential information through dishonest, unlawful, or inappropriate methods.
3. Reputation Protection: Refrain from damaging the reputation of competitors through malicious, baseless, or unfair accusations.
4. Legal Compliance: Adhere strictly to fair trade regulations and laws within domestic and regional business operations, including applicable antitrust and anti-competition laws.
5. Intellectual Property Rights: Prohibit any infringement of intellectual property rights or other proprietary rights belonging to third parties.

### **Suppliers**

1. Equitable Treatment: Treat business partners equitably and fairly, based on the principle of mutually beneficial returns.
2. Contractual Compliance: Strictly adhere to all contracts and agreed conditions. In the event that any condition cannot be met, promptly notify business partners and/or relevant parties in advance to collaboratively find a resolution.
3. Anti-Corruption in Negotiations: Refrain from demanding, receiving, or seeking any improper benefits that constitute fraudulent or corrupt practices during business operations and negotiations.

4. **Transparency and Remediation:** If any information regarding corrupt demands or benefits is discovered, the Company will disclose the relevant facts and promptly work with the business partner to resolve the issue transparently and fairly.
5. **Procurement Criteria:** Select business partners and procurement sources based on quality, price, delivery, technology, as well as their compliance with applicable laws and regulations.
6. **Financial Reporting to Creditors:** Regularly provide creditors with accurate, complete, and timely financial reports.

### **Government agencies**

The Company recognizes the role and importance of government agencies and the public sector in regulating, promoting, and driving sustainable development. Consequently, the Company has established clear policies and guidelines for managing relations with government authorities, anchored on the core principles of transparency, legal compliance, and the avoidance of conflicts of interest. The key practices include:

1. **Regulatory Compliance:** Strictly adhere to all applicable laws, rules, regulations, and standards prescribed by the public sector.
2. **Professional Engagement:** Coordinate with government agencies in a professional and ethical manner.
3. **Anti-Corruption Training:** Provide anti-corruption training and clear protocols for employees communicating or interacting with government agencies.
4. **Transparent Disclosure:** Disclose information appropriately and transparently as required by law.
5. **Whistleblowing Channels:** Maintain dedicated channels for reporting grievances or whistleblowing regarding any inappropriate conduct.

### **Community and society**

1. **Environmental Awareness:** Cultivate social, community, and environmental awareness and responsibility among employees in accordance with the Environmental Management Standard (ISO 14001).
2. **Local Preservation:** Responsibly protect and preserve the environment as well as the local customs and traditions of the communities where the Company operates.
3. **Community Development:** Consistently engage in activities to support society, communities, and the environment both independently and in collaboration with the public sector to enhance the quality of life in surrounding communities.
4. **Pollution & Accident Prevention:** Prevent accidents and control waste emissions to standards safer and better than legally acceptable limits.
5. **Emergency Response:** Respond promptly and effectively to any operational incidents affecting the environment or communities, while providing full cooperation to government authorities and other relevant agencies.

### **Other guidelines and measures related to shareholders and stakeholders**

#### Other Adherences to Corporate Governance Principles

The Company prioritizes and strictly adheres to corporate governance principles and business ethics, taking into alignment the business environment and the overall benefits of the Company, shareholders, and all stakeholders. Additional best practices implemented by the Company include:

1. **Advance Meeting Notification:** Prioritize the early distribution of shareholders' meeting notices to allow sufficient time for data review. The Annual General Meeting of Shareholders (AGM) is scheduled annually in July for the convenience of shareholders, and the meeting notice is published on the Company's website at least 30 days in advance.
2. **Minority Shareholders' Rights:** Continuously protect and facilitate the rights of minority shareholders, allowing them to nominate candidates for directorship and propose AGM agenda items in advance.

3. Verification of Shareholder Rights: Conduct thorough and meticulous verification of attending shareholders' rights to ensure that proxy assignments are legally valid and do not infringe upon the rights of other attending shareholders.

## 6.2 Business code of conduct

### Business code of conduct

Business code of conduct : Yes

The Company adheres to its management philosophy as the guiding principle in conducting business, with a strong awareness of its responsibilities toward society at large. It encourages directors, executives, and all employees to carry out their duties in accordance with the following eight principles of business ethics:

#### 1. Strict Compliance with Laws and Contracts

The Company places utmost importance on legal compliance as a fundamental principle. It shall not enter into any contracts or agreements that violate laws, regulations, or social norms, and shall build trust with business partners through honesty and strict adherence to agreements. Furthermore, it is committed to conducting business in alignment with widely accepted ethical standards.

#### 2. Respect for Human Rights

All business activities are conducted with respect for human rights, without discrimination based on nationality, ethnicity, race, gender, age, beliefs, religion, social status, gender identity, sexual orientation, disabilities, or any other grounds. The Company shall not be involved in any actions that disregard human dignity, such as harassment, defamation, threats, or coercion.

#### 3. Contributing to Society

The Company operates as an enterprise that generates fair profits while remaining mindful of its responsibility to contribute to the overall development and well-being of society.

#### 4. Promoting Harmony in Local Communities

The Company dedicates itself to being a responsible member of local communities by actively participating in community development and social contribution activities.

#### 5. Participation in Building a Sustainable Society

The Company conducts its business with consideration for creating a society that promotes circular resource use and contributes to long-term sustainability.

#### 6. Awareness of Workplace Responsibilities

The Company recognizes its duty as a business operator to protect and manage its assets, including personal data and both tangible and intangible corporate property. It upholds the Company's image, information integrity, and efficient use of time, refrains from political partisanship, ensures that only factual information is disseminated, and strictly maintains a clear separation between company matters and personal affairs.

#### 7. Fair Relationships with Stakeholders

The Company is aware of its responsibilities to society and all stakeholders, conducting business and building relationships based on fairness and integrity. This fosters cooperation that contributes to the sustainable growth and success of the Company.

#### 8. Managing Conflicts of Interest

The Company has established a strict internal control system to prevent the misuse of authority for personal or group gain. It is committed to transparent, fair, and accountable business practices.

Policy and guidelines related to business code of conduct : <https://www.mitsubishi-kye.com/en/sustainability/ethic>

### 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, Other guidelines related to business code of conduct

### **Prevention of conflicts of interest**

Generally, all decisions made by directors and executives must be in the best interests of the Company. In the event of a conflict of interest, the director or executive must submit the matter to the Board of Directors or the Shareholders' Meeting, as the case may be, to consider the necessity of the transaction and its potential impact on the Company. In approving transactions that may involve a conflict of interest, any director with a vested interest in the matter shall have no right to vote on that resolution. Furthermore, in compliance with the Securities and Exchange Act, directors and executives are required to prepare and submit a Report of Interest, covering both themselves and their related persons, to the Chairman of the Board and the Chairman of the Audit Committee. Directors, executives, and their related persons are also obligated to report any changes in their Company securities holdings to the Company within three business days from the date of change. The Company Secretary is tasked with forwarding copies of these reports to the Chairman of the Board and the Chairman of the Audit Committee, a process which the Company compiles on a regular semi-annual basis. In addition, the Company strictly governs connected transactions in accordance with the regulations prescribed by the Capital Market Supervisory Board. All related party transactions with affiliated companies are thoroughly disclosed in the financial statements as well as in the Annual Report (Form 56-1 One Report).

### **Anti-corruption**

#### **Anti-Corruption Policy**

The Company adheres to a management philosophy rooted in social responsibility. We encourage all directors, executives, and employees to perform their duties in accordance with the Company's Business Ethics and actively oppose all forms of corruption. Appropriate anti-corruption guidelines, risk management training, internal controls, and monitoring systems have been implemented and communicated both internally and externally. This ensures stakeholder confidence, operational transparency, and sustainable organizational growth.

#### **Guidelines and Measures**

1. Policy and Legal Compliance: All directors, executives, and employees must strictly adhere to the Anti-Corruption Policy, Business Ethics, corporate regulations, and all applicable laws.
2. Prohibition of Bribery: Engaging in or being complicit in any form of corruption, including direct or indirect bribery, or soliciting/accepting improper benefits that lead to misconduct or cause damage to the Company, is strictly prohibited.

3. Gifts and Hospitality: The giving or receiving of gifts, assets, hospitality, donations, sponsorships, or political contributions must be handled with caution, maintained at a reasonable value, aligned with business ethics/traditions, and must not cause detriment to the Company.
4. Policy Communication and System Review: The Company actively communicates this policy to all personnel and stakeholders, while regularly reviewing operational systems and control measures to ensure alignment with changing business realities and regulations.
5. Risk Assessment and Auditing: Regular audits and risk assessments are conducted across all corruption-prone functions to continuously improve and implement appropriate internal control processes.
6. Whistleblowing and Protection: Personnel must not ignore suspected corruption. The Company provides accessible whistleblowing channels and ensures fair treatment and full protection for whistleblowers, informants, and employees who refuse to engage in corruption.
7. Fair Investigation and Disciplinary Action: Fact-finding and disciplinary processes regarding corruption are executed with transparency and fairness. Deliberate violations of this policy will result in strict disciplinary actions according to corporate regulations.

### **Investigation and Disciplinary Procedures**

Fact-finding investigations and disciplinary actions regarding corruption are governed by the principles of transparency and fairness, as follows:

1. Independent Investigation: The designated compliance unit conducts fact-finding investigations transparently and fairly in accordance with established rules and procedures.
2. Fair Disciplinary Action: Adjudication and disciplinary actions for policy violations or corrupt activities are executed transparently and fairly, strictly in accordance with corporate regulations.

### **Anti-Corruption Implementation**

The Company has established Anti-Bribery Rules as binding guidelines for the organization, directors, and employees. Furthermore, all employees are required to sign an acknowledgment to reaffirm their commitment to performing duties with honesty and integrity.

### **Other key initiatives include:**

1. No-Gift Policy: Officially requesting cooperation from suppliers to refrain from giving gifts or tokens of appreciation to executives and employees during New Year and other festive occasions.
2. Employee Awareness & Training: Consistently raising awareness through mandatory training via the ME-Learning system and hosting internal educational exhibitions.

### **Whistleblowing and Protection of Whistleblowers**

#### **Compliance Whistleblower**

The Company has regulations to support whistleblowing, either seeing any action or behavior from both the organization and the employee who imposes misconduct violates or may infringe on conduct against legal requirements or the Business Ethics. The more promptly the Company can gather and communicate, the more reducible effect will occur to the Company from that action or behavior. Therefore, the Company establishes a Whistle Blower channel for all stakeholders to report clues or complaints encountering any incidents or actions against the law and business ethics that may cause damage to the Company. The Company also has set guidelines and acknowledges all stakeholders every year. Those who witness the above events or actions shall gather information, clues, and evidence to verify the facts as much as possible, then notify directly to the Company by sending feedback or document complaints to the following address.

Attention to:                      Manager of the Internal Audit Control Office  
    Kang Yong Electric Public Company Limited  
    P.O. Box 49, Bangna Tower 10541  
    Or send electronic information to

The Manager of the Internal Audit Office and the investigation team, appointed by the Chairman of the Board of Directors or Managing Director according to the Company announcement, will take into account. It is essential to protect and prevent any impact on the whistleblower as it is confidential information. The Company shall act fairly by referring and proving the information received and quickly decide to take further action on the matter or problem appropriately. To make whistleblowing information purely and fairly and certify the truthful information, the Company requests a specific full name with clear contact. If necessary, the Company may request additional information for consideration of the result of such action. In the past year, the Company receive any information has taken action.

### **Preventing the misuse of inside information**

#### **Management of the Use of Inside Information and the Security of Information and Information Systems**

The Company has in place measures and policies for managing security of its confidential business information, including not only trade secrets but also other significant information, so as to prevent any leak of such information as well as prevent any executive or work unit that has access to insider information from disclosing it to any third party or any person unrelated to the Company's business. The Company has therefore established a hierarchy of information secrecy and a framework of responsibility, including individuals who are authorized to access the information to prevent the use of insider information for personal benefit or for the benefit of other parties, whether directly or indirectly.

In addition, the Company discloses the holding of securities by its directors, top management, and finance department manager in the annual report. Any change in such securities holding shall be reported to the SEC under the Section 59 of the Securities and Exchange Act B.E.2535, and also notified to the Company Secretary for preparing a report on change of securities holding and outstanding amount of securities holding by the directors and top management for further submission to the next meeting of the Board of Directors.

In 2025, the Company actively monitored and enforced compliance with its policies and guidelines regarding the prevention of insider trading, as established in the Business Code of Conduct, through the following measures:

1. **Blackout & Reporting Notifications:** The Company Secretary regularly issued reminders to directors and executives regarding their duty to report changes in their Company securities holdings.
2. **Securities Holding Disclosure:** The Board of Directors and senior executives duly reported their Company securities holdings to the Securities and Exchange Commission (SEC) in strict accordance with prescribed regulations.
3. **Compliance Training and Awareness:** The General Administration Department and compliance-related units collaboratively organized training sessions for directors, executives, and employees via the E-learning platform and Compliance Week activities. This training focused on the corporate governance policies and guidelines of the corporate group which constitute an integral part of the Employee Regulations to refresh knowledge, foster ethical awareness, and ensure a correct understanding of compliance with relevant laws and corporate rules.

### **Money laundering prevention**

#### **Anti-social Forces Resistance and Anti-money Laundering**

1. We will not have any relationship with and will not conduct business with any anti-social forces (including crime syndicates, terrorists, drug dealers). If any demand is made by anti-social forces, we refuse such demand.

2. We comply with applicable anti-money laundering, anti-corruption and anti-social forces laws and regulations.

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

#### **Prohibition of Bribery, Improper Gifts, or Entertainment**

1. We shall not engage in bribery or make improper payments in any country or region where we conduct business. If we are requested to provide a bribe by government officials, individuals, or private companies, we shall firmly reject such requests.
2. We shall conduct business only with third parties who have been assessed as having integrity. We will carefully select and manage third parties such as distributors, dealers, consultants, and other external partners and take appropriate measures to ensure they do not make improper payments, such as bribes, on our behalf.
3. In cases involving the provision of gifts, entertainment/travel, sponsorship, or donations, we shall act appropriately in compliance with applicable laws and social norms. Such actions will be carried out in a manner that avoids any suspicion of improper payments.

### **Compliance with laws, regulations, and rules**

#### **Compliance with the Law**

The Company recognizes legal compliance as a fundamental principle and is committed to conducting its business in alignment with broadly accepted ethical standards in society.

### **Information and assets usage and protection**

#### **Confidential Corporate Information Protection**

1. We appropriately safeguard and protect our confidential corporate information against risks of external cyber attacks, internal misconducts, etc. The protection applies to information of all formats, including on paper, electronically in documents or in IT applications and systems.
2. We respect the confidential corporate information of others. We obtain necessary confidential corporate information of others in a lawful and appropriate manner, including by entering into confidentiality agreements with appropriate and reasonable terms, and protect and manage them in compliance with the confidentiality agreements.

### **Anti-unfair competitiveness**

The Company is steadfast in conducting business ethically and transparently based on its management philosophy with awareness of corporate responsibility for the society at large. It encourages the directors, management, and all staff members to perform duty under the code of ethics and in line with the Mitsubishi Electric Group Conduct Guidelines, which the Company first communicated to its employees as work rules in 2007 and has revised from time to time to suit the circumstances, as below:

#### **Fair Competition**

1. The Company adheres to the principle of conducting business in strict conformity with rules and laws governing trade competition and monopolization, both domestically and overseas, as specified in the “Mitsubishi Electric Group Conduct Guidelines”. The Company has put in place “criteria for compliance with trade competition law” for internal implementation regarding “do’s and don’ts” about meetings of trade associations or conferences and transactions with competitors to prevent Cartel grouping under trade competition and anti-monopoly law in its handbook for meetings and transactions with competitors since December 24, 2015. To ensure right understanding and practice according to such criteria, it has continually trained new executives and employees with self-learning system (E-Learning).

2. The Company will not consent to, agree to, or exchange information with competitors in a way that could unreasonably restrict competition regarding products, prices, production, salability, sales conditions, bidding, or any other agreements, whether verbal or in writing, or expressed or implied. It will not have communication with competitors in any manner that could reasonably cause unfair competition.
3. The Company will not violate any intellectual property rights, or any other rights related to the intellectual property of any person by complying with the rules on intellectual property management.

Furthermore, during the 2025 fiscal year, the Company had no trade disputes with competitors and entered into no anti-competitive agreements or monopolistic arrangements with competitors or other business operators.

### **Information and IT system security**

The Company has established an Information Security Policy, Privacy Policy, Cookie Policy, Data Logging, Reporting and Retention Policy, and Information Security Standards to serve as operational guidelines for all employees and stakeholders. Dedicated cybersecurity and data protection units have been appointed to oversee data stability and information systems. Additionally, the Internal Audit and Compliance units collaboratively manage and monitor information systems and corporate network security, with risk assessments conducted on an annual basis.

### **Corporate Confidentiality**

- The Company strictly protects its confidential information against external cyberattacks and internal misconduct, safeguarding all data formats including paper media, electronic data, applications, and IT systems.
- The Company respects the confidential information of third parties.
- The Company acquires third-party confidential information appropriately and legally through Non-Disclosure Agreements (NDAs) with proper terms, ensuring such data is stored and controlled strictly in accordance with the agreed terms.

### **Performance Results**

#### **Corporate Network Security**

Based on system testing by IT and security personnel, suspicious email clicks were detected and successfully blocked. Remedial actions were promptly taken, resulting in zero damage to the organization.

Furthermore, the Company actively communicates with employees to raise awareness, prevent incidents, and report information security threats on topics such as:

- Understanding personal data protection throughout the data lifecycle.
- Familiarization with data security control techniques, such as Data Masking.
- Identifying Phishing Attacks and executing reporting procedures upon receiving phishing emails.
- Managing third-party cybersecurity service providers, data classification, and understanding a secure third-party vendor ecosystem.
- Methods for keeping personal data secure.
- New rules and regulations under the Personal Data Protection Act (PDPA).

#### **Cybersecurity**

The Company has segregated its Wi-Fi network into two separate systems: a restricted system dedicated exclusively to corporate computers, and a general Wi-Fi system serving personal computers, mobile phones, and tablets to accommodate external visitors while maintaining robust cybersecurity capabilities.

- No severe breaches of information security systems or other cybersecurity incidents resulting in damage to the Company were found.
- No data breaches involving the leak, theft, or loss of personal data were identified.
- No employees faced fines or disciplinary penalties arising from information security breaches or other cybersecurity incidents.

## Personal Data Protection

- No substantiated complaints regarding personal data breaches were received.
- No data leaks, theft, or loss of customer data were identified.

## Environmental management

Environmental Policy and Practice The Company is well aware of the importance of the environment; therefore, the policy and goals are clearly defined and reviewed for continuous improvement annually. Employees at all levels have to adhere.

According to the 2024 Environmental Management Policy, To realize a prosperous society in which a "sustainable global environment" and a "safe, stable, and comfortable society" by abiding with social norms and laws, as declared in one of the most important management policies, which the Company issues activities entitled to the system as follows:

1. Implement an environmental management system with periodic reviews and promote continuous improvement.
2. Strive to expand eco-friendly products that reduce the environmental impact of the entire product life cycle while creating products that create a comfortable living environment.
  - Strengthen development of energy-saving products to achieve a carbon neutral society.
  - Strengthen 3R development aimed at creating a circular economy.
  - Comply with environmental regulations related to products.
3. Promote an eco-factory and aim for a production system that conserves resources and has a low environmental impact.
  - Promote energy saving in manufacturing processes to achieve a decarbonized society.
  - Reduce CO2 emissions in transportation
  - Promote total waste generation control, resources recycling, efficient use of water and reduction of pollution load.
  - Reduce the use of chemical substances, substitution and appropriate management.
  - Reduce the emissions of greenhouse gases other than CO2
4. Disseminate the environmental policy, provide technical guidance, and strive for ecological improvement activities for all employees, affiliated companies, and cooperating companies as a whole SCM
5. Strengthen communication with local communities and raise awareness of environmental conservation by participating in local volunteer activities.
6. Comply with environmental laws, regulations, and other requirements, strengthen risk management, and improve environmental conservation.
7. Implement a Carbon Footprint Organization (CFO) and improve greenhouse gas management strategies and awareness.

## Environmental Performances

The company continues to focus on implementing preventive environmental strategies to increase the efficiency of the production process and reduce risk to humans and the environment by using resources efficiently and clean production (Resource Efficient and Cleaner Production: RECP) and adopting the principle of 3Rs (Reduce, Reuse, Recycle) as a guideline for production activities to make the use of resources worthwhile such as;

1. Encourage each department to carry out Paperless projects to reduce paper usage. Encourage each department to carry out Paperless project to reduce paper usage including the application of appropriate IT technology such as Simmpo program (Simmpo maintenance management system), E-Quotation request, Alfresco software, Memo online, Training application, etc.

2. Reduce product electrical power.
3. Reduce the weight of finished goods.
4. Reduce plastic pellets, oil paints and powder paints, metal scrap, varnish, R134a refrigerant, resulting in the reduction of Greenhouse Gases (GHG) and carbon dioxide.
5. Promote the reuse of plastic scrap, POM runner and plastic runner.
6. Promote the reuse of treated water by installing a recycled water filtration system.
7. Reduce the use of plastic bags, foam containers, thin plastic cups, and plastic straw inside the Company.
8. Promote employees to reduce food waste in the company.
9. Promote and support green procurement continuously by considering ordering office equipment and consumables that have been certified for environmentally friendly products such as green label products green basket labels Carbon Footprint Reduction labels, etc.
10. Promote conservation of biodiversity by adding green areas within the Company.
11. Promote the adoption of circular economy principles in business operations.
12. Organize training for all new employees on environmental conservation.
13. Perform activities focusing on controlling the operations of various activities to prevent environmental toxicity.
14. Carry a campaign for recycling waste sorting to reduce the amount of landfill waste, and setting up a clean and well-managed waste sorting center
15. Select industrial waste disposal operators that are authorized by the Department of Industry only and abolish landfill (Zero landfill).
16. Promote changes in waste disposal methods from incineration to recycled instead.
17. Change the metal material to a pre-coated metal (PCM) to cancel the painting process.
18. Improve the quality of wastewater before discharging into public canals by controlling water quality before releasing it to be 20% more stringent than the law. Install a real-time water quality monitoring and alerting system. When the water quality is lower than the control criteria, the floodgate will close automatically to prevent it to the outside.
19. Conduct environmental quality measurements, including wastewater quality, effluent quality, rainwater gutter, the air exhausted from the chimney, and noise level, to follow up and report to concerned government agencies.
20. Checking the condition of the shuttle bus to reduce the emission of black smoke.
21. The Company has been certified Green Industry Level 4 (Green Culture) by the Ministry of Industry, which represents an environmentally friendly business operation adhering to business operations with social responsibility inside and outside the Company, aiming for sustainable industrial development throughout the supply chain.

## **Human rights**

### **Social Policy and Practice**

The Company focuses on doing business with respect for human rights and responsibility to stakeholders by adhering to the following practices:

#### **1. Respect for Human Rights**

The Company has established a code of conduct in accordance with the model of the Mitsubishi Electric Group by fostering respect for human rights without discrimination as to nationality, race, religion, social status or disability of its employees. It makes sure that no harassment of human right or discriminative action takes place while upholding a fair practice and ensuring job security for employees at all levels. Job opportunities are provided for non-Thai labor and the disabled as part of its workforce.

The Company assigns the employees duties of their capability based on the labour structure under Thai labour laws with proper welfare and benefits conducted by the welfare committee available under the same standards. Moreover, the Company arranges meetings with the labour union on a monthly basis, with a common goal of improving the quality of working life and building up good labour relations between the Company and the employees. As a testament to its relentless efforts in this issue, the Company has received the Workplace with Outstanding Labour Relations and Welfare Management Award from the Department of Labor Protection and Welfare, the Ministry of Labour, for 19 consecutive years. This award has demonstrated an outcome of the Company's determination in labour relations management with best practices so clearly, and of which the Company, the labour union, and the employees have been proud.

## **2. Fair Treatment of Labour**

### **Salary and Welfare**

The Company has adjusted its salary structure to be compatible with competition in the labor market and to a rate above the authority's minimum wage payment as moral support for the employees' performance of duties. Performance of employees of all levels evaluated twice a year and the results of which used to determine annual promotion and salary increment.

Moreover, the Company has set up Workplace Welfare Committee following Labor Protection Act, B.E.2541, Section 96, with employee committee members and management representatives appointed to coordinate with Workplace Welfare Committee in determining welfare structure guidelines beneficial to the employees. Such committee will jointly meet to consider rationalizing basic welfare package in each year in line with the rising cost of living as a way to help cut down expenses for the employees. Employees also provided with the cost of living allowance, diligence allowance, and lunch allowance, as well as improvement of welfare canteen more coverage of medical expenses, annual health check-up, etc.

To improve employees' quality of life, the Company offers additional benefits apart from the basic welfare as below.

- Establishing Kang Yong Electric Saving Cooperatives since 2002 to enhance economic and social benefits to members through self- support and support for one another according to the cooperatives principle, comprising lending of loans at lower interest rates than commercial banks, financial assistance for members affected by natural disasters, and occupational training for retired employees.
- Arranging a flea market with affordable price products for employees.
- Arranging recreational activities for skill development and entertainment purposes, which will have positive effects on their mental and physical wellness, etc.
- Establishing a walled-off area as a lactation corner for employees, who are breastfeeding mothers, a breastfeeding support program provided by the Company since October 2016.
- Establishing a gym in the building (fitness room) from November 2019.

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

#### **Occupational Health and Safety Policy**

The Company is always aware that everyone working in the company are a group of people who are the key to moving the organization forward to success and prosperity. Therefore, the company is focusing on creating a workplace culture that "prioritizes the safety, physical health, and mental well-being of everyone working in the company". Aiming to create a safe, happy, and healthy environment that encourages energy and enthusiasm. This culture relies on everyone taking responsibility for their own safety and their colleagues while implementing initiatives to eliminate dangerous behaviors and hazards.

## [Safety Slogan]

**Promoting continuous safety activities through risk-taking prevention and predictive activities.**

### Basic Policy

1. Promote continuous improvement of safety and health, workplace management by disseminating, observing, and implementing occupational health and safety and environmental management systems as the foundation of management.
2. Pursue zero accidents by establishing culture that prioritize safety and individual awareness.
3. Support achieves the fundamental safety target (zero dangerous behaviors and zero hazards) by thoroughly implementing health and safety activities at the workplace and evaluating risk assessment with all employees and employees of affiliated companies.
4. Strengthen the prevention of traffic and occupational accidents through organizational efforts to raise individual awareness of occupational health and safety and traffic safety.
5. Achieve sustainability by creating a workplace environment where people can work actively by maintaining fundamental physical and mental health and preventing occupational diseases, contagious diseases, and infectious diseases.

### Occupational Health and Safety Operations

#### 1. Occupational Health, Safety and Environment

The Company incorporates occupational health, safety, and environment into the yearly policy and action plan so that the executives, supervisors, and staff at all levels will cooperate in the implementation according to the policy consistently and efficiently. The Occupational Health, Safety and Environment Committee has set up composed of senior executives, supervisors at all levels and the labor union to ensure compliance with ISO 14001 environmental management standards and occupational health, safety and environment rules and regulations, as follows:

- The 5S and Kiken Yoshi Training (KYT) programs are used as a basis for implementing tasks according to the organization structure with the rectification of any risk-prone area that may cause danger, upholding the rules and regulations, and ensuring staff wear personal safety equipment that is up to standards in a risky area on a strict basis.
- All systems and measures are improved to prevent any danger from the operation of machinery and tools, such as the installation of equipment separating the workspace of the machinery controller from the machinery spot. Staff are supervised and trained about using newly procured tools and machines with new technology based on risk assessment to mitigate risks at the average level or higher. Risks at all levels across the organization are contained, and annual occupational health, safety, and environmental objectives must be communicated to concerned staff to consistently perform this task and develop a knowledge base in operation.
- Safety knowledge and training are made available for all the employees. Safety exhibitions are regularly organized yearly to settle awareness of occupational health, safety, and environment, both theoretical and practical, in existing and new employees to prepare for actual operation
- The Company has simulated possible accident risk by setting up an unsafe realization room for the production line and office to build awareness of potential danger and underline the degree of workspace inspection by supervisors to ensure safety. Traffic in the Company premises is improved to ensure safety for work operators and visitors, with a precise specification of a pedestrian path around the building and a pedestrian crossing.

- Enhance the safety awareness for all employees and all departments by organizing Safety Talk to share the information that employees can practice. The content includes rules, regulations, and safety practices to ensure maximum workplace safety.
- The Company is committed to preventing accidents from working based on the idea that accidents from work-related can be avoided by encouraging ongoing safety activities continuously. Those activities are designed under the Occupational Health and Safety plan to reduce the statistics of accidents in the workplace to zero, leading to a safety culture for safe workers and good health. As a result, the Company received a plaque of honor from Zero Accident Campaign 2025 by receiving the award Platinum level for seven consecutive years.
- Enhance the awareness of occupational health for all employees, all departments by organizing Health Talk to maintain employees' physical, mental health and well-being in society and prevent health deviations caused by work.

## 2. Safety Outside Office Hours

Individual employees are deemed not only as a driving force for the Company's business operation to move forward with success, but also as a tower of strength for their family. Therefore, they must be both mentally and physically healthy to be ready for their work, especially for those who work in risk-prone and unsafe areas or even those whose working areas are risk-free. The Company provides welfare and arranges health-concern activities for the employees, such as anti-drug sports competition, don't drive drunk campaign from the eve of long holidays to enhance social responsibility awareness in order to prevent accidents during employees' trips back home upcountry and back to work, random drug and alcohol testing on staff shuttle bus drivers, and safety helmet campaign for staff who use motorcycles. Traffic accidents should be reported in order to increase awareness of traffic accidents and ensure their highest safety.

In addition, emergency report is put in place in case of staff having an accident outside office so that first-aid and urgent support can be timely provided.

### **Other guidelines related to business code of conduct**

#### Information Disclosure and Transparency

The Company has disclosed information as required by the SET, such as financial reports, changes of directors and members of board committees, approval of connected transactions, etc., via the SETLink system after every Board of Directors' meeting or shareholders' meeting and already published such information in the annual report and annual registration statement (One Report) covering report on operating results, financial statements, management's discussion and analysis, and report on the Board of Directors' responsibility for the financial statements to ensure transparency for the benefits of the shareholders. Investors can also ask for more information by contacting its Investor Relations Division at telephone number 02-337-2900 Ext. 1120 or at e-mail: [information@kye.meap.com](mailto:information@kye.meap.com)

#### Responsibility for Supply Chain

The Company has systematically, scrupulously and formulated a socially responsible procurement policy, entailing procurement control, supply source assessment, supplier selection etc. In doing so, it adheres to the ethical standards on "discharge of duty with integrity and righteousness while maintaining a cordial relationship with business partners" through mutually supporting cooperation as if being alliances in terms of technology, safety, output expansion, environmental problem reduction, and quality standard upgrade, so that they could move together toward business strength and stability.

#### Innovation and Publicizing of Innovation from CSR Activities

The company is committed to promoting a culture of innovation within the organization to enhance competitiveness, respond to market dynamics, and create long-term value for all stakeholders. This is achieved through the following approaches:

1. Establishment of an Innovation Unit

The Innovation Development Department was established to drive the creation and development of new approaches in manufacturing processes, management, and product design in collaboration with the production department.

2. Development of Learning and Experimentation Support Systems

The company promotes learning in emerging technologies and concepts such as AI, Digital Manufacturing, and ESG principles through both internal and external training programs.

3. Creation of Platforms for Idea Exchange and Expansion

Cross-departmental meetings are organized to facilitate the exchange of ideas and creative concepts, along with feasibility studies to assess potential integration into production processes.

4. Development of Collaborative Innovation Networks

The company collaborates with ME Group affiliates and external partners, including research institutions and academic organizations, to expand knowledge and jointly develop new technologies.

5. Integration of Innovation into Corporate Strategy

Innovation is positioned as a core corporate value and is integrated into strategic goals, including the development of environmentally friendly products that meet the needs of modern lifestyles.

6. Recognition and Motivation

The President Awards are organized as a platform for employees to present innovative projects or ideas, aiming to foster motivation, creativity, and continuous improvement.

**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

**Responsibility of the Board of Directors**

The Company operates business by upholding the code of business ethics and business administration philosophy and is well aware of its corporate responsibility for the society at large. It encourages the directors, the management and all staff members to discharge duty under eight aspects of business ethics, encompassing compliance with laws, respect for human rights, contribution to society, creation of unity in the local community, participation in environmental problem solving, awareness of one's duty as a workplace member, promotion of good cooperation with stakeholders, and management of conflict of interest by putting in place a rigid control process to ensure a fair and transparent business operation.

At present, five out of the total 14 board members of the Company are independent directors, which is in compliance with the corporate governance practices requiring that at least one-third of the total number of directors should be independent directors. This helps to ensure that the shareholders' rights and benefits will be taken care of, and the Company's benefits fully protected. It also leads to checks and balances in the board structure since 9 of them are non-executive directors and 5 are executive directors. Under such board composition, the non-executive directors are able to render opinion fully and independently in the consideration on all issues at the board meeting.

The Company has segregated the position, power and duty, and persons between the board chairman and the president to maintain checks and balances between them. The Company also established the Board of Executive Directors to consider essential matters with due care and for the utmost benefit.

In 2025, the Company actively monitored and enforced compliance with its Business Code of Conduct policies and guidelines, including the prevention of conflicts of interest and insider trading. The General Administration

Department, in collaboration with the corporate group and relevant departments, developed E-Learning modules and assessments on the Business Code of Conduct. In the past year, employee participation reached 100%. Additionally, a Compliance Week was organized to enable executive directors, executives, and employees to review essential concepts and required protocols. For the fiscal year 2025, there were no reported violations of the Code of Conduct in any category.

Head of Compliance

Mr. Atakrit Siwasarit

General Manager of Corporate Planning & Administration Division / Chief Compliance Officer (CCO)

The Chief Compliance Officer is appointed by the Managing Director and holds the following responsibilities:

1. Plan and execute the legal and regulatory compliance roadmap.
2. Assist the Managing Director in ensuring that compliance programs are consistently implemented and updated.
3. Promote, support, and empower Division Compliance Leaders in executing compliance operations.

**Participation in anti-corruption networks**

Participation or declaration of intent to join anti-corruption : No  
networks

## 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

### 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

#### Good Corporate Governance

Kang Yong Electric Public Company Limited (the "Company") recognizes the importance of good corporate governance in accordance with the Corporate Governance Code (CG Code) for listed companies issued by the Securities and Exchange Commission (SEC). The Company has adopted and applied the CG Code appropriately to suit the nature of its business, aiming to conduct operations with transparency, accountability, and long-term value creation for shareholders and all stakeholders. The Company's key practices are as follows:

1. Responsibilities of the Board of Directors

The Board of Directors is responsible for setting the Company's policies, strategic direction, and overseeing its operations to ensure efficiency, transparency, and adherence to governance principles. The Board performs its duties independently, prudently, and with accountability, focusing on the long-term best interests of shareholders.

2. Defining Objectives to Promote Sustainability

The Company conducts business with a strong sense of responsibility toward society, the environment, and all stakeholder groups. Business objectives are aligned with sustainable value creation alongside economic growth.

3. Board and Executive Recruitment

The Company has in place a structured process for the recruitment and evaluation of directors and senior executives, taking into account competence, integrity, and continuity in leadership.

4. Board Performance Evaluation

The Company emphasizes regular performance evaluations of the Board of Directors and its subcommittees to enhance effectiveness and strengthen corporate governance practices.

5. Promoting an Ethical Corporate Culture

The Company has established a Business Code of Conduct and an Ethics Handbook as operational guidelines for all employees. Directors and executives are expected to serve as role models and promote integrity throughout the organization.

6. Risk Management and Internal Control

The Company continuously assesses and manages business risks and has implemented an effective internal control system under the oversight of the Audit Committee. This ensures operational efficiency and compliance with applicable laws and regulations.

7. Disclosure and Communication

The Company is committed to accurate, complete, timely, and fair disclosure of information through appropriate channels such as the annual report, the Company's website, and shareholders' meetings. This fosters transparency and builds trust among stakeholders.

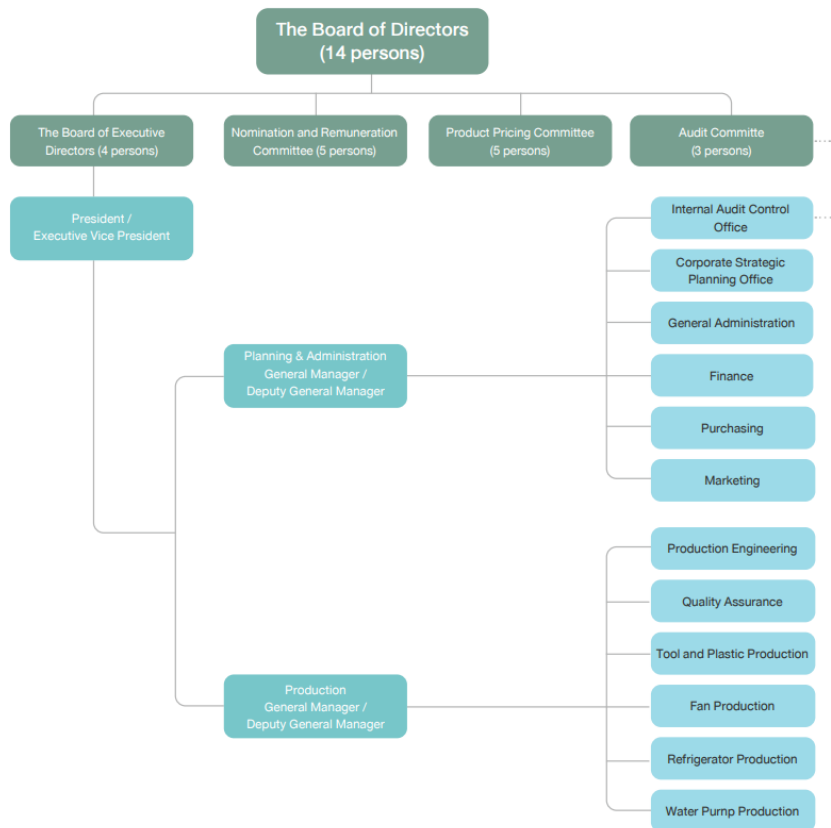
## 7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

### 7.1 Corporate governance structure

#### Corporate governance structure diagram

Corporate governance structure as of date : 1 April 2025

#### Corporate governance structure diagram



## 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>14</b>	<b>100.00</b>
Male directors	14	100.00
Female directors	0	0.00
Executive directors	5	35.71
Non-executive directors	9	64.29
Independent directors	5	35.71
Non-executive directors who have no position in independent directors	4	28.57

### 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
-------------------	----------	------------------------------------	----------------------

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. Praphad Phodhivorakhun  Gender: Male  Age : 79 years  Highest level of education : Honorary degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 170,970 Shares (0.863485 %)</li> </ul>	<p>Chairman of the board of directors  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>1 Oct 1999</p>	<p>Leadership,  Business Administration,  Corporate Management</p>
<p>2. Mr. Keiji Oya  Gender: Male  Age : 58 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : No  Residence in Thailand : No  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  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> </ul>	<p>Vice-chairman of the board of directors  (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>1 Apr 2022</p>	<p>Engineering,  Business Administration,  Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Hiroyuki Noda  Gender: Male  Age : 55 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : No  Residence in Thailand : No  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in a company</b>  • Direct shareholding : 0 Shares (0.000000 %)</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>	<p>8 Nov 2024</p>	<p>Engineering,  Business Administration</p>
<p>4. Mr. Chayanind Phodhivorakhun  Gender: Male  Age : 47 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b>  • Direct shareholding : 265,583 Shares (1.341328 %)</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>	<p>1 Apr 2021</p>	<p>Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. Hidetoshi Yamato  Gender: Male  Age : 49 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : No  Residence in Thailand : No  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  DCP course : No</p>	<p>Director  (Executive Directors)   Authorized directors as per the company's certificate of registration :  No   Type of director : Newly appointed director to replace the ex-director</p>	<p>19 May 2025</p>	<p>Engineering</p>
<p>6. Mr. Manu Leopaïrote  Gender: Male  Age : 82 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  DCP course : Yes</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)   Authorized directors as per the company's certificate of registration :  No   Type of director : Existing director</p>	<p>24 May 2010</p>	<p>Economics, Audit, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. Arthakrit Visudtibhan  Gender: Male  Age : 69 years  Highest level of education : Master's degree  Study field of the highest level of education : Public Administration  Thai nationality : Yes  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 : 119,772 Shares (0.604909 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Existing director</p>	<p>27 Aug 2001</p>	<p>Audit</p>
<p>8. Pol. Maj. Gen. Sahaschai Indrasukhsri  Gender: Male  Age : 75 years  Highest level of education : Master's degree  Study field of the highest level of education : Economics  Thai nationality : Yes  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> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Existing director</p>	<p>25 Jul 2012</p>	<p>Law, Audit, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Dr. Apichai Boontharawara  Gender: Male  Age : 71 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Economics  Thai nationality : Yes  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 : Yes</p> <p><b>Shareholding in a company</b>  • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Existing director</p>	<p>1 Apr 2021</p>	<p>Accounting, Audit, Economics</p>
<p>10. Mr. Pumipat Sinacharoen  Gender: Male  Age : 55 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  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>  • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Existing director</p>	<p>11 Nov 2021</p>	<p>Economics, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. Praphon Potivorakun  Gender: Male  Age : 75 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 204,115 Shares (1.030884 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Existing director</p>	<p>26 May 2011</p>	<p>Engineering</p>
<p>12. Mr. Hideki Wada  Gender: Male  Age : 56 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Economics  Thai nationality : No  Residence in Thailand : No  Family relationship between directors and executives : Doesn't Have  Legal offenses in the past 5 years <sup>(*)</sup> :  Doesn't Have  DAP course : No  DCP course : No</p>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration :  No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	<p>19 May 2025</p>	<p>Economics,  Business Administration,  Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. Toshimitsu Ito</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 : Business Administration</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</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 : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	19 May 2025	Business Administration
<p>14. Mr. Toru Iwagami</p> <p>Gender: Male</p> <p>Age : 56 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 : No</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 : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	19 May 2025	Engineering

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. Praphad Phodhivorakhun	Chairman of the board of directors	✓				✓
2. Mr. Keiji Oya	Vice-chairman of the board of directors	✓				✓
3. Mr. Hiroyuki Noda	Director	✓				✓
4. Mr. Chayanind Phodhivorakhun	Director	✓				✓
5. Mr. Hidetoshi Yamato	Director	✓				
6. Mr. Manu Leopairote	Director		✓	✓		
7. Mr. Arthakrit Visudtibhan	Director		✓	✓		
8. Pol. Maj. Gen. Sahaschai Indrasukhsri	Director		✓	✓		
9. Dr. Apichai Boontherawara	Director		✓	✓		

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
10. Mr. Pumipat Sinacharoen	Director		✓	✓		
11. Mr. Praphon Potivorakun	Director		✓		✓	
12. Mr. Hideki Wada	Director		✓		✓	
13. Mr. Toshimitsu Ito	Director		✓		✓	
14. Mr. Toru Iwagami	Director		✓		✓	
<b>Total (persons)</b>		<b>5</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>4</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	4	28.57
2. Law	1	7.14
3. Marketing	1	7.14
4. Accounting	1	7.14
5. Finance	1	7.14
6. Corporate Management	1	7.14
7. Engineering	5	35.71
8. Leadership	2	14.29
9. Audit	4	28.57
10. Business Administration	8	57.14

#### Information about the other directors

The chairman of the board and the highest-ranking executive are from the same person : Yes

The chairman of the board is an independent director : No

The chairman of the board and the highest-ranking executive are from the same family : Yes

Chairman is a member of the executive board or taskforce : Yes

The company appoints at least one independent director to determine the agenda of the board of directors' meeting : Yes

### **The measures for balancing the power between the board of directors and the Management**

The measures for balancing the power between the board of directors and the Management : Yes

Methods of balancing power between the board of directors and Management : Others : Responsibilities of the Board of Directors

The Company has established its Business Ethics based on its core management philosophy, placing a strong emphasis on overall social responsibility. Directors, executives, and all employees are encouraged to perform their duties in accordance with the Company's 8 Core Business Ethics Principles. These include strict compliance with laws and contracts, respect for human rights, contributing to society, fostering harmony within local communities, participating in sustainable development, maintaining a strong professional conscience, managing stakeholder relations, and preventing conflicts of interest. The Company enforces a rigorous control and management system to ensure that transparency, fairness, and accountability remain the benchmarks of its operations.

Currently, the Board of Directors consists of 14 members, 5 of whom are Independent Directors. This composition complies with good corporate governance principles, which recommend that independent directors make up at least one-third of the total Board. This structure assures shareholders that their rights and interests are thoroughly protected. Furthermore, the Board structure features an effective balance of power, with 9 Non-Executive Directors outnumbering the 5 Executive Directors. This ensures that non-executive directors can independently express their views on all matters during Board meetings.

To maintain a proper checks-and-balances system, the roles, duties, and individuals holding the positions of Chairman of the Board and Managing Director are strictly segregated. Additionally, the Company has established an Executive Committee to meticulously review significant corporate matters to ensure maximum benefit to the Company.

### **7.2.3 Information on the roles and duties of the board of directors**

Board charter : Yes

## **Roles, Duties, and Responsibilities of the Chairman of the Board**

1. **Agenda Setting & Information Disclosure:** Jointly determine the Board meeting agendas with the Managing Director and ensure that all directors receive accurate, complete, clear, and timely information prior to meetings to facilitate informed decision-making.
2. **Board Leadership:** Act as the leader of the Board of Directors and preside over Board of Directors' meetings.
  - **Meeting Conduct:** Conduct Board meetings in strict accordance with the designated agendas, corporate regulations, and applicable laws.
  - **Time Allocation & Open Discussion:** Allocate sufficient time for each agenda item and encourage all directors to engage in open, independent discussions and exercise thorough judgment with due consideration for all stakeholders.
  - **Resolution Summary:** Clearly summarize meeting resolutions and the subsequent actions required.
3. **Shareholder Meeting Leadership:** Preside over Shareholders' Meetings in compliance with agendas, corporate regulations, and laws, ensuring appropriate time allocation, providing equitable opportunities for shareholders to express views, and overseeing transparent and proper responses to shareholder inquiries.
4. **Corporate Governance Role Model:** Support and serve as a role model in complying with the principles of good corporate governance and the Company's Code of Conduct.
5. **Management Relations:** Foster positive relations between the Board of Directors and the management, while supporting the performance of duties by the Managing Director and management in accordance with corporate policies.
6. **Conflict of Interest Oversight:** Oversee transparent disclosure and appropriate management in cases involving potential conflicts of interest.
7. **Board Composition Oversight:** Ensure that the Board of Directors maintains an optimal structure and composition.
8. **Performance Efficiency:** Oversee the performance of the Board of Directors as a whole and its sub-committees to ensure maximum efficiency and effectiveness.

## **Roles, Duties, and Responsibilities of the Board of Directors**

1. **Fiduciary Duties:** Manage corporate affairs in the best interests of shareholders based on four core fiduciary principles:
  - **Duty of Care:** Perform duties with responsibility, prudence, and caution.
  - **Duty of Loyalty:** Act in good faith, with honesty and integrity.
  - **Duty of Obedience:** Comply strictly with laws, corporate objectives, Articles of Association, Board resolutions, and Shareholders' Meeting resolutions.
  - **Duty of Disclosure:** Disclose information to shareholders with accuracy, completeness, transparency, accountability, and timeliness.
2. **Board Structure Review:** Define and regularly review the Board structure, including the number of directors, the proportion of independent directors, and diversity of qualifications, to ensure suitability for business operations.
3. **Strategic Direction:** Determine, review, and approve the Company's vision, mission, and business strategies on an annual basis.
4. **Business Operations & Capability:** Review major operational plans, budgets, targets, and corporate policies, while enhancing capabilities to compete effectively at an international level.
5. **Strategy Implementation & Monitoring:** Monitor the execution of corporate strategies and evaluate performance outcomes across business groups through regular performance reports, while providing guidelines for operational improvement with due regard for health, safety, social and environmental responsibility, and human resource development.

6. **Accountable Management:** Oversee corporate management to ensure compliance with laws, corporate objectives, regulations, and resolutions, acting with care and honesty to maximize corporate benefits and ensure fair treatment for all stakeholders.
7. **Innovation & Value Creation:** Promote and supervise value-driven innovation that simultaneously benefits all stakeholders.
8. **IT Governance:** Supervise information technology management and implement robust IT cybersecurity measures.
9. **Risk Management:** Establish risk management policies and ensure effective implementation, with regular reviews and assessments whenever risk levels change.
10. **Corporate Governance Standards:** Develop and uplift corporate governance practices to international standards, monitoring compliance and serving as role models for ethical behavior and corporate governance codes.
11. **Ethics & Anti-Corruption Culture:** Cultivate ethical awareness among employees at all levels, ensuring adherence to the corporate governance code, business ethics, and the Anti-Corruption Policy. Oversee appropriate internal control and internal audit systems to mitigate risks of fraud, abuse of power, and illegal activities.
12. **Financial Reporting & Disclosure:** Ensure that the financial reporting system and material disclosures are accurate, adequate, timely, and compliant with relevant regulations and frameworks.
13. **Shareholder & Stakeholder Engagement:** Ensure shareholders participate in key corporate decisions, treat all stakeholders fairly and transparently, and establish effective channels for whistleblowing and grievance handling, allowing stakeholders to contact or lodge complaints directly with the Board.
14. **Annual Evaluation:** Conduct annual performance evaluations of the Board of Directors and monitor the assessment outcomes.
15. **Nomination & Remuneration Transparency:** Supervise transparent processes for nominating and electing directors, and ensure appropriate remuneration for the Board and its sub-committees.
16. **Time Dedication & Attendance:** Dedicate sufficient time to perform duties and attend all Board and Shareholders' meetings. In the event of force majeure, directors must notify the Chairman or the Board Secretary prior to the meeting.
17. **Conflict of Interest Management:** Monitor and resolve potential conflicts of interest among the Company, management, the Board, or shareholders, preventing the unauthorized use of corporate assets and inappropriate transactions with connected persons.

## **Approval Authority of the Board of Directors**

The Board of Directors holds the authority to approve various corporate matters within the scope of duties defined by law, the Company's Articles of Association, the Board of Directors' Charter, and Shareholders' Meeting resolutions. This includes defining and reviewing the vision, mission, operational strategies, major action plans, risk management policies, annual budgets, annual business plans, medium-term business plans, performance targets, monitoring and evaluating performance against targets, and overseeing capital expenditures (CAPEX), significant related party transactions, mergers and acquisitions (M&A), corporate spin-offs, and joint ventures.

### **Approval Thresholds for the Annual Expense Budget:**

- THB 5,000,001 – THB 50,000,000: Approved by the Executive Committee.
- Above THB 50,000,000: Approved by the Board of Directors.

### **Approval Thresholds for Connected Transactions:**

- THB 100,001 – THB 1,000,000: Approved by the Executive Committee.
- THB 1,000,001 – THB 20,000,000: Approved by the Board of Directors.
- Above THB 20,000,000: Approved by the Shareholders' Meeting.

## 7.3 Information on subcommittees

### 7.3.1 Information on roles of subcommittees

#### Roles of subcommittees

##### Board of Directors

#### Role

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

#### Scope of authorities, role, and duties

The Board of Directors has accountability to the shareholders in relation to the Company's business operation and monitor to ensure business is administered as targeted and brings maximum benefits to the shareholders with upholding of the code of business ethics and due consideration of the interests of all stakeholders.

The Board of Directors is duty-bound to comply with the laws, objectives and articles of association of the Company, and

resolutions of the shareholders' meeting, as well as the criteria and regulations of the Stock Exchange of Thailand, Office of the Securities and Exchange Commission, and Capital Supervisory Board established pursuant to the Securities and Exchange Act, B.E. 2535 and the amendment by the Securities and Exchange Act (No. 4), B.E. 2551, and to discharge duties with integrity and prudence and in the best interests of the shareholders both at present and in the long run.

#### Reference link for the charter

-

##### Audit Committee

#### Role

- Audit of financial statements and internal controls
- Risk management

#### Scope of authorities, role, and duties

It has duty to review the adequacy of the Company's internal control and management system and risk management system established by the management, review financial information, review the Company's legal and regulatory compliance to ensure the Company has in place a good corporate governance system and an appropriate, efficient and effective management as specified in the Audit Committee Charter, and then report the results to the Board of Directors for acknowledgement and/or for approval.

#### Reference link for the charter

-

## Executive Committee

### Role

- Others
  - Authorized to sign on behalf of the Company and legally bind the Company

### Scope of authorities, role, and duties

It has duty to manage the Company on behalf of the Board of Directors, determine all policies, monitor, and supervise the

management to ensure the established policies are fulfilled, as well as screen and endorse any business to be further submitted to the Board of Directors for acknowledgement and/or for approval pursuant to the relevant criteria.

### Reference link for the charter

-

## Nomination and Remuneration Committee

### Role

- Director and executive nomination
- Remuneration

### Scope of authorities, role, and duties

1. To establish, and ensure clarity and transparency of, the policy, rule and method for nomination and remuneration of the Directors, Executive Directors and members of other board committees and propose for the Board of Directors' approval.
2. To nominate, select and propose qualified persons, as defined by the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), to serve as the Directors, Executive Directors and members of all board committees for approval by the Board of Directors.
3. To review the structure of the Board of Directors and remuneration in conformity with changes in rules and regulations of the SEC and the SET by basing on the core structure of the Board of Directors, Board of Executive Directors and all board committees, and to review and ensure that it fits with the Company's business status and is commensurate with their duties and responsibilities for further approval by the Board of Directors.
4. To review and amend the NRC Charter to conform to changes in rules and regulations of the SEC and the SET.
5. To perform any tasks as assigned by the Board of Directors and concerned with directors' nomination and remuneration.

### Reference link for the charter

-

## Product Pricing Committee

### Role

- Others
  - Product Pricing Determination

### Scope of authorities, role, and duties

1. To monitor and ensure that the Company's management determines prices for Mitsubishi Electric Kang Yong Watana Co., Ltd. in compliance with the Company's pricing policy, whereby prices shall be set at standard production cost plus a weighted average margin on all product categories of at least 20%.
2. To sign off every agreeable pricing with Mitsubishi Electric Kang Yong Watana Co., Ltd., whereby if there is any change in price that causes the Company to be unable to comply with the pricing policy, the Company shall add the standard production cost with an additional weighted average margin on all product categories of at least 10% and shall provide rationale thereof and seek unanimous approval from the Product Pricing Committee.
3. To monitor and ensure that the Company's management implements the pricing policy with integrity and due care and for the benefit of the Company. In the event that the Board of Directors discovers any act or omission of an act that causes damage to the Company, the Board of Directors shall take action to ensure the Company is compensated for such damage.

### 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
<p>1. Mr. Arthakrit Visudtibhan<sup>(*)</sup>                      Gender: Male                      Age : 69 years                      Highest level of education : Master's degree                      Study field of the highest level of education : Public Administration                      Thai nationality : Yes                      Residence in Thailand : Yes                      Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee                      (Non-executive directors, Independent director)                       Director type : Existing director</p>	<p>1 Apr 2021</p>	<p>Audit</p>
<p>2. Pol. Maj. Gen. Sahaschai Indrasukhsri                      Gender: Male                      Age : 75 years                      Highest level of education : Master's degree                      Study field of the highest level of education : Economics                      Thai nationality : Yes                      Residence in Thailand : Yes                      Expertise in accounting information review : No</p>	<p>Member of the audit committee                      (Non-executive directors, Independent director)                       Director type : Existing director</p>	<p>1 Apr 2021</p>	<p>Law, Audit, Business Administration</p>
<p>3. Dr. Apichai Boontherawara<sup>(*)</sup>                      Gender: Male                      Age : 71 years                      Highest level of education : Doctoral degree                      Study field of the highest level of education : Economics                      Thai nationality : Yes                      Residence in Thailand : Yes                      Expertise in accounting information review : Yes</p>	<p>Member of the audit committee                      (Non-executive directors, Independent director)                       Director type : Existing director</p>	<p>11 Nov 2021</p>	<p>Accounting, Audit, Economics</p>

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. Praphad Phodhivorakhun                      Gender: Male                      Age : 79 years                      Highest level of education : Honorary degree                      Study field of the highest level of education : Business Administration                      Thai nationality : Yes                      Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>1 Oct 1999</p>
<p>2. Mr. Keiji Oya                      Gender: Male                      Age : 58 years                      Highest level of education : Bachelor's degree                      Study field of the highest level of education : Engineering                      Thai nationality : No                      Residence in Thailand : No</p>	<p>Vice-chairman of the executive committee</p>	<p>1 Apr 2022</p>
<p>3. Mr. Hiroyuki Noda                      Gender: Male                      Age : 55 years                      Highest level of education : Bachelor's degree                      Study field of the highest level of education : Engineering                      Thai nationality : No                      Residence in Thailand : No</p>	<p>Member of the executive committee</p>	<p>8 Nov 2024</p>
<p>4. Mr. Chayanind Phodhivorakhun                      Gender: Male                      Age : 47 years                      Highest level of education : Master's degree                      Study field of the highest level of education : Management                      Thai nationality : Yes                      Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2021</p>

## Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. Manu Leopairote	The chairman of the subcommittee (Independent director)
	Mr. Praphad Phodhivorakhun	Member of the subcommittee
	Mr. Keiji Oya	Member of the subcommittee
	Dr. Apichai Boontherawara	Member of the subcommittee (Independent director)
	Mr. Pumipat Sinacharoen	Member of the subcommittee (Independent director)
Product Pricing Committee	Pol. Maj. Gen. Sahaschai Indrasukhsri	The chairman of the subcommittee (Independent director)
	Mr. Keiji Oya	Member of the subcommittee
	Mr. Manu Leopairote	Member of the subcommittee (Independent director)
	Mr. Arthakrit Visudtibhan	Member of the subcommittee (Independent director)
	Mr. Hiroyuki Noda	Member of the subcommittee

## 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. Praphad Phodhivorakhun</p> <p>Gender: Male</p> <p>Age : 79 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Business Administration</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>CHAIRMAN OF THE BOARD OF EXECUTIVE DIRECTORS</p> <p>(The highest-ranking executive)</p>	20 Aug 1999	Leadership, Business Administration, Corporate Management
<p>2. Mr. Keiji Oya</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 : No</p> <p>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	PRESIDENT	1 Apr 2022	Engineering, Business Administration, Leadership
<p>3. Mr. Hiroyuki Noda</p> <p>Gender: Male</p> <p>Age : 55 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 : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President	8 Nov 2024	Engineering, Business Administration

List of executives	Position	First appointment date	Skills and expertise
4. Mr. Chayanind Phodhivorakhun Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Director	1 Apr 2021	Business Administration

*Additional Explanation :*

*(\*) Highest responsibility in corporate accounting and finance*

*(\*\*) Accounting supervisor*

*(\*\*\*) Appointed after the fiscal year end of the reporting year*

#### **7.4.2 Remuneration policy for executive directors and executives**

The Company has established a fair and transparent remuneration policy for executive directors and senior executives, taking into account their responsibilities, individual and corporate performance, and alignment with the Company's long-term value creation for shareholders.

The Nomination and Remuneration Committee is responsible for proposing remuneration principles and criteria for executive directors and senior executives. The proposals are based on benchmarking with industry peers and companies with similar business characteristics, ensuring the Company can attract and retain

qualified and capable personnel essential for business development. The remuneration structure comprises:

1. Fixed remuneration, such as salaries and benefits as determined by the Company;
2. Variable remuneration, including annual bonuses, etc.

The Company does not provide any compensation or other benefits other than those specified above.

Does the board of directors or the remuneration : Have

committee have an opinion on the remuneration policy

for executive directors and executives

The Nomination and Remuneration Committee and Board of Directors resolved to approve the payment of remuneration to the Executive Committee as proposed by the committee.

#### **7.4.3 Remuneration of executive directors and executives**

**Monetary remuneration of executive directors and executives**

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	90,070,533.00	89,296,684.00	85,292,571.00

Salary and Meeting Allowance of executive directors and executives.

**Other remunerations of executive directors and executives**

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	781,326.00	982,346.00	1,020,630.00

Company's provident fund contributions for executive directors and executives.

**Outstanding remuneration or benefits of executive directors and executives**

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

## 7.5 Information on employees

### Information on the company's employees

#### Employees

	2023	2024	2025
<b>Total employees</b> (persons) <sup>(1)</sup>	1,811	1,728	1,507
Male employees (persons)	1,086	1,060	931
Female employees (persons)	725	668	576

Remark : <sup>(1)</sup> - Employees in FY2022 excluding TOP  
- Employees in FY2024 including all levels  
- Employees in FY2025 including all levels

#### Number of employees by position and department

#### Number of male employees by position

#### Number of female employees by position

#### 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</b> (baht)	1,072,626,620.60	1,056,142,335.90	824,809,468.30

#### Information on provident fund management

#### Provident fund management policy

Provident fund management policy : Yes

TISCO Master Pooled Provident Fund (Registered) Investment  
Policy and Options Objectives

1. To promote savings.
2. To provide financial security for employees upon retirement.
3. To offer tax benefits through the provident fund scheme.

Before Applying for Membership

Employees must contact the Human Resources Office for the following matters:

1. Review the fund regulations (Regulations are available from the fund committee).
2. Understand the conditions upon termination of membership, such as: Conditions for resignation from the fund  
Options for receiving or retaining the fund    Receiving payments in installments
3. Complete the application form and specify a beneficiary. Any changes must be promptly reported to the Human Resources Office.
4. The application form will be kept as official evidence by the company's Human Resources Office.

#### During Membership

1. Retain all documents received from the fund for your benefit.
2. Regularly monitor your fund balance to ensure proper retirement planning.
3. Members will receive a semi-annual statement (issued in June and December of each year).
4. In case of any changes to the designated beneficiary, notify the HR department immediately.

Important Considerations Before Resigning from Employment / Resigning from the Fund / Terminating Membership  
Review your employer's work regulations and the fund regulations, which are available from the fund committee. Key points include:

1. Notice period required before resignation.
2. Conditions for receiving fund payments.
3. Tax benefits related to the fund.
4. The time frame for receiving the fund payment.

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

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)	1,523	1,431	1,260
Number of employees joining in PVD (persons)	1,523	1,431	1,260
Total amount of provident fund contributed by the company (%)	84.10	82.81	83.61
Number of PVD members / Total eligible employees (%)	100.00	100.00	100.00

### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	27,239,324.25	26,550,426.05	24,316,141.96
Total amount of provident fund contributed by employee (baht)	43,450,128.36	37,016,996.18	35,088,178.76

### 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 (%)
KANG YONG ELECTRIC PUBLIC COMPANY LIMITED	Yes	1507	1260	1260	83.61%	100.00%

### 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**

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

The Company places importance on supporting employees' long-term financial security. To this end, new employees are facilitated to automatically enroll in the Provident Fund (PVD) from the commencement of their employment, in accordance with the Company's terms and conditions. This approach encourages early-stage savings discipline among employees and enables them to benefit from both the Company's contributions and long-term investment returns.

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

The Company invited consultants from TISCO Financial Group to provide employees with knowledge on investment selection, including investment options offered by TISCO, as well as relevant information to support informed investment decision-making. Employees are able to select investment funds based on their preferences and may switch funds in accordance with the specified criteria.

## 7.6 Other significant information

### 7.6.1 Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Siriporn Jullavateelert	siriporn.j@kye.meap.com	02-337-2900

#### List of the company secretary

General information	Email	Telephone number
1. Mr. Aniwat Sae lim	aniwat@kye.meap.com	02-337-2900

#### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Pensak Plavuthithothai	pensak@kye.meap.com	02-337-2900

#### List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Atakrit Siwasarit	atakrit@kye.meap.com	02-337-2900

### 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. Mongkol Thadtayatikom	mongkol.t@kye.meap.com	02-337-2900

### 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
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	1,500,000.00	-	1. Ms. PORNTHIP RIMDUSIT Email: primdusit@kpmg.co.th License number: 5565  2. Ms. SOPHIT PROMPOL Email: sophit@kpmg.co.th License number: 10042  3. Ms. KUNNATEE KERDCHANA Email: kunnatee@kpmg.co.th License number: 12418

#### 7.6.4 Assigned personnel in case of a foreign company

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

## 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

In the past year, the Board of Directors has performed its duties with prudence, transparency, and a strong commitment to the principles of good corporate governance. The Board has emphasized good governance practices, long-term sustainability, and the enhancement of the company's competitiveness. The key highlights of its operations are as follows:

1. Nomination and Appointment of Directors and Top Management
2. Self-Assessment of the Board of Directors
3. Attendance of Directors
4. Directors' remunerations
5. Monitoring of Associated Companies
6. Control of Insider Information
7. Information Disclosure and Transparency
8. Prevention of Conflicts of Interest
9. Anti-Corruption
10. Compliance Whistleblower
11. Responsibility of the Board of Directors

#### 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 newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. Hidetoshi Yamato	Director (Executive Directors)	19 May 2025	Engineering
2. Mr. Hideki Wada	Director (Non-executive directors)	19 May 2025	Economics, Business Administration, Marketing
3. Mr. Toshimitsu Ito	Director (Non-executive directors)	19 May 2025	Business Administration
4. Mr. Toru Iwagami	Director (Non-executive directors)	19 May 2025	Engineering

##### Selection of independent directors

##### Criteria for selecting independent directors

## **Nomination of Independent Directors**

The Company considers its independent directors' qualifications based on the criteria set forth in notification of the Capital Market Supervisory Board, as follows:

1. Not holding shares more than 1% of the total number of voting shares of the company's its subsidiary, major shareholders or controlling persons including shares held by related persons of the independent director.
2. Not being or having previously been an executive director, employee, staff or advisor who receives a regular salary of the Company or a controlling person of the Company or its associates or major shareholder, unless the foregoing status ended not less than two years prior to the date of appointment.
3. Not being a person related by blood or registration under law, such as a father, mother, spouse, sibling, or child, including spouses of children of others directors, executives, major shareholders, controlling persons, or persons to be nominated as directors, executives or controlling persons of the Company or its associates.
4. Not having or having previously had a business relationship with the Company, its subsidiary, major shareholder or controlling person, in a manner which may interfere with the independent director's independent judgment; and not being or having previously been a substantial shareholder or controlling person of the Company, unless the foregoing status ended not less than two years prior to the date of appointment.
5. Not being or having previously been an auditor of the Company, its associates, major shareholder or controlling person; nor being a substantial shareholder, controlling person or partner of an audit firm which employs auditors of the Company, its associates, major shareholder or controlling person, unless the foregoing relationship ended not less than two years from the date of appointment.
6. Not being or having previously been any kind of professional advisor including a legal advisor or financial advisor who receives an annual service fee exceeding two million baht from the Company, its subsidiary, major shareholder or controlling person; and not being or having previously been a substantial shareholder, controlling person or partner of the professional advisor, unless the foregoing relationship ended not less than two years from the date of appointment.
7. Not being appointed as a representative of the Company's director, major shareholder or a shareholder who is a related person of the major shareholder.
8. Not conducting any business which is of the same nature as, or in competition with, the business of the Company or its associates in material aspect; nor being a substantial partner of a partnership, or an executive director, employee, staff or advisor who receives a regular salary, or a shareholder holding more than 1% of the total number of voting shares of any entity whose business is of the same nature as and in competition with the business of the Company or its subsidiary in any material aspect.
9. Not possessing any other characteristics which lead the independent director to be unable to render independent opinion regarding business affairs of the Company.

## **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 : 4  
shareholders over the past year (persons)

## Rights of minority shareholders on director appointment

### Rights of Shareholders

The Company recognizes the rights of shareholders to access correct and adequate information of the Company on a timely and equal basis. The Company submits notice of the shareholders' meeting together with documents containing complete and sufficient information for the meeting to the shareholders in advance as required by laws and providing important details of the proposed issues, rationale and necessity, and the opinion of the Board of Directors. Those who are not convenient may appoint a proxy or any of the Company's independent directors, who also are members of the Audit Committee, to attend the meeting and cast votes on their behalf. Moreover, the information is made available through the Stock Exchange of Thailand's SET Portal Straight Through system.

The Company sets to hold an annual general meeting of shareholders within 4 months from the end of the fiscal year. In 2025, the Company convened one annual general meeting of shareholders on Friday, July 25, 2025 via electronic media (E-AGM) in accordance with the Emergency Decree E-meetings, 2563 B.E. The meeting system and broadcast live were from meeting room 121, Kang Yong Electric Public Company Limited to enable the shareholders to consider, comment or vote on the proposed issues properly at the meeting. Members of the Board of Directors, the Audit Committee and other Board committees, as well as the certified public accountants and the management of the Company, were present at the meeting to answer all queries raised by the shareholders on an equitable basis. Questions and answers were correctly and completely recorded in the minutes of the shareholders' meeting. The Board of Directors prepared the minutes of the shareholders' meeting and made it available on the Company's website within 14 days after the meeting date for the shareholders' ease of reference and examination.

The meeting was carried out as in the order set in the agenda without addition of any items. E-meeting for registration and to view the live audio-visual system from the meeting, using the E-Voting system to vote on each agenda.

### Equitable Treatment of Shareholders

The Company fully conforms to the code of best practices in relation to rights of the shareholders. In particular, the shareholders are given the right to propose agenda items for the annual general meeting and/or to nominate candidates for director election in advance, thus signifying a fair treatment of all shareholders. For the 2025 Annual General Meeting of Shareholders, the Company arranged for the shareholders to propose agenda items for the said meeting and/or nominate qualified persons for director election in advance during January 18 – March 17, 2025, and so notified the shareholders through the SET. Moreover, the Company posted information on its website at [www.mitsubishi-kye.com](http://www.mitsubishi-kye.com), giving details about the procedure and method of consideration in a clear and transparent manner. For the 2025 Annual General Meeting of Shareholders, none of the shareholders proposed agenda items for such meeting and/or nominated qualified candidates for director election.

As for the 2026 Annual General Meeting of Shareholders, scheduled to be held in this July, the Company has similarly given the shareholders the right to propose agenda items for the meeting and/or to nominate candidates for director election in advance, by forwarding their proposed agenda items and director nomination to e-mail address at [information@kye.meap.com](mailto:information@kye.meap.com) or registered mail during January 16 - March 16, 2026, the matter of which was already notified by the Company to the SET, none of the shareholders proposed agenda items for such meeting and/or nominated qualified candidates for director election.

The Company has also provided convenience to non-Thai shareholders by making available meeting notice and relevant meeting documents in English version to communicate with non-Thai shareholders with due regard to their equitable rights as the shareholders of the Company.

Method of director appointment : Method whereby each director requires approval  
votes more than half of the votes of attending  
shareholders and casting votes

## Information on the development of directors

### Development of directors over the past year

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. Praphad Phodhivorakhun (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2005: Director Certification Program (DCP)</li> <li>• 2004: Role of the Chairman Program (RCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2007: Role of the Compensation Committee (RCC)</li> <li>• 2007: Role of the Compensation Committee (RCC)</li> <li>• 2007: Role of the Compensation Committee (RCC)</li> </ul>
2. Mr. Keiji Oya (Vice-chairman of the board of directors)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. Hiroyuki Noda (Director)	Non-participating	-
4. Mr. Chayanind Phodhivorakhun (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2022: Director Certification Program (DCP)</li> </ul>
5. Mr. Hidetoshi Yamato (Director)	Non-participating	-
6. Mr. Manu Leopaivate (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2013: Director Certification Program (DCP)</li> <li>• 2011: Role of the Chairman Program (RCP)</li> </ul>
7. Mr. Arthakrit Visudtibhan (Director, Independent director)	Non-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>• 2009: Audit Committee Program (ACP)</li> </ul>
8. Pol. Maj. Gen. Sahaschai Indrasukhsri (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2004: Director Accreditation Program (DAP)</li> </ul>
9. Dr. Apichai Boontharawara (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: Ethical Leadership Program (ELP)</li> <li>• 2024: Board Nomination and Compensation Program (BNCP)</li> <li>• 2023: Director Leadership Certification Program (DLCP)</li> <li>• 2022: Role of the Chairman Program (RCP)</li> <li>• 2022: Subsidiary Governance Program (SGP)</li> <li>• 2020: Strategic Board Master Class (SBM)</li> <li>• 2005: Director Certification Program (DCP)</li> <li>• 2004: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2026: Director Certification Program Alumni (DCP Alumni)</li> <li>• 2025: How to Develop a Risk Management Plan (HRP)</li> <li>• 2012: Monitoring the Internal Audit Function (MIA)</li> <li>• 2005: Audit Committee Program (ACP)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. Pumipat Sinacharoen (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2005: Director Accreditation Program (DAP) Other • 2008: Company Secretary Program (CSP)
11. Mr. Praphon Potivorakun (Director)	Non-participating	-
12. Mr. Hideki Wada (Director)	Non-participating	-
13. Mr. Toshimitsu Ito (Director)	Non-participating	-
14. Mr. Toru Iwagami (Director)	Non-participating	-

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

#### Self-Assessment of the Board of Directors

According to the Corporate Governance Code (CG Code) for Listed Companies, the Board of Directors and its Sub-Committees are required to conduct a self-assessment at least once a year. This allows the Board to collectively review their performance and identify areas for improvement. Consequently, the Company reviewed its assessment guidelines and criteria to ensure appropriateness, aligning them with the self-assessment forms provided by the Stock Exchange of Thailand (SET). At the Board of Directors' meeting held on February 12, 2026, the Board approved the policy to conduct a self-assessment on an annual basis, at least once a year. The year 2026 marks the tenth consecutive year that this process has been implemented; therefore, the assessment was conducted on a committee-wide basis. In February 2026, the Company Secretary distributed the self-assessment forms to all directors, subsequently compiled the results, and reported the performance evaluation results for the fiscal year 2025 to the Board of Directors' meeting on May 18, 2026.

The Board's self-assessment results for the fiscal year 2025 comprise the following three categories:

1. Structure and Qualifications of the Board of Directors
2. Board of Directors' Meetings
3. Roles, Duties, and Responsibilities of the Board of Directors

#### Evaluation of the duty performance of the board of directors over the past year

In conclusion, the earned average score is 3.95 out of the full score of 4. All criteria points have good average score (in a 3.0 - 4.0 range), reflecting the Board's performance of duties according to the good corporate governance principles at a well to excellent level.

Note: Scoring system and definition:

0 = Strongly disagree or never conducted

1 = Disagree or seldom conducted

2 = Fair or moderately conducted

3 = Agree or well conducted

4 = Strongly agree or excellently conducted

In fiscal 2025, the Company held a total of 7 Board of Directors' meetings. Meetings of other board committees consisted of 4 meetings of the Audit Committee, 3 meetings of the Product Pricing Committee, and 3 meeting of the Nomination and Remuneration Committee. In contrast, the Board of Executive Directors holds meetings twice a month to enable the Company to carry on its operations with flexibility and efficiency. Most of the directors regularly attended meetings. Details of meeting attendance by the individual directors are as follows:

### 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 : 7

year (times)

Date of AGM meeting : 25 Jul 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. Praphad Phodhivorakhun (Chairman of the board of directors)	7	/	7	1	/	1	N/A	/	N/A
2. Mr. Keiji Oya (Vice-chairman of the board of directors)	7	/	7	1	/	1	N/A	/	N/A
3. Mr. Hiroyuki Noda (Director)	7	/	7	1	/	1	N/A	/	N/A
4. Mr. Chayanind Phodhivorakhun (Director)	7	/	7	1	/	1	N/A	/	N/A

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)
5. Mr. Hidetoshi Yamato (Director)	7	/	7	1	/	1	N/A	/	N/A
6. Mr. Manu Leopairote (Director, Independent director)	6	/	7	1	/	1	N/A	/	N/A
7. Mr. Arthakrit Visudtibhan (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
8. Pol. Maj. Gen. Sahaschai Indrasukhsri (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
9. Dr. Apichai Boontherawara (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
10. Mr. Pumipat Sinacharoen (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
11. Mr. Praphon Potivorakun (Director)	5	/	7	1	/	1	N/A	/	N/A
12. Mr. Hideki Wada (Director)	6	/	7	1	/	1	N/A	/	N/A
13. Mr. Toshimitsu Ito (Director)	7	/	7	1	/	1	N/A	/	N/A
14. Mr. Toru Iwagami (Director)	5	/	7	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. Praphad Phodhivorakhun (Chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	N/A
2. Mr. Keiji Oya (Vice-chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	N/A
3. Mr. Hiroyuki Noda (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
4. Mr. Chayanind Phodhivorakhun (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
5. Mr. Hidetoshi Yamato (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
6. Mr. Manu Leopaivate (Director, Independent director)	6/7 (85.71%)	1/1 (100.00%)	N/A
7. Mr. Arthakrit Visudtibhan (Director, Independent director)	7/7 (100.00%)	1/1 (100.00%)	N/A
8. Pol. Maj. Gen. Sahaschai Indrasukhsri (Director, Independent director)	7/7 (100.00%)	1/1 (100.00%)	N/A
9. Dr. Apichai Boontherawara (Director, Independent director)	7/7 (100.00%)	1/1 (100.00%)	N/A
10. Mr. Pumipat Sinachoen (Director, Independent director)	7/7 (100.00%)	1/1 (100.00%)	N/A
11. Mr. Praphon Potivorakun (Director)	5/7 (71.43%)	1/1 (100.00%)	N/A
12. Mr. Hideki Wada (Director)	6/7 (85.71%)	1/1 (100.00%)	N/A
13. Mr. Toshimitsu Ito (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
14. Mr. Toru Iwagami (Director)	5/7 (71.43%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>(93.88%)</b>	<b>100.00%</b>	<b>N/A</b>

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

There is another critical meeting

## Remuneration of the board of directors

### Types of remuneration of the board of directors

#### Director Remuneration Policy

The Company places importance on determining directors' remuneration based on principles of fairness, transparency, and alignment with the responsibilities, duties, and scope of work of each director. The objective is to incentivize qualified and competent individuals to effectively perform their duties in overseeing the Company's governance. The key principles are as follows:

#### 1. Remuneration Criteria

- Consideration is given to the scope of responsibility for each directorial position, as well as the knowledge, capabilities, and experience that benefit the Company.
- The remuneration must be appropriate and consistent with the Company's performance and business scale.
- Benchmarking is conducted against peers in the same industry and directors' remuneration data from listed companies of comparable size.

#### 2. Types of Remuneration

- Directors' remuneration is categorized into three types:
  - (1) Monthly Retainer Fees – paid to each member of the board and subcommittees.
  - (2) Meeting Allowances – determined based on the number of meetings attended by each director.
  - (3) Other Remuneration – if any.

#### 3. Remuneration Approval Process

- The Nomination and Remuneration Committee proposes the structure and rates of directors' remuneration to the Board of Directors.
- The Board of Directors considers and endorses the proposal before presenting it for approval at the Shareholders' Meeting.

#### 4. Disclosure

- The Company discloses all types of directors' remuneration clearly, transparently, and comprehensively in the Form 56-1 One Report and Annual Report, indicating the total amount paid for each type of remuneration.

### Remuneration of the board of directors

#### 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)	
1. Mr. Praphad Phodhivorakhun (Chairman of the board of directors)			612,000.00	N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Board of Directors (Chairman of the board of directors)	294,000.00	180,000.00	474,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	66,000.00	72,000.00	138,000.00	No	
<b>2. Mr. Keiji Oya (Vice-chairman of the board of directors)</b>			<b>627,000.00</b>		<b>N/A</b>
Board of Directors (Vice- chairman of the board of directors)	252,000.00	156,000.00	408,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Product Pricing Committee (Member of the subcommittee)	81,000.00	0.00	81,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	66,000.00	72,000.00	138,000.00	No	
<b>3. Mr. Hiroyuki Noda (Director)</b>			<b>411,000.00</b>		<b>N/A</b>
Board of Directors (Director)	210,000.00	120,000.00	330,000.00	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	
Product Pricing Committee (Member of the subcommittee)	81,000.00	0.00	81,000.00	No	
<b>4. Mr. Chayanind Phodhivorakhun (Director)</b>			<b>330,000.00</b>		<b>N/A</b>
Board of Directors (Director)	210,000.00	120,000.00	330,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>5. Mr. Hidetoshi Yamato (Director)</b>			<b>320,000.00</b>		<b>N/A</b>
Board of Directors (Director)	210,000.00	110,000.00	320,000.00	No	
<b>6. Mr. Manu Leoparote (Director, Independent director)</b>			<b>558,000.00</b>		<b>N/A</b>
Board of Directors (Director)	180,000.00	120,000.00	300,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	96,000.00	108,000.00	204,000.00	No	
Product Pricing Committee (Member of the subcommittee)	54,000.00	0.00	54,000.00	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>7. Mr. Arthakrit Visudtibhan (Director, Independent director)</b>			<b>779,000.00</b>		<b>N/A</b>
Board of Directors (Director)	210,000.00	120,000.00	330,000.00	No	
Audit Committee (Chairman of the audit committee)	188,000.00	180,000.00	368,000.00	No	
Product Pricing Committee (Member of the subcommittee)	81,000.00	0.00	81,000.00	No	
<b>8. Pol. Maj. Gen. Sahaschai Indrasukhsri (Director, Independent director)</b>			<b>689,000.00</b>		<b>N/A</b>
Board of Directors (Director)	210,000.00	120,000.00	330,000.00	No	
Audit Committee (Member of the audit committee)	128,000.00	120,000.00	248,000.00	No	
Product Pricing Committee (The chairman of the subcommittee)	111,000.00	0.00	111,000.00	No	
<b>9. Dr. Apichai Boontherawara (Director, Independent director)</b>			<b>716,000.00</b>		<b>N/A</b>
Board of Directors (Director)	210,000.00	120,000.00	330,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Audit Committee (Member of the audit committee)	128,000.00	120,000.00	248,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	66,000.00	72,000.00	138,000.00	No	
<b>10. Mr. Pumipat Sinacharoen (Director, Independent director)</b>			<b>468,000.00</b>		<b>N/A</b>
Board of Directors (Director)	210,000.00	120,000.00	330,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	66,000.00	72,000.00	138,000.00	No	
<b>11. Mr. Praphon Potivorakun (Director)</b>			<b>270,000.00</b>		<b>N/A</b>
Board of Directors (Director)	150,000.00	120,000.00	270,000.00	No	
<b>12. Mr. Hideki Wada (Director)</b>			<b>290,000.00</b>		<b>N/A</b>
Board of Directors (Director)	180,000.00	110,000.00	290,000.00	No	
<b>13. Mr. Toshimitsu Ito (Director)</b>			<b>320,000.00</b>		<b>N/A</b>
Board of Directors (Director)	210,000.00	110,000.00	320,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
14. Mr. Toru Iwagami (Director)			260,000.00		N/A
Board of Directors (Director)	150,000.00	110,000.00	260,000.00	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	2,886,000.00	1,736,000.00	4,622,000.00
2. Audit Committee	444,000.00	420,000.00	864,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	360,000.00	396,000.00	756,000.00
5. Product Pricing Committee	408,000.00	0.00	408,000.00

#### 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

The Company's Board of Directors recognizes the importance of safeguarding the Company's investment interests in associate companies and has therefore established an effective governance mechanism to oversee and control their operations. The Executive Committee has resolved to appoint one director or senior executive of the Company to serve as a board member of the associate company. This representative is responsible for participating in the formulation of key business policies, approving or endorsing significant matters, providing opinions, and closely monitoring the associate company's performance. In addition, the appointed representative plays an active role in offering strategic guidance, tracking business progress, and regularly reporting to the Company's Board of Directors. This ensures timely evaluation of investment performance and enables sound strategic decision-making. Such oversight aligns with the principles of good corporate governance and supports the sustainable creation of long-term value for shareholders.

#### **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 directors and the management must make any decision and action for the Company's best interests. If there is a conflict of interest, directors or executives will bring such matters to the Board of Directors or the shareholders' meeting to consider the necessity of doing the said transaction and the impact that will occur, as the case may be. In considering and approving transactions that may cause conflicts of interest, directors with interests in such transaction will not be able to vote in that resolution. In addition, the new Securities and Exchange Act has assigned the Company's directors and executives to prepare reports on their interests and related persons for the Company to acknowledge. The Act also stated that directors, the management, and their related persons are responsible for preparing a report on the change in holding the Company's securities within three business days after the transition to the Company. The corporate secretary is eligible for sending copies to the Chairman of the Board of Directors and the Chairman of the Audit Committee every six months regularly. Besides, the Company has reported the connected transactions following the Securities and Exchange Commission (SEC) rules, which were disclosed in the financial statements and the annual registration statement.

## 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

### Control of Insider Information

The Company has in place measures and policies for managing security of its confidential business information, including not only trade secrets but also other significant information, so as to prevent any leak of such information as well as prevent any executive or work unit that has access to insider information from disclosing it to any third party or any person unrelated to the Company's business. The Company has therefore established a hierarchy of information secrecy and a framework of responsibility, including individuals who are authorized to access the information to prevent the use of insider information for personal benefit or for the benefit of other parties, whether directly or indirectly.

In addition, the Company discloses the holding of securities by its directors, top management, and finance department manager in the annual report. Any change in such securities holding shall be reported to the SEC under the Section 59 of the Securities and Exchange Act B.E.2535, and also notified to the Company Secretary for preparing a report on change of securities holding and outstanding amount of securities holding by the directors and top management for further submission to the next meeting of the Board of Directors.

### Report on Securities Holding of Directors and Executive Management

Directors	at 30/8/2025		at 27/2/2026		Increase/ Decrease	%
	Direct	Indirect	Direct	Indirect		
1) Mr. Praphad Phodhivorakhun & spouse	201,642	-	201,642	-	-	1.02%
2) Mr. Praphon Potivorakun & spouse	204,115	-	204,115	-	-	1.03%
3) Mr. Chayanind Phodhivorakhun & spouse	265,583	-	265,583	-	-	1.34%
4) Mr. Arthakrit Visudtibhan & spouse	119,772	-	119,772	-	-	0.60%

Managements	Shares		Shares		Increase/ Decrease	%
	Direct	Indirect	Direct	Indirect		
1) Mr. Sinchai Kowitwatanapaisal & spouse	350	-	350	-	-	0.002%
Total	791,462	-	791,462	-	-	4.00%

### 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, 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 has a policy against corruption announcing on the Company's website to enable all directors, executives, and employees to perform their duties under the Company's business ethics and to fight against corruption in all forms. To build confidence in the Company's stakeholders, the Company has set up the appropriate anti-corruption guidelines and measures, clear anti-corruption training for employees and anti-corruption communication both internally and externally.

### Anti-Corruption actions

The Company has Anti-Bribery Rules, which is a requirement and guideline for the Company, directors, and employees to comply with and requires all employees to operate their work with honesty and express their awareness of their duties and responsibilities. In addition, an operational ethics risk assessment was conducted in 2025, which indicated that the risk remained at a low and acceptable level.

### Other important actions

- Requested cooperation from the supplier to refrain from giving any gifts to executives or employees in the New Year season and any other festival.
- The Company regularly organizes training sessions to build understanding of laws and other regulations, alongside continuous campaigns to raise awareness among employees. This includes mandatory courses via the ME-Learning system, requiring 100% participation from both executives and employees, as well as educational exhibitions. In 2025, the Company organized 'Compliance Week,' which attracted a total of 953 participants, accounting for 58% of the total target group. Additionally, the 'Compliance E-learning' program achieved 100% participation from its target group, with a total of 437 participants.

### 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

### Whistleblowing system

The Company has regulations to support whistleblowing, either seeing any action or behavior from both the organization and the employee who imposes misconduct violates or may infringe on conduct against legal requirements or the Business Ethics. The more promptly the Company can gather and communicate, the more reducible effect will occur to the Company from that action or behavior. Therefore, the Company establishes a Whistle Blower channel for all stakeholders to report clues or complaints encountering any incidents or actions against the law and business ethics that may cause damage to the Company. The Company also has set guidelines and acknowledges all stakeholders every year. Those who witness the above events or actions shall gather information, clues, and evidence to verify the facts as much as possible, then notify directly to the Company by sending feedback or document complaints to the following address.

Attention to:                   Manager of the Internal Audit Control Office  
Kang Yong Electric Public Company Limited  
P.O. Box 49, Bangna Tower 10541  
Or send electronic information to  
E-mail address: [hotline@kye.meap.com](mailto:hotline@kye.meap.com)

The Manager of the Internal Audit Office and the investigation team, appointed by the Chairman of the Board of Directors or Managing Director according to the Company announcement, will take into account. It is essential to protect and prevent any impact on the whistleblower as it is confidential information. The Company shall act fairly by referring and proving the information received and quickly decide to take further action on the matter or problem appropriately. To make whistleblowing information purely and fairly and certify the truthful information, the Company requests a specific full name with clear contact. If necessary, the Company may request additional information for consideration of the result of such action. In the year 2025, the Company receive any information has taken action.

### Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	1	1	1

## Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Jul 2025	<p><b>Case or issue</b> Non-compliance with laws, rules, and regulations was identified.</p> <p><b>Topics or issues about</b> Compliance with laws, regulations, and rules</p> <p><b>Investigation results</b> Verified Non-Compliance</p> <p><b>Corrective actions</b> A verbal warning was given to enforce legal compliance.</p>	Incident no longer subject to action

## The monitoring of compliance with other corporate governance policy and guidelines

### Information Disclosure and Transparency

The Company has disclosed information as required by the SET, such as financial reports, changes of directors and members of board committees, approval of connected transactions, etc., via the SETLink system after every Board of Directors' meeting or shareholders' meeting and already published such information in the annual report and annual registration statement (One Report) covering report on operating results, financial statements, management's discussion and analysis, and report on the Board of Directors' responsibility for the financial statements to ensure transparency for the benefits of the shareholders. Investors can also ask for more information by contacting its Investor Relations Division at telephone number 02-337-2900 Ext. 1120 or at e-mail: [information@kye.meap.com](mailto:information@kye.meap.com)

### Head of Investor Relations

The Company has established an Investor Relations Department to facilitate communication and provide accurate information and understanding regarding the Company's data and operations to investors, shareholders, analysts, and relevant organizations. Mr. Mongkol Thadtayatikom, Manager of the Corporate Strategic Planning Office, serves as the Head of Investor Relations.

The Investor Relations Department can be contacted at:

- Mr. Mongkol Thadtayatikom
- Telephone: 02-337-2900 ext. 1120
- E-mail: [information@kye.meap.com](mailto:information@kye.meap.com)

## 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. Arthakrit Visudtibhan (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2. Pol. Maj. Gen. Sahaschai Indrasukhsri (Member of the audit committee)	4	/	4	4/4 (100.00%)
3. Dr. Apichai Boontherawara (Member of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average Attendance Rate</b>				<b>100.00%</b>

### 8.2.2 The results of duty performance of the audit committee

#### Audit Committee Report

The Audit Committee of Kang Yong Electric Public Company Limited, appointed by the Board of Directors, consists of three independent directors: Mr. Arthakrit Visudtibhan as the Chairman, Police Major General Sahaschai Indrasukhsri, and Dr. Apichai Boontherawara. The Board of Directors passed a resolution appointing Dr. Apichai Boontherawara as the member possessing sufficient knowledge and experience to review the reliability of the Company's financial statements.

During the fiscal year 2025 (April 2025 – March 2026), the Audit Committee performed its duties independently within the scope of responsibilities specified in the Audit Committee Charter, which complies with the regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). The summary of significant activities is as follows:

#### 1. Review of Financial Report

The Audit Committee reviewed the significant information of the quarterly and annual financial statements for the fiscal year 2024. This was conducted by listening to clarifications and inquiring about material issues with the external auditors and the Company's Financial Manager. The Committee expressed the opinion that the aforementioned financial statements were accurate, complete, sufficiently disclosed, and reliable in accordance with Generally Accepted Accounting Principles (GAAP). Furthermore, the external auditors reported on their independence in performing duties and presented all findings from the audit to the Audit Committee for consideration.

In addition, the Audit Committee acknowledged the material substance and coordinated actions regarding changes in relevant accounting and financial reporting standards.

## 2. Review of Risk Management

The Audit Committee considered the risk management policy, risk assessment, work plans, and risk management guidelines. The Company has established a Risk Management Committee, chaired by the Managing Director, with a working group comprising various management divisions. This working group is responsible for identifying risks that might affect the Company's operations, evaluating the likelihood and significant impact on the organization to prioritize risks, and formulating risk management measures. The working group conducts risk assessments and management every six months.

In the fiscal year 2025, the Audit Committee reviewed and acknowledged the implementation of measures and activities concerning significant corporate risk management, such as sales promotion and stimulation measures, mitigating measures for rising component and raw material costs, and regulatory and legal compliance.

The Audit Committee is of the opinion that the Company possesses appropriate and sufficient risk management systems to mitigate risks that could significantly impact the organization.

## 3. Review of Internal Control and Internal Audit Systems

The Audit Committee considered and approved the annual internal audit plan of the Internal Audit Department. This included reviewing the internal control systems of various operational functions according to the organizational structure, as well as reviewing compliance with regulations and laws related to the Company's business.

The Audit Committee reviewed the operational results to assess their adequacy and appropriateness every quarter through meetings with the management, following up on corrections made in response to recommendations, and reviewing the overall internal control assessment report of the Company over the one-year period.

The Audit Committee reviewed the implementation of anti-fraud and anti-corruption measures by the management. Every department within the Company conducted a fraud and corruption risk assessment by surveying and evaluating the nature, likelihood, and potential impact of such risks. Additionally, the Committee acknowledged practices regarding anti-bribery, conflict of interest reviews, and antitrust (prevention of trade competition), which comply with current internal control regulations and measures.

Taken as a whole, the Committee is of the opinion that the Company operates with an efficient and sufficient internal control system. The management has continuously reviewed and improved operational systems to ensure accuracy and alignment with the Company's regulations, legal requirements, and business ethics.

## 4. Consideration and Nomination of External Audits and Audit Fees for 2026

The Audit Committee considered and selected KPMG Phoomchai Audit Ltd. to be nominated as the Company's external auditor for the fiscal year 2026, along with considering appropriate audit fees. This consideration was based on qualifications, scope of responsibilities, the quality of audit work in the past year, independence in performing audit duties, and possessing leading-edge knowledge, techniques, and experience in auditing.

## 5. Consideration of Connected Transactions or Transactions with Potential Conflicts of Interest

The Audit Committee reviewed and provided opinions on connected transactions that might lead to conflicts of interest with the Company. In the past fiscal year 2025, the Committee reviewed the execution of connected

transactions and the disclosure of such information. The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.

#### 6. Audit Committee Meetings

In the past fiscal year 2025, the Audit Committee held a total of 4 meetings, including joint meetings with the management and meetings with the external auditors without the presence of the management. Every member of the Audit Committee attended all of the meetings.

The Audit Committee conducted its annual self-assessment as a whole for the fiscal year 2025, utilizing the criteria and best practices of the SET as a guideline to align with good corporate governance principles. The overall assessment concluded with an average score of 4 out of a full score of 4. Every evaluation topic achieved an average score ranging from good to excellent, demonstrating that the Audit Committee performed its duties in accordance with the Charter and good corporate governance principles at a good to excellent level.

In summary, the Audit Committee has fully performed its duties within the scope, roles, and responsibilities specified in the Audit Committee Charter and as assigned by the Board of Directors. This ensures that the Company operates under a good corporate governance system, with efficient management, adequate and appropriate internal controls for business operations, appropriate and sufficient risk management, accurate and reliable accounting and financial reporting systems, as well as strict compliance with laws, rules, and regulations relevant to the Company's business operations.

### 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) : 20

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Praphad Phodhivorakhun (The chairman of the executive committee)	20	/	20	20 / 20 (100.00%)
2. Mr. Keiji Oya (Vice-chairman of the executive committee)	20	/	20	20 / 20 (100.00%)
3. Mr. Hiroyuki Noda (Member of the executive committee)	20	/	20	20 / 20 (100.00%)
4. Mr. Chayanind Phodhivorakhun (Member of the executive committee)	20	/	20	20 / 20 (100.00%)
<b>Average Meeting Attendance Rate</b>				<b>100.00%</b>

##### The results of duty performance of Executive Committee

In 2025, the Executive Committee consistently performed its duties in supervising, monitoring, and driving the Company's operations in alignment with its strategic plans. Key areas of focus included cost management, production efficiency enhancement, and the mitigation of economic and raw material risks. Furthermore, the Committee promoted operations rooted in good corporate governance and sustainability, while actively supporting the organization's digital transformation, in order to secure stable performance and long-term sustainable growth.

##### Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 3

List of Directors	Meeting attendance Nomination and Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Manu Leopairote (The chairman of the subcommittee, Independent director)	3	/	3	3 / 3 (100.00%)
2. Mr. Praphad Phodhivorakhun (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
3. Mr. Keiji Oya (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
4. Dr. Apichai Boontherawara (Member of the subcommittee, Independent director)	3	/	3	3 / 3 (100.00%)
5. Mr. Pumipat Sinacharoen (Member of the subcommittee, Independent director)	3	/	3	3 / 3 (100.00%)
<b>Average Meeting Attendance Rate</b>				<b>100.00%</b>

### The results of duty performance of Nomination and Remuneration Committee

In 2024, the Nomination and Remuneration Committee convened a total of three meetings, held on May 9, 2025, November 10, 2025, and March 25, 2026 Key agenda items included:

1. Adopt of the minutes of the previous meeting.
2. Nomination of directors to replace those retiring by rotation, considering directors whose terms had expired.
3. Consideration of directors' remuneration for 2025, proposing a total remuneration budget not exceeding THB 6.5 million, the same amount as in 2024.
4. Nomination of a new director to replace a resigned director

Throughout the year, the Nomination and Remuneration Committee has performed its duties effectively, covering director nominations, annual remuneration proposals, and adjustments to the structure of various board committees. These efforts have ensured continuity, transparency, and adherence to principles of good corporate governance in the company's management.

### Meeting attendance Product Pricing Committee

Meeting Product Pricing Committee (times) : 3

List of Directors	Meeting attendance Product Pricing Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Pol. Maj. Gen. Sahaschai Indrasukhsri (The chairman of the subcommittee, Independent director)	3	/	3	3 / 3 (100.00%)
2. Mr. Keiji Oya (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
3. Mr. Manu Leopairote (Member of the subcommittee, Independent director)	2	/	3	2 / 3 (66.67%)
4. Mr. Arthakrit Visudtibhan (Member of the subcommittee, Independent director)	3	/	3	3 / 3 (100.00%)
5. Mr. Hiroyuki Noda (Member of the subcommittee)	3	/	3	3 / 3 (100.00%)
<b>Average Meeting Attendance Rate</b>				<b>93.33%</b>

### The results of duty performance of Product Pricing Committee

In 2025, the Product Pricing Committee held a total of three meetings and played a key role in reviewing pricing strategies for each product group to ensure alignment with changing market conditions and cost structures. The key highlights of the Committee's performance are as follows:

1. Review of Product Pricing Performance (Markup on Cost: MoC) The Committee reviewed the markup on cost performance across various product categories to assess profitability and pricing effectiveness.
2. Oversight of Proactive Pricing Strategy Implementation The Committee closely monitored the execution of pricing strategies to ensure responsiveness to market dynamics and cost fluctuations particularly with regard to volatile raw material prices, such as copper, and the impacts of foreign exchange rates.
3. Provision of Strategic Recommendations to Management Strategic advice was provided on key issues, such as controlling the sale of low-margin products, promoting high value- added products, and maintaining a balance between sales volume and profit margins to achieve efficient and sustainable pricing management.
4. Governance of Fair Pricing within the Group The Committee emphasized its role in corporate governance by monitoring and ensuring fair pricing practices, particularly to prevent inappropriate profit shifting among affiliated companies.

In conclusion, the Product Pricing Committee has fulfilled its duties with diligence, transparency, and efficiency, in accordance with good corporate governance principles, to support the company's sustainable growth.

## 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

Internal Control and Risk Management

Opinion of the Board of Directors on the Company's Internal Control

The Company recognizes and places importance on continuous internal control and risk management. The Board of Directors has set up and assigned the Audit Committee to be responsible for reviewing adequacy and appropriateness of internal control and risk management. For ensuring efficiency and effectiveness in the conduct of business or discharge of duty in compliance with the policies, Articles of Association, and resolutions of the Board of Directors and the shareholders' meeting, including the applicable laws, notifications, and regulations. The Company's internal control and risk management in the previous year can sum up as follows:

Control within the organization

1.1 The Company is well aware of its corporate responsibility for the society as a whole, by ensuring its directors, executives and employees conduct ethical business. To ensure the Company's objectives and to be in line with the Mitsubishi Electric Group Conduct Guidelines, the Company communicates its policies and targets as well as gives a written clarification to the employees organization-wide. Also, the Company arranges training, and testing (E-Learning) thereon to the employees at all levels for their translation into action and follow up the results.

1.2 The Board of Directors has appointed four Board committees, namely the Board of Executive Directors, the Audit Committee, the Nomination, and Remuneration Committee, and the Product Pricing Committee, with duties and responsibilities designated to monitor and control business operation in line with the objectives.

1.3 The Board of Directors has assigned the Board of Executive Directors to undertake business administration on its behalf and to determine policies and targets on business administration, quality assurance, environmental management, health and safety, energy conservation, confidentiality security management, business ethics management, and anti-fraud and anti-corruption. The Board has also formulated the organizational structure by dividing management duties and responsibilities into 2 main lines as follows:

1.3.1 Administration and planning line composed of 6 departments which are Corporate Strategic Planning Office, Internal Audit Control Office, General Administration Department, Finance Department, Purchase Department and Marketing Department.

1.3.2 Engineering line composed of 6 departments which are, Production Engineering, Quality Assurance Department, Tool & Plastic Production, Fan Production, Refrigerator Production, and Water Pump Production.

1.4 The Company has established a selection and nomination process to recruit personnel with required knowledge, skills, expertise and experience, from operating staff to supervisory and executive levels allocated appropriately according to the organization structure. It has a process in place for performance evaluation, salary increment and promotion, and a succession plan, with key talents selected to undergo a training course in Japan. Wages and salaries as well as other remuneration and benefits are made available as appropriate to employees at all levels without discrimination. At the same time, a fair penalty system applies to any case where an employee performs in violation of the work rules and regulations.

1.5 The Company has an independent work unit handling internal audit and following up on other work units' operations in terms of internal control, risk management and compliance with applicable laws. Such internal audit unit shall implement in line with the annual audit plan, and shall report the audit result and follow-up result of subsequent corrective action to both the Board of Executive Directors and the Audit Committee for acknowledgement, as well as comments and recommendation for the management's improvement and remedial action accordingly.

1.6 The Audit Committee shall perform duties with independence in the scope of power and duties prescribed in the Audit Committee Charter. It has reviewed financial reports, risk management, internal control and audit systems, proposed appointment of external auditors and auditor remuneration, and connected transactions or transactions that may have a conflict of interest, on a quarterly and annual basis. Results of such review by the Audit Committee are also proposed to the meeting of the Board of Directors for acknowledgement and consideration every quarter and published in the Audit Committee's annual report. (See details in "Audit Committee's Report.")

## 2. Risk assessment

In risk management, on a semi-annual basis, all departments of the Company reviewed risk identification, risk assessment, and risk management in line with risk assessment forms to fit with the Company's policies and cover all of its corporate targets.

Risk Management Committee reviewed risk identification and risk level assessment, as well as risk management measures, of working groups in all departments. It also examined risk management to ensure efficiency and suitability with the organization, closely followed up on risk management performance, and reported risk management activities of all departments as the significant agenda items to the meetings of the Audit Committee and the Board of Directors for acknowledgement and consideration.

## 3. Control activities

3.1 The Executive Committee and management at all levels collaboratively establish the Company's annual policies, objectives, and key targets. These are cascaded to each department to clarify expectations and drive execution toward corporate goals. To ensure achievement, the Company implements a performance monitoring system through management meetings held weekly, monthly, quarterly, and semi-annually. These meetings serve as a platform for departments to report progress, enabling executives to provide strategic directives and guidance to ensure that operations effectively and efficiently meet organizational targets.

3.2 The Company has established written Corporate Rules to govern and control operations across key business transactions, including finance, procurement, and production.

3.3 For operational expense management, the Company strictly defines the scope of authority, responsibility, and financial approval limits at each management level, including mandatory budget pre-approval processes. Transactions that require review and endorsement by the Budget Committee which is chaired by the Managing Director are evaluated through committee meetings convened once a week.

3.4 The Company has appointed representatives as directors in associated companies to follow up the operations of such companies.

3.5 The Company Secretary has been assigned to keep and regularly update information on the significant shareholder, directors, executives, and connected persons, to facilitate monitoring and review of related transactions or transactions prone to conflict of interest.

4. Information and communication The Company has established an adequate information and communication system. It has prepared accurate, complete, and reliable information within an appropriate period, and made

it available to the Board of Directors, the management and staff members to support decision-making on a timely basis. Secure access to information in various work systems is determined precisely and as prescribed by relevant laws via such channels as e-mail, Intranet, and communication through activities and joint meetings to strengthen coordination and operation to achieve the targets set forth.

For external parties, the Company has disclosed and communicated its information comprehensively and equitably to the stakeholders through its communication channel, i.e., [www.mitsubishi-kye.com](http://www.mitsubishi-kye.com), and in case of disclosure according to the criteria of the Stock Exchange of Thailand (SET), such as financial report, annual report of operating results, and minutes of the annual general meeting of shareholders, via the SET's information system and the Company's website.

Moreover, the Company has a channel for stakeholders to report any incident or any act prone to a violation of the laws and regulations, code of business ethics which may cause damage to the Company. They may inform the Internal Audit Control Office by post: P.O. Box 49, Bangna Tower 10541. The Company has a system in place to process such cases and make an investigation thereof before deciding on any appropriate action.

5. Monitoring activities The Company has a process to monitor business operations at directors, executives, and managerial levels through various meetings, namely Board of Directors meeting (quarterly), Board Committee meetings, business plan meeting, departmental policy and implementation plan meeting, weekly manager meeting, monthly business unit meeting, weekly and monthly quality meeting, and so forth.

Directors and executives will acknowledge operating results covering achievements and/or problems from the minutes of the meetings. They will then at the respective meetings instruct the relevant parties to take improvement or solution actions to meet the Company's objectives and targets.

At the Board of Directors meeting 1/2025, on May 19, 2025, which the three Audit Committee members attended, assessed the Company's internal control system in five areas based on the Audit Committee's report and expressed an opinion that the Company's internal control system has been adequate and appropriate. The system contained with an efficient management system with sufficient transactions with persons that may have a conflict of interest and connected parties, and there is no any deficiency in the internal control system that could cause a significant impact on the Company.

Head of Internal Audit Control

The Board of Executive Directors, with the consent of the Audit Committee, has appointed Mr. Pensak Plavuthithothai as a Manager of the Internal Audit Control Office, and taking effect on April 1, 2020. Mr. Pensak has 35 years of work experience and knowledge of the Company's business activities and operations. Thus, He is qualified and appropriate to perform duties in this position. Appointment, removal, or rotation of Manager of Internal Audit Control Office shall be subject to approval or consent from the Audit Committee.

### **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)

**The Committee of Sponsoring Organizations of the Treadway Commission (COSO)**

Internal Control in accordance with COSO Framework The Company maintains an internal control system based on the COSO framework, which includes the following components:

#### 1. Control Environment

- The Company has established written policies and management objectives, which are communicated clearly and thoroughly to all employees.
- The Company has appointed four sub-committees: the Executive Committee, the Audit Committee, the Nomination and Remuneration Committee, and the Product Pricing Committee. These committees are assigned specific responsibilities to supervise and ensure that the Company’s operations align with its objectives. The Company has also defined a clear organizational structure with segregation of duties and responsibilities at all levels of management.
- The Company has a structured recruitment and selection process to ensure that qualified and capable personnel are hired at all levels from executives and supervisors to operational staff. Fair and appropriate remuneration, benefits, and welfare are also provided to all employees.
- An independent internal audit unit is established to monitor and evaluate the effectiveness of internal control systems, risk management, and legal compliance. The internal audit unit reports its findings directly to the Executive Committee and the Audit Committee.

#### 2. Risk Assessment

- Every six months, all departments review and assess potential risks. Mitigation measures and control plans are developed to align with the Company’s policies and performance targets.

#### 3. Control Activities

- The Company has implemented formal written procedures and regulations to govern operations across various business functions, including finance, procurement, production, quality control, sales, and general management. These procedures define the authority levels, approval limits, and budget request processes, which must be reviewed and approved by the Budget Committee.

#### 4. Information and Communication

- The Company has established effective information systems and communication channels. Data is accurately and reliably collected, processed, and reported to management and the Board of Directors in a timely manner. Access rights are defined for each system, and communication is facilitated through email, internal communication systems (Intranet), and corporate engagement activities.
- For external stakeholders, the Company ensures equal and transparent disclosure through the Stock Exchange of Thailand’s information system and the Company’s official website: [www.mitsubishi-kye.com](http://www.mitsubishi-kye.com)

#### 5. Monitoring Activities

- The Company conducts regular monitoring of operations at the board, executive, and management levels through various meetings, including: quarterly Board of Directors meetings, sub-committee meetings, business planning sessions, policy and departmental activity planning meetings, weekly management meetings, monthly business unit meetings, and weekly/monthly quality review meetings.

### 9.1.2 Deficiencies related to the internal control system

	2023	2024	2025

	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

The Executive Committee, with the approval of the Audit Committee, appointed the Head of the Internal Audit Unit. The appointee possesses extensive work experience and a thorough understanding of the Company's activities and operations, and is therefore considered well-qualified and suitably capable of performing the duties of this position effectively.

### 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?

The consideration and approval for the appointment, dismissal, or rotation of the Head of the Internal Audit Unit shall be undertaken by management, subject to the approval of the Audit Committee.

## 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
Mitsubishi Electric Corporation Sale of Product and Spare parts, asset and service	Parent, 45.72 % shareholding	31 Mar 2026
Mitsubishi Electric Kang Yong Watana Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent and common directors (MELCO was MKY 48% shareholding)	31 Mar 2026
Melco Thai Capital Co.,Ltd. Provision of financial services	A subsidiary of the Company, in which MELCO holds a 99.99% equity interest.	31 Mar 2026
Setsuyo Astec (Thailand) Co.,Ltd. Sale of material, machinery, mechanical equipment, tools, and devices.	A subsidiary of the Company's parent	31 Mar 2026

Name of person or entity/type of business	Nature of relationship	Information as of date
Mitsubishi Electric & Electronics (Shanghai) Co.Ltd. Procurement parts and raw materials	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric (Hong Kong) Ltd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric (Malaysia) Sdn.Bhd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric Asia Pte.,Ltd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026

Name of person or entity/type of business	Nature of relationship	Information as of date
Mitsubishi Electric Australia Pty.Ltd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric India Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric Life Network Co.,Ltd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026

Name of person or entity/type of business	Nature of relationship	Information as of date
Mitsubishi Electric Sales Malaysia Sdn.Bhd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric Taiwan Co.,Ltd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric Trading Corporation Sale of parts and raw materials	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric Trading Corporation (Shizuoka) Sale of parts, raw materials, machinery, and equipment.	A subsidiary of the Company's parent	31 Mar 2026

Name of person or entity/type of business	Nature of relationship	Information as of date
Mitsubishi Electric Vietnam Co.,Ltd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026
P.T.Mitsubishi Electric Indonesia Co.,Ltd. Authorized distributor of Mitsubishi Electric electrical appliances.	A subsidiary of the Company's parent	31 Mar 2026
Setsuyo Astec Corporation Sale of parts and raw materials	A subsidiary of the Company's parent	31 Mar 2026
Setsuyo Astec Corporation Japan Branch Sale of machinery and equipment	A subsidiary of the Company's parent	31 Mar 2026
Setsuyo Astec Corporation Seoul Branch Sale of parts and raw materials	A subsidiary of the Company's parent	31 Mar 2026

Name of person or entity/type of business	Nature of relationship	Information as of date
KGM.Service Co.,Ltd. Transportation services and logistics operations	A subsidiary of the Company's parent	31 Mar 2026
K.Y. Intertrade Co.,Ltd. Sale of machinery and equipment	Common director	31 Mar 2026
Nitto Seiko (Thailand) Co.,Ltd. Sale of parts and raw materials	Common director	31 Mar 2026
Mitsubishi Electric Asia (Thailand).Ltd Services	A subsidiary of the Company's parent	31 Mar 2026
Mitsubishi Electric Automation (Thailand) Co.,Ltd. Sale of parts, raw materials, machinery and equipment	A subsidiary of the Company's parent	31 Mar 2026

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>Melco Logistic (Thailand) Co.,Ltd.</p> <p>To provide cargo transportation and handling services by land, sea, and air, both domestically and internationally; to provide export services from ports in accordance with customs procedures and all types of freight arrangement services.</p>	<p>A subsidiary of the Company's parent</p>	<p>31 Mar 2026</p>
<p>Smile Super Express Co.,Ltd. Transportation</p>	<p>Associate, 27.12% shareholding.</p>	<p>31 Mar 2026</p>
<p>Others Services</p>	<p>A subsidiary of the Company's parent</p>	<p>31 Mar 2026</p>
<p>Mitsubishi Electric Trading (Thailand) Co.,Ltd.</p> <p>Sale of parts, raw materials</p>	<p>A subsidiary of the Company's parent</p>	<p>31 Mar 2026</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
Mitsubishi Electric Factory Automation (Thailand) Co.,Ltd. Sale of machinery and equipment	A subsidiary of the Company's parent	31 Mar 2026

#### Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Mitsubishi Electric Corporation			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans , refrigerators, water pump and spare part to related parties companies.</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p>	3,076.78	2,318.46	1,496.93

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <ul style="list-style-type: none"> <li>- Royalty fee, after service and Technician fee</li> <li>- Development fee (in accordance with Technical Assistance Agreement)</li> </ul> <p><u>Necessity/reasonableness</u></p> <ul style="list-style-type: none"> <li>- KYE entered into Technical Assistant Agreement with MELCO under this agreement, KYE able to sales the products under “Mitsubishi Electric” trademark which is well known worldwide and obtained assistance of manufacturing technology and marketing including manufacturing technology training. Therefore , it is a reasonableness transaction for payment of royalty fee and technician fee to MELCO.</li> <li>- Research and Development of products and are vital to the business operations of the Company for producing improved modern to meet consumers demands. However, the Company is not able to develop high technology product by their own. It is necessary to rely on MELCO who owns technology and trademark.</li> </ul> <p><u>Audit committee's opinion</u></p>	379.40	298.75	228.83

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>Procurement of asset</p> <p><u>Details</u></p> <p>Trial New Mold , Change Mix Head M/C</p> <p><u>Necessity/reasonableness</u></p> <p>Procurement of unique machinery that has complex process for producing and installation. Therefore, KYE is required to hire such company representative which specializes in supply such goods.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	0.00	0.42	0.07
Mitsubishi Electric Kang Yong Watana			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p>	2,949.82	2,705.93	2,293.24

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies.</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade"</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support, After Service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p>	6.36	6.48	9.10

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>Procurement of asset</p> <p><u>Details</u></p> <p>Air Condition</p> <p><u>Necessity/reasonableness</u></p> <p>Procurement of unique machinery that has complex process for producing and installation. Therefore, KYE is required to hire such company representative which specializes in supply such goods.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	0.01	0.10	0.08
Melco Thai Capital Co.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Giving or receiving of financial assistance</p> <p><u>Details</u></p> <p>Loan Receivable to MTC by interest rate of loan 1.02% - 2.25% per year (Short-term loans)</p>	97.83	1,484.75	1,974.91

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p><u>Necessity/reasonableness</u></p> <p>Increasing liquidity of cash flow and reduce financial costs by providing a better interest rate of loan and deposit than commercial banks. It is cause a better benefit to the Company. The Company proposed the provision or receipt of financial assistance to the Shareholders, which was subsequently approved at the 2024 Annual General Meeting of Shareholders held on July 26, 2024. The terms of such transactions shall be subject to review every five years.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Interest Received</p> <p><u>Details</u></p> <p>Interest Received</p> <p><u>Necessity/reasonableness</u></p> <p>Refer as item 1</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	2.16	11.13	15.76
Setsuyo Astec (Thailand) Co.,Ltd.			



Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support , after service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	0.00	0.00	0.80
Mitsubishi Electric & Electronics (Shanghai) Co.Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p>	55.86	46.52	36.68

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p><u>Details</u></p> <p>Aluminum tap for assembly refrigerator.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric (Hong Kong) Ltd.			
<p><b>Transaction 1</b></p> <p>13.58</p> <p>9.91</p> <p>8.45</p> <p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p> <p><u>Details</u></p> <p>Electronic parts used for assembly and refrigerator.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support, After Service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	0.00	0.06	0.00
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p>	177.18	190.95	165.25

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies.</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of Melco who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade"</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric (Malaysia) Sdn.Bhd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies.</p> <p><u>Necessity/reasonableness</u></p>	4.54	3.28	2.46

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric Asia Pte.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies.</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p>	201.23	209.88	158.93

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support, After Service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	0.09	0.79	0.21
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p> <p><u>Details</u></p>	55.32	40.31	22.19

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Electronic parts used for assembly electric fan and refrigerator.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 4</b></p> <p><u>Nature of transaction</u></p> <p>Procurement of asset</p> <p><u>Details</u></p> <p>Die Punching for PWB.</p> <p><u>Necessity/reasonableness</u></p> <p>Procurement of unique machinery that has complex process for producing and installation. Therefore, KYE is required to hire such company representative which specializes in supply such goods</p> <p><u>Audit committee's opinion</u></p>	0.98	0.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.			
Mitsubishi Electric Australia Pty.Ltd.			
<p><b>Transaction 1</b></p> <p>197.10</p> <p>258.43</p> <p>273.88</p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies .</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric India			
<b>Transaction 1</b>	1.60	0.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies .</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric Life Network Co.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies .</p> <p><u>Necessity/reasonableness</u></p>	59.61	0.00	0.02

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support, After Service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p>	1.92	0.54	0.15

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.			
Mitsubishi Electric Sales Malaysia Sdn.Bhd.			
<p><b>Transaction 1</b></p> <p>104.34</p> <p>81.48</p> <p>44.91</p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies .</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p>0.00</p> <p>0.03</p> <p>0.00</p> <p><u>Nature of transaction</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support, After Service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric Taiwan Co.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies .</p> <p><u>Necessity/reasonableness</u></p>	102.68	100.21	73.30

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support , after service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p>	0.00	0.00	0.11

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.			
Mitsubishi Electric Trading Corporation			
<p><b>Transaction 1</b></p> <p>15.13</p> <p>13.85</p> <p>14.73</p> <p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p> <p><u>Details</u></p> <p>Electronic parts used for assembly and refrigerator</p> <p><u>Necessity/reasonableness</u></p> <p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric Trading Corporation (Shizuoka)			
<p><b>Transaction 1</b></p> <p>0.18</p> <p>0.00</p> <p>0.00</p> <p><u>Nature of transaction</u></p> <p>Procurement of asset</p> <p><u>Details</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Soft Writing Jig for printed Board</p> <p><u>Necessity/reasonableness</u></p> <p>Procurement of unique machinery that has complex process for producing and installation. Therefore, KYE is required to hire such company representative which specializes in supply such goods</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric Vietnam Co.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies .</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p>	177.09	185.83	127.62

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support, After Service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	0.15	0.21	0.08
P.T.Mitsubishi Electric Indonesia Co.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p>	15.03	16.01	10.26

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies .</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Setsuyo Astec Corporation			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p> <p><u>Details</u></p> <p>Electronic parts used for assembly electric fan and refrigerator</p> <p><u>Necessity/reasonableness</u></p>	29.04	29.83	23.16

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Setsuyo Astec Corporation Japan Branch			
<p><b>Transaction 1</b></p> <p>0.00</p> <p>0.06</p> <p>0.00</p> <p><u>Nature of transaction</u></p> <p>Procurement of asset</p> <p><u>Details</u></p> <p>Spare Part of Jig Cutting Shalt</p> <p><u>Necessity/reasonableness</u></p> <p>Procurement of unique machinery that has complex process for producing and installation. Therefore, KYE is required to hire such company representative which specializes in supply such goods.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	0.00	0.06	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Setsuyo Astec Corporation Seoul Branch			
<p><b>Transaction 1</b></p> <p>350.71</p> <p>210.92</p> <p>122.28</p> <p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p> <p><u>Details</u></p> <p>steel plate for assembly refrigerator</p> <p><u>Necessity/reasonableness</u></p> <p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
KGM.Service Co.,Ltd.			
<p><b>Transaction 1</b></p> <p>0.26</p> <p>0.26</p> <p>0.21</p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Logistic Fee</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>KYE has been dealing with this company in order to smoothen the operation progress of export shipment. Besides, KYE has also had contracts with other companies, who are not related to MELCO , upon to destination of each market.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
K.Y. Intertrade Co.,Ltd.			
<p><b>Transaction 1</b></p> <p>4.52</p> <p>0.58</p> <p>0.38</p> <p><u>Nature of transaction</u></p> <p>Procurement of asset</p> <p><u>Details</u></p> <p>Improved PLC for Hot Water</p> <p><u>Necessity/reasonableness</u></p> <p>Procurement of unique machinery that has complex process for producing and installation. Therefore, KYE is required to hire such company representative which specializes in supply such goods.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Nitto Seiko (Thailand) Co.,Ltd.			
<p><b>Transaction 1</b></p> <p>0.04</p> <p>0.50</p> <p>0.42</p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p> <p><u>Details</u></p> <p>Nut and Screw for assembly refrigerator</p> <p><u>Necessity/reasonableness</u></p> <p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric Asia (Thailand).Ltd			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support , After Service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p>	1.71	1.10	0.36

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric Automation (Thailand) Co.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p> <p><u>Details</u></p> <p>steel plate for assembly refrigerator</p> <p><u>Necessity/reasonableness</u></p> <p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p>	1.31	1.43	1.23



Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies .</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Storage, Handling &amp; Transportation Charge.</p> <p><u>Necessity/reasonableness</u></p> <p>KYE needs a place for storing its finished goods before delivery to customers by hiring SSE for management with fairly rate.</p> <p><u>Audit committee's opinion</u></p>	66.18	64.99	48.52

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 3</b></p> <p><u>Nature of transaction</u></p> <p>Lease or lease out of real estate for not over 3 years</p> <p><u>Details</u></p> <p>SSE has rented land and buildings from KYE.</p> <p><u>Necessity/reasonableness</u></p> <p>KYE accordingly leases out its assets to SSE for business operation as the management and storage products for KYE by using the building as a warehouse. As a result, KYE able to reduce cost of management and storing goods.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	17.18	16.63	15.16
Mitsubishi Electric Sales Malaysia Sdn.Bhd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p>	0.00	0.03	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Advertising support, After Service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Mitsubishi Electric Trading (Thailand) Co.,Ltd.			
<p><b>Transaction 1</b></p> <p>173.58</p> <p>152.61</p> <p>101.21</p> <p><u>Nature of transaction</u></p> <p>Procurement parts and raw materials</p> <p><u>Details</u></p> <p>Electronic parts used for assembly and refrigerator.</p> <p><u>Necessity/reasonableness</u></p> <p>The Company had necessity to purchase parts and raw materials from related companies. As its has produced of electrical appliances under the standard of “Mitsubishi Electric”. Procurement from MELCO's subsidiaries in massive quantity helps to reduce production cost and control the quality standard as specified.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
<p><b>Transaction 2</b></p> <p><u>Nature of transaction</u></p> <p>Sale of Product and Spare parts</p> <p><u>Details</u></p> <p>KYE sell electric home appliance products, comprising electric fans, exhaust fans, refrigerators, water pump and spare part to related parties companies.</p> <p><u>Necessity/reasonableness</u></p> <p>MELCO has clearly defined the characteristics of the product sale that the Company will sell the product through its subsidiaries or an associate of MELCO who are high experienced. The Company earned benefited from the sales growth throughout. Moreover, the Company has a policy to determine the price based on the principle of "market transactions or under the terms of general trade".</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>	6.20	2.88	6.09
Mitsubishi Electric Factory Automation (Thailand) Co.,Ltd.			
<p><b>Transaction 1</b></p> <p><u>Nature of transaction</u></p>	0.00	0.00	0.19

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Procurement of asset</p> <p><u>Details</u></p> <p>Fixing Bracket ,Wire Guide Holder</p> <p><u>Necessity/reasonableness</u></p> <p>Procurement of unique machinery that has complex process for producing and installation. Therefore, KYE is required to hire such company representative which specializes in supply such goods.</p> <p><u>Audit committee's opinion</u></p> <p>The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.</p>			
Others			
<p><b>Transaction 1</b></p> <p>3.04</p> <p><u>Nature of transaction</u></p> <p>Complementing Fee</p> <p><u>Details</u></p> <p>Advertising support , after service Fee and other expenses.</p> <p><u>Necessity/reasonableness</u></p> <p>Competition situation in each market has vary violent at each period time which the promotion support expense is a necessary tool for business operation. Currently, taking the expenditure for obtain better sales or maintain desired market share is become more necessary to such transaction under a clear scope and certainly criteria.</p> <p><u>Audit committee's opinion</u></p>	1.99	1.14	

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
The Committee concluded that the management entered into those transactions in compliance with the criteria set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), and that the transactions were reasonable and carried out for the best interest of the Company.			

### 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

##### Related Transaction

The Company has specified rule including guidelines clearly on the related transaction with the associated persons, subject to strictly comply with the notification and regulation of the Stock Exchange of Thailand and the Securities and Exchange Commission is principal, summarized as followings.

- Proposing a connected transaction under the rules to the Board of Directors and/or the shareholders' meeting for the approval. Through the consideration of the Audit Committee for fairness, price reasonableness and the best merits to the Company. The directors with interests have no right to cast a vote at the meeting.
- Disclosure of connected transactions with related companies adequately both of financial statements and annual reports, comply with the regulations of the Securities and Exchange Commission and the accounting standards on information disclosure about related parties or businesses, announced by the Federation of Accounting Professions.

#### Future trends in related party transactions

##### Policy on Future Connected Transaction

The future connected transactions will still strictly adhere to the connected transactions regulations, based on fairness and price reasonableness. The Company will control the operations of the connected transactions to maximize the benefits with criteria as followings.

- Normal business transactions and complementing normal business transactions, mostly are purchasing and selling of goods and service among the Company and affiliated companies that complied with general trading term conditions. The Board of Directors will approve these transactions.
- Non-normal business and/or none general trading conditions. The management, by the Company Secretary and the Finance Department Manager, acts as the administrator and review operations to ensure compliance with relevant regulatory requirements.

### 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

## Report of the Board of Directors' Responsibility for Financial Statements

The Board of Directors is responsible for the financial statements of Kang Yong Electric Public Company Limited including the financial information presented in the Annual Report. The financial statements have been prepared in accordance with the generally accepted accounting standards under the Accounting Act, B.E. 2543 and the requirements of the Securities and Exchange Commission regarding preparation and presentation of financial statements under the Securities and Exchange Act, B.E. 2535 by consideration to use of accounting policy appropriate and have been applied consistently including cautious discretion and reasonable estimates in the preparation, as well as disclosure of significant information adequate in the notes to the financial statements. The financial statements has been audited and expressed opinion in the auditor's report with unconditional by the independent certified public accountant.

The Board of Directors has put in place the risk management and internal control systems in order to assure that the accounting information is accurate , completely, timely and sufficiently to sustain the Company's assets including prevent frauds or any significant irregularities operation .

In this regard, the Board of Directors has appointed the Audit Committee comprising independent directors to be responsible for the quality of the financial report, the assessment of the internal control and internal audit to ensure efficiency, effectiveness and reliability. The Audit Committee has reported the performance to the Board of Directors, and given opinions on these issues in the Audit Committee's report presented in the Annual Report 2025.

The Board of Directors is of the opinion that the internal control system and internal audit of the Company are adequate and appropriate , able to ensure rationally that the financial statements for the year ended March 31, 2026 of Kang Yong Electric Public Company Limited are reasonably reliable and accurate in material aspects in accordance with the generally accepted accounting standards.



(Mr. Praphad Phodhivorakhun)

Chairman of the Board of Directors



(Mr. Shigeki Kobayashi)

President

May 19, 2026

## Auditor's Report

## **Independent Auditor’s Report**

### **To the Shareholders of Kang Yong Electric Public Company Limited**

#### *Opinion*

I have audited the financial statements in which the equity method is applied and separate financial statements of Kang Yong Electric Public Company Limited (the “Company”), which comprise the statement of financial position in which the equity method is applied and separate statement of financial position as at 31 March 2026, the related statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying financial statements in which the equity method is applied and separate financial statements present fairly, in all material respects, the financial position of the Company as at 31 March 2026 and its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

#### *Basis for Opinion*

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements in which the Equity Method is Applied and Separate Financial statements* section of my report. I am independent of the Company 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 is relevant to my audit of the financial statements in which the equity method is applied and separate 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 Matter*

Key audit matter is those matter that, in my professional judgment, were of most significance in my audit of the financial statements in which the equity method is applied and separate financial statements of the current period. This matter was addressed in the context of my audit of the financial statements in which the equity method is applied and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

Adequacy of provision for warranties	
Refer to Notes 3 (m) and 11 to the financial statements in which the equity method is applied and separate financial statements.	
<b>The key audit matter</b>	<b>How the matter was addressed in the audit</b>
The provision for product warranty is material to the financial statements. The determination of the provision involves estimates by management of the amount and probability of claims. Therefore, I consider this matter to be a key audit matter.	<p>My audit procedures included, among others:</p> <ul style="list-style-type: none"> <li>- Inquiring management to gain understanding on the process for estimation of provision for warranties.</li> <li>- Testing the reliability of actual warranties report by comparing actual claimed data with actual warranties report including testing on sampling basis of relevant documents.</li> <li>- Challenging management regarding the method used for estimation to evaluate the reasonableness of the method and assumptions used.</li> <li>- Considering the appropriateness of assumptions used for estimation of expected damage from warranty by comparing with historical actual claimed data.</li> <li>- Testing the calculation of provision for warranties by consider total sales of finished goods, total actual warranty expense and average claimed year.</li> <li>- Considering the adequacy of the Company's disclosures in accordance with the related Thai Financial Reporting Standards.</li> </ul>

### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements in which the equity method is applied and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements in which the equity method is applied and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements in which the equity method is applied and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements in which the equity method is applied and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements in which the Equity Method is Applied and Separate Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in which the equity method is applied and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements in which the equity method is applied and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements in which the equity method is applied and separate financial statements, management is responsible for assessing the Company'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 Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements in which the Equity Method is Applied and Separate Financial Statements*

My objectives are to obtain reasonable assurance about whether the financial statements in which the equity method is applied and separate 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 TSAs 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 in which the equity method is applied and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements in which the equity method is applied and separate 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 Company'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 Company’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 in which the equity method is applied and separate 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 Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements in which the equity method is applied and separate financial statements, including the disclosures, and whether the financial statements in which the equity method is applied and separate 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 equity-accounted investees of the Company as a basis for forming an opinion on the financial statements in which the equity method is applied. I am responsible for the direction, supervision and review of the audit work performed for purposes of the audit of the financial statements in which the equity method is applied. 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, actions taken to eliminate threats or safeguards applied.

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 in which the equity method is applied and separate 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.

(Kunnatee Kerdchana)  
Certified Public Accountant  
Registration No. 12418

KPMG Phoomchai Audit Ltd.  
Bangkok  
18 May 2026

## Financial Statements

# Kang Yong Electric Public Company Limited

## Statement of financial position

Assets	Note	Financial statements			
		in which the equity method		Separate financial statements	
		is applied		31 March	
		2026	2025	2026	2025
<i>(in Baht)</i>					
<b>Current assets</b>					
Cash and cash equivalents	5	235,364,210	243,096,109	235,364,210	243,096,109
Trade accounts receivables	4, 6	616,452,999	851,374,480	616,452,999	851,374,480
Value added tax refundable		36,972,588	82,151,507	36,972,588	82,151,507
Other current receivables	4	41,664,434	48,836,510	41,664,434	48,836,510
Dividend receivables		5,285,700	-	5,285,700	-
Short-term loan to related party	4	1,974,908,860	1,484,748,517	1,974,908,860	1,484,748,517
Inventories	7	580,189,036	645,165,749	580,189,036	645,165,749
Other current financial assets		3,414,833,668	3,228,881,168	3,414,833,668	3,228,881,168
Other current assets		4,467,967	6,979,344	4,467,967	6,979,344
<b>Total current assets</b>		<b>6,910,139,462</b>	<b>6,591,233,384</b>	<b>6,910,139,462</b>	<b>6,591,233,384</b>
<b>Non-current assets</b>					
Other non-current financial assets	20	3,382,382,047	3,356,627,164	3,382,382,047	3,356,627,164
Investment in associate	8	25,340,495	24,889,694	3,000,000	3,000,000
Investment properties	9	3,907,544	3,907,544	3,907,544	3,907,544
Property, plant and equipment	10	1,029,128,544	1,202,824,316	1,029,128,544	1,202,824,316
Right-of-use assets		20,429,401	16,705,184	20,429,401	16,705,184
Intangible assets		22,431,041	24,373,903	22,431,041	24,373,903
Other non-current assets		21,875,707	22,818,851	21,875,707	22,818,851
<b>Total non-current assets</b>		<b>4,505,494,779</b>	<b>4,652,146,656</b>	<b>4,483,154,284</b>	<b>4,630,256,962</b>
<b>Total assets</b>		<b>11,415,634,241</b>	<b>11,243,380,040</b>	<b>11,393,293,746</b>	<b>11,221,490,346</b>

The accompanying notes form an integral part of the financial statements.

# Kang Yong Electric Public Company Limited

## Statement of financial position

	Note	Financial statements			
		in which the equity method		Separate financial statements	
		is applied		31 March	
		31 March	2025	2026	2025
<b>Liabilities and equity</b>		2026	2025	2026	2025
		<i>(in Baht)</i>			
<b>Current liabilities</b>					
Trade accounts payables	4	403,034,413	454,486,782	403,034,413	454,486,782
Other current payables	4	206,284,005	260,822,992	206,284,005	260,822,992
Current portion of lease liabilities	20	9,479,772	6,748,011	9,479,772	6,748,011
Other current liabilities		7,383,072	8,284,142	7,383,072	8,284,142
<b>Total current liabilities</b>		<b>626,181,262</b>	<b>730,341,927</b>	<b>626,181,262</b>	<b>730,341,927</b>
<b>Non-current liabilities</b>					
Lease liabilities	20	11,192,182	10,331,012	11,192,182	10,331,012
Deferred tax liabilities	17	596,501,716	577,715,747	596,501,716	577,715,747
Provision for warranties	11	53,520,173	61,714,847	53,520,173	61,714,847
Non-current provisions for employee benefits	12	277,384,524	271,281,654	277,384,524	271,281,654
Provident funds		2,431,395	3,389,202	2,431,395	3,389,202
<b>Total non-current liabilities</b>		<b>941,029,990</b>	<b>924,432,462</b>	<b>941,029,990</b>	<b>924,432,462</b>
<b>Total liabilities</b>		<b>1,567,211,252</b>	<b>1,654,774,389</b>	<b>1,567,211,252</b>	<b>1,654,774,389</b>
<b>Equity</b>					
Share capital:					
Authorised share capital <i>(19,800,000 ordinary shares, par value at     Baht 10 per share)</i>		198,000,000	198,000,000	198,000,000	198,000,000
Issued and paid-up share capital <i>(19,800,000 ordinary shares, par value at     Baht 10 per share)</i>		198,000,000	198,000,000	198,000,000	198,000,000
Share premium:					
Share premium on ordinary shares	13	726,100,000	726,100,000	726,100,000	726,100,000
Retained earnings					
Appropriated					
Legal reserve	13	22,000,000	22,000,000	22,000,000	22,000,000
Other reserve		420,000,000	420,000,000	420,000,000	420,000,000
Unappropriated		5,906,519,099	5,667,305,667	5,884,178,604	5,645,415,973
Other component of equity	13	2,575,803,890	2,555,199,984	2,575,803,890	2,555,199,984
<b>Total equity</b>		<b>9,848,422,989</b>	<b>9,588,605,651</b>	<b>9,826,082,494</b>	<b>9,566,715,957</b>
<b>Total liabilities and equity</b>		<b>11,415,634,241</b>	<b>11,243,380,040</b>	<b>11,393,293,746</b>	<b>11,221,490,346</b>

The accompanying notes form an integral part of the financial statements.

**Kang Yong Electric Public Company Limited**  
**Statement of comprehensive income**

	<i>Note</i>	<b>Financial statements</b>			
		<b>in which the equity method</b>		<b>Separate financial statements</b>	
		<b>is applied</b>			
		Year ended 31 March		Year ended 31 March	
		2026	2025	2026	2025
<i>(in Baht)</i>					
<b>Revenue</b>					
Revenue from sale of goods and rendering of services	4, 14	4,656,401,992	6,082,245,412	4,656,401,992	6,082,245,412
Investment income	4, 15	778,629,462	834,145,027	779,111,262	834,434,827
Net foreign exchange gain		15,845,777	2,038,636	15,845,777	2,038,636
Other income	4	57,619,980	45,831,266	57,619,980	45,831,266
<b>Total revenue</b>		<b>5,508,497,211</b>	<b>6,964,260,341</b>	<b>5,508,979,011</b>	<b>6,964,550,141</b>
<b>Expenses</b>					
Cost of sale of goods and rendering of services	4, 7, 16	4,194,628,305	5,457,515,248	4,194,628,305	5,457,515,248
Distribution costs	4, 16	210,561,678	275,080,860	210,561,678	275,080,860
Administrative expenses	4, 16	465,672,466	527,191,637	465,672,466	527,191,637
<b>Total expenses</b>		<b>4,870,862,449</b>	<b>6,259,787,745</b>	<b>4,870,862,449</b>	<b>6,259,787,745</b>
<b>Profit from operating activities</b>		<b>637,634,762</b>	<b>704,472,596</b>	<b>638,116,562</b>	<b>704,762,396</b>
Finance costs		(729,686)	(545,813)	(729,686)	(545,813)
Share of profit of associate	8	932,601	1,659,311	-	-
<b>Profit before income tax expense</b>		<b>637,837,677</b>	<b>705,586,094</b>	<b>637,386,876</b>	<b>704,216,583</b>
Tax expense	17	(20,144,843)	(3,078,999)	(20,144,843)	(3,078,999)
<b>Profit for the year</b>		<b>617,692,834</b>	<b>702,507,095</b>	<b>617,242,033</b>	<b>701,137,584</b>
<b>Other comprehensive income</b>					
<i>Item that will not be reclassified subsequently to profit or loss</i>					
Gain on investments in equity instruments designated at FVOCI	20	25,754,883	142,015,156	25,754,883	142,015,156
Loss on remeasurements of defined benefit plans	12	(32,549,253)	(5,865,263)	(32,549,253)	(5,865,263)
Income tax relating to items that will not be reclassified	17	1,358,874	(27,229,979)	1,358,874	(27,229,979)
<b>Total items that will not be reclassified subsequently to profit or loss</b>		<b>(5,435,496)</b>	<b>108,919,914</b>	<b>(5,435,496)</b>	<b>108,919,914</b>
<b>Other comprehensive income for the year, net of tax</b>		<b>(5,435,496)</b>	<b>108,919,914</b>	<b>(5,435,496)</b>	<b>108,919,914</b>
<b>Total comprehensive income for the year</b>		<b>612,257,338</b>	<b>811,427,009</b>	<b>611,806,537</b>	<b>810,057,498</b>
<b>Basic earnings per share</b>	18	<b>31.20</b>	<b>35.48</b>	<b>31.17</b>	<b>35.41</b>

The accompanying notes form an integral part of the financial statements.

**Kang Yong Electric Public Company Limited**
**Statement of changes in equity**

		Financial statements in which the equity method is applied					Other component	
		Retained earnings					of equity	
							Gain	
			Share				on investments	
		Issued	premium		Other		in equity	
		and paid-up	on ordinary	Legal reserve	reserve	Unappropriated	instruments	
Note	share capital	shares	shares		(in Baht)		designated	
							at FVOCI	
							Total	
							equity	
<b>Year ended 31 March 2025</b>								
	<b>Balance at 1 April 2024</b>	<b>198,000,000</b>	<b>726,100,000</b>	<b>22,000,000</b>	<b>420,000,000</b>	<b>5,560,520,783</b>	<b>2,441,587,859</b>	<b>9,368,208,642</b>
<b>Transaction with owners, recorded directly in equity</b>								
<i>Distribution to owners of the Company</i>								
	Dividends to owners of the Company	19	-	-	-	(591,030,000)	-	(591,030,000)
	<i>Total distribution to owners of the Company</i>		-	-	-	(591,030,000)	-	(591,030,000)
	<b>Total transaction with owners, recorded directly in equity</b>		-	-	-	(591,030,000)	-	(591,030,000)
<b>Comprehensive income (expense) for the year</b>								
	Profit		-	-	-	702,507,095	-	702,507,095
	Other comprehensive income (expense)		-	-	-	(4,692,211)	113,612,125	108,919,914
	<b>Comprehensive income (expense) for the year</b>		-	-	-	<b>697,814,884</b>	<b>113,612,125</b>	<b>811,427,009</b>
	<b>Balance at 31 March 2025</b>	<b>198,000,000</b>	<b>726,100,000</b>	<b>22,000,000</b>	<b>420,000,000</b>	<b>5,667,305,667</b>	<b>2,555,199,984</b>	<b>9,588,605,651</b>

The accompanying notes form an integral part of the financial statements.

**Kang Yong Electric Public Company Limited**
**Statement of changes in equity**

		Financial statements in which the equity method is applied					Other component	
		Retained earnings					of equity	
		Share				Gain		
		premium				on investments		
		on ordinary				in equity		
		shares	Legal reserve	Other	Unappropriated	instruments	Total	
Note	Issued and paid-up share capital	on ordinary shares		reserve (in Baht)		designated at FVOCI	equity	
<b>Year ended 31 March 2026</b>								
	<b>Balance at 1 April 2025</b>	<b>198,000,000</b>	<b>726,100,000</b>	<b>22,000,000</b>	<b>420,000,000</b>	<b>5,667,305,667</b>	<b>2,555,199,984</b>	<b>9,588,605,651</b>
<b>Transaction with owners, recorded directly in equity</b>								
<i>Distribution to owners of the Company</i>								
	Dividends to owners of the Company	19	-	-	-	(352,440,000)	-	(352,440,000)
	<b>Total distribution to owners of the Company</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(352,440,000)</b>	<b>-</b>	<b>(352,440,000)</b>
	<b>Total transaction with owners, recorded directly in equity</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(352,440,000)</b>	<b>-</b>	<b>(352,440,000)</b>
<b>Comprehensive income (expense) for the year</b>								
	Profit		-	-	-	617,692,834	-	617,692,834
	Other comprehensive income (expense)		-	-	-	(26,039,402)	20,603,906	(5,435,496)
	<b>Comprehensive income (expense) for the year</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>591,653,432</b>	<b>20,603,906</b>	<b>612,257,338</b>
	<b>Balance at 31 March 2026</b>	<b>198,000,000</b>	<b>726,100,000</b>	<b>22,000,000</b>	<b>420,000,000</b>	<b>5,906,519,099</b>	<b>2,575,803,890</b>	<b>9,848,422,989</b>

The accompanying notes form an integral part of the financial statements.

**Kang Yong Electric Public Company Limited**
**Statement of changes in equity**

	Separate financial statements						Other component of equity	Total equity
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	Retained earnings			
					Other reserve (in Baht)	Unappropriated		
<b>Year ended 31 March 2025</b>								
<b>Balance at 1 April 2024</b>		<b>198,000,000</b>	<b>726,100,000</b>	<b>22,000,000</b>	<b>420,000,000</b>	<b>5,540,000,600</b>	<b>2,441,587,859</b>	<b>9,347,688,459</b>
<b>Transaction with owners, recorded directly in equity</b>								
<i>Distribution to owners of the Company</i>								
Dividends to owners of the Company	19	-	-	-	-	(591,030,000)	-	(591,030,000)
<i>Total distribution to owners of the Company</i>		-	-	-	-	(591,030,000)	-	(591,030,000)
<b>Total transaction with owners, recorded directly in equity</b>		-	-	-	-	(591,030,000)	-	(591,030,000)
<b>Comprehensive income (expense) for the year</b>								
Profit		-	-	-	-	701,137,584	-	701,137,584
Other comprehensive income (expense)		-	-	-	-	(4,692,211)	113,612,125	108,919,914
<b>Comprehensive income (expense) for the year</b>		-	-	-	-	<b>696,445,373</b>	<b>113,612,125</b>	<b>810,057,498</b>
<b>Balance at 31 March 2025</b>		<b>198,000,000</b>	<b>726,100,000</b>	<b>22,000,000</b>	<b>420,000,000</b>	<b>5,645,415,973</b>	<b>2,555,199,984</b>	<b>9,566,715,957</b>

The accompanying notes form an integral part of the financial statements.

**Kang Yong Electric Public Company Limited**
**Statement of changes in equity**

	Separate financial statements						Other component of equity	Total equity	
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	Retained earnings				Gain on investments in equity instruments designated at FVOCI
					Other reserve <i>(in Baht)</i>	Unappropriated			
<b>Year ended 31 March 2026</b>									
<b>Balance at 1 April 2025</b>		<b>198,000,000</b>	<b>726,100,000</b>	<b>22,000,000</b>	<b>420,000,000</b>	<b>5,645,415,973</b>	<b>2,555,199,984</b>	<b>9,566,715,957</b>	
<b>Transaction with owners, recorded directly in equity</b>									
<i>Distribution to owners of the Company</i>									
Dividends to owners of the Company	19	-	-	-	-	(352,440,000)	-	(352,440,000)	
<b>Total distribution to owners of the Company</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(352,440,000)</b>	<b>-</b>	<b>(352,440,000)</b>	
<b>Total transaction with owners, recorded directly in equity</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(352,440,000)</b>	<b>-</b>	<b>(352,440,000)</b>	
<b>Comprehensive income (expense) for the year</b>									
Profit		-	-	-	-	617,242,033	-	617,242,033	
Other comprehensive income (expense)		-	-	-	-	(26,039,402)	20,603,906	(5,435,496)	
<b>Comprehensive income (expense) for the year</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>591,202,631</b>	<b>20,603,906</b>	<b>611,806,537</b>	
<b>Balance at 31 March 2026</b>		<b>198,000,000</b>	<b>726,100,000</b>	<b>22,000,000</b>	<b>420,000,000</b>	<b>5,884,178,604</b>	<b>2,575,803,890</b>	<b>9,826,082,494</b>	

The accompanying notes form an integral part of the financial statements.

# Kang Yong Electric Public Company Limited

## Statement of cash flows

	<b>Financial statements</b>			
	<b>in which the equity method</b>		<b>Separate financial statements</b>	
	<b>is applied</b>			
	Year ended 31 March		Year ended 31 March	
	2026	2025	2026	2025
	<i>(in Baht)</i>			
<b><i>Cash flows from operating activities</i></b>				
Profit for the year	617,692,834	702,507,095	617,242,033	701,137,584
<i>Adjustments to reconcile profit to cash receipts (payments)</i>				
Tax expense	20,144,843	3,078,999	20,144,843	3,078,999
Finance costs	729,686	545,813	729,686	545,813
Depreciation	276,189,571	331,419,280	276,189,571	331,419,280
Amortisation	11,122,862	11,936,257	11,122,862	11,936,257
Provision for warranties	16,752,027	34,992,548	16,752,027	34,992,548
Non-current provisions for employee benefits	25,312,715	29,014,544	25,312,715	29,014,544
Unrealised (gain) loss on exchange	(351,015)	5,541,387	(351,015)	5,541,387
Share of profit of associate	(932,601)	(1,659,311)	-	-
Loss on inventories devaluation	6,555,930	3,342,001	6,555,930	3,342,001
Gain on disposal of plant and equipment	(1,380,289)	(782,268)	(1,380,289)	(782,268)
Dividend income	(672,674,104)	(707,515,024)	(673,155,904)	(707,804,824)
Interest income	(90,795,638)	(109,999,683)	(90,795,638)	(109,999,683)
Rental income	(15,159,720)	(16,630,320)	(15,159,720)	(16,630,320)
	<u>193,207,101</u>	<u>285,791,318</u>	<u>193,207,101</u>	<u>285,791,318</u>
<i>Changes in operating assets and liabilities</i>				
Trade accounts receivables	242,202,320	53,786,383	242,202,320	53,786,383
Value added tax refundable	45,178,919	(44,966,125)	45,178,919	(44,966,125)
Other current receivables	3,994,309	(1,821,965)	3,994,309	(1,821,965)
Inventories	58,420,783	73,867,832	58,420,783	73,867,832
Other current assets	2,511,377	(278,736)	2,511,377	(278,736)
Other non-current assets	943,144	(1,004,775)	943,144	(1,004,775)
Trade accounts payable	(52,231,384)	(86,837,484)	(52,231,384)	(86,837,484)
Other current payables	(36,930,165)	2,538,810	(36,930,165)	2,538,810
Other current liabilities	(901,070)	232,630	(901,070)	232,630
Warranties paid	(24,946,701)	(41,897,409)	(24,946,701)	(41,897,409)
Employee benefits paid	(51,759,098)	(38,722,866)	(51,759,098)	(38,722,866)
Provident fund paid	(957,807)	(1,444,075)	(957,807)	(1,444,075)
Net cash generated from operations	378,731,728	199,243,538	378,731,728	199,243,538
Taxes paid	(1,732,721)	(13,580,483)	(1,732,721)	(13,580,483)
<b>Net cash from operating activities</b>	<b><u>376,999,007</u></b>	<b><u>185,663,055</u></b>	<b><u>376,999,007</u></b>	<b><u>185,663,055</u></b>

The accompanying notes form an integral part of the financial statements.

# Kang Yong Electric Public Company Limited

## Statement of cash flows

	<b>Financial statements</b>			
	<b>in which the equity method</b>		<b>Separate financial statements</b>	
	<b>is applied</b>			
	Year ended 31 March		Year ended 31 March	
	2026	2025	2026	2025
	<i>(in Baht)</i>			
<b><i>Cash flows from investing activities</i></b>				
Net cash inflow (outflow) of other current financial assets	(185,952,500)	1,183,900,427	(185,952,500)	1,183,900,427
Proceeds from disposal of plant and equipment	1,641,199	1,710,714	1,641,199	1,710,714
Acquisitions of plant and equipment	(110,111,952)	(184,732,211)	(110,111,952)	(184,732,211)
Acquisitions of intangible assets	(9,180,000)	(7,083,239)	(9,180,000)	(7,083,239)
Short-term loan to related party	(2,429,707,195)	(1,819,646,750)	(2,429,707,195)	(1,819,646,750)
Proceeds from repayment of short-term loan to related party	1,939,546,852	432,728,529	1,939,546,852	432,728,529
Dividends received	667,870,204	707,804,824	667,870,204	707,804,824
Interest received	95,706,125	107,071,281	95,706,125	107,071,281
Rental received	15,159,720	16,630,320	15,159,720	16,630,320
<b>Net cash from (used in) investing activities</b>	<b>(15,027,547)</b>	<b>438,383,895</b>	<b>(15,027,547)</b>	<b>438,383,895</b>
<b><i>Cash flows from financing activities</i></b>				
Payment of lease liabilities	(11,092,896)	(9,871,326)	(11,092,896)	(9,871,326)
Dividends paid to owners of the Company	(352,440,000)	(591,030,000)	(352,440,000)	(591,030,000)
<b>Net cash used in financing activities</b>	<b>(363,532,896)</b>	<b>(600,901,326)</b>	<b>(363,532,896)</b>	<b>(600,901,326)</b>
Net increase (decrease) in cash and cash equivalents, before effect of exchange rates	(1,561,436)	23,145,624	(1,561,436)	23,145,624
Effect of exchange rate changes on cash and cash equivalents	(6,170,463)	(2,361,135)	(6,170,463)	(2,361,135)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(7,731,899)</b>	<b>20,784,489</b>	<b>(7,731,899)</b>	<b>20,784,489</b>
Cash and cash equivalents at 1 April	243,096,109	222,311,620	243,096,109	222,311,620
<b>Cash and cash equivalents at 31 March</b>	<b>235,364,210</b>	<b>243,096,109</b>	<b>235,364,210</b>	<b>243,096,109</b>
<b><i>Non-cash transactions</i></b>				
Plant and equipment purchased during the year are detailed as follows:				
Plant and equipment purchased during the year	(92,522,783)	(160,426,339)	(92,522,783)	(160,426,339)
Decrease in payables on purchases of plant and equipment	(17,589,169)	(24,305,872)	(17,589,169)	(24,305,872)
<b>Net purchase of plant and equipment paid by cash</b>	<b>(110,111,952)</b>	<b>(184,732,211)</b>	<b>(110,111,952)</b>	<b>(184,732,211)</b>

The accompanying notes form an integral part of the financial statements.

## Notes to the Financial Statements

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

<b>Note</b>	<b>Contents</b>	<b>Page</b>
1	General information	15
2	Basis of preparation of the financial statements	15
3	Material accounting policies	15
4	Related parties	24
5	Cash and cash equivalents	27
6	Trade accounts receivables	27
7	Inventories	28
8	Investment in associate	29
9	Investment properties	30
10	Property, plant and equipment	31
11	Provision for warranties	32
12	Non-current provisions for employee benefits	32
13	Share premium and legal reserves	34
14	Segment information and disaggregation of revenue	34
15	Investment income	36
16	Expenses by nature	37
17	Income tax expense	37
18	Basic earnings per share	41
19	Dividends	41
20	Financial instruments	42
21	Capital management	46
22	Commitments with non-related parties	46

# Kang Yong Electric Public Company Limited

## Notes to the financial statements

### For the year ended 31 March 2026

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 18 May 2026.

#### 1 General information

Kang Yong Electric Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand in October 1993. The Company’s registered office at 67 Moo 11, Debaratna Road, K.M. 20, Bangchalong, Bangplee, Samutprakarn.

The immediate parent company during the financial year was Mitsubishi Electric Corporation (45.70% shareholding), which was incorporated in Japan.

The principal activities of the Company are manufacturing and distributing household electrical appliances under the “Mitsubishi” trademark. The Company obtains the production licence and technology from its parent company.

#### 2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies are described in note 3 have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Company accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

#### 3 Material accounting policies

##### (a) *Basis of preparation of the financial statements in which the equity method is applied*

The financial statements in which the equity method is applied relate to the Company and the Company’s interests in an associate.

##### *Interests in equity-accounted investee*

The Company’s interests in equity-accounted investee comprise interest in an associate.

Associate is an entity in which the Company has significant influence, but not control or joint control, over the financial and operating policies.

Interest in an associate is accounted for using the equity method. It is initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the financial statements in which the equity method is applied include the Company’s share of the profit or loss and other comprehensive income of equity-accounted investee, until the date on which significant influence ceases.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**(b) Investment in associate**

Investment in associate in the separate financial statements of the Company is measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date which the Company's right to receive payment is established.

**(c) Foreign currencies**

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss.

**(d) Financial instruments**

*(d.1) Classification and measurement*

Financial assets and financial liabilities (except trade accounts receivables and other current accounts receivables (see note 3(e))) are initially recognised when the Company becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for financial assets and financial liabilities not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Equity investments measured at FVOCI are subsequently measured at fair value. Dividend income is recognised as income in profit or loss on the date on which the Company right to receive payment is established, unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

*(d.2) Derecognition and offsetting*

The Company derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to set off the amounts and the Company intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

*(d.3) Impairment of financial assets other than trade accounts receivables and other current accounts receivables*

The Company recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost, debt investments measured at FVOCI and loan commitments issued which are not measured at FVTPL.

The Company recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Company considers a financial asset to have low credit risk when its credit rating is equivalent to the globally understood definition of 'investment grade'. The Company recognises ECLs for low credit risk financial asset as 12-month ECLs.

The Company assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Company.

The Company considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

*(d.4) Write offs*

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

*(d.5) Interest*

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

*(e) Trade and other current accounts receivables*

A receivable is recognised when the Company has an unconditional right to receive consideration. A receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when incurred.

The Company estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

*(f) Inventories*

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

*(g) Investments properties*

Investment properties are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed assets includes capitalised borrowing costs.

Depreciation is calculated on a straight-line basis over the estimated useful lives of buildings of 20 years and recognised in profit or loss. No depreciation is charged on freehold land.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

*(h) Property, plant and equipment*

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials, direct labour, and any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

*Subsequent costs*

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

*Depreciation*

Depreciation is calculated on a straight-line basis (except for factory equipment - moulds and jigs using the double declining balance method) over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land or assets under construction and installation.

The estimated useful lives are as follows:

Land and improvements	5 years
Buildings and improvements	5 - 20 years
Machinery and equipment	5 - 25 years
Factory equipment	5 - 12 years
Office equipment	5 years
Vehicles	5 years

**(i) Intangible assets**

Intangible assets are measured at cost less accumulated amortisation and accumulated impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives are as follows:

Software licences	10 years
Computer software	5 years

**(j) Leases**

At inception of a contract, the Company assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

*As a lessee*

At commencement or on modification of a contract, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Company has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as an expenses on a straight-line basis over the respective lease terms.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Company uses the Company's incremental borrowing rate to discount the lease payments to the present value. The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

*As a lessor*

At inception or on modification of a contract, the Company allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Company considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The company derecognises and determines impairment on the lease receivables as disclosed in note 3(d).

**(k) Impairment of non-financial assets**

The carrying amounts of the Company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing 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. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss of asset recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**(l) Employee benefits**

*Defined benefit plans*

The Company's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Company determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

The Company's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of those benefits and when the Company recognizes costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

**(m) Provisions**

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

*Provision for warranties*

A provision for product warranties is recognised when the underlying products or services are sold. The provision is based on historical actual claimed data and a weighting of all possible outcomes against their associated probabilities.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**(n) Measurement of fair values**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Company has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Company measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received.

**(o) Revenue**

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Company expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers.

Revenue for rendering of services is recognised over time. The related costs are recognised in profit or loss when they are incurred.

**(p) Rental income**

Rental income from investment property is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income. Contingent rentals are recognised as income in the accounting period in which they are earned.

**(q) Investment income**

Investment income comprises dividend and interest income from investments and bank deposits. Dividend income is recognised in profit or loss on the date the Company's right to receive payments is established. Interest income is recognised in profit or loss as it accrues.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**(r) Income tax**

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

**(s) Related parties**

A related party is a person or entity that has direct or indirect control or has significant influence over the financial and managerial decision-making of the Company; a person or entity that are under common control or under the same significant influence as the Company; or the Company has direct or indirect control or has significant influence over the financial and managerial decision-making of a person or entity.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**4 Related parties**

Relationship with an associate is described in note 8. Other related parties that the Company had significant transactions with during the year were as follows:

<b>Name of entities</b>	<b>Country of incorporation/ nationality</b>	<b>Nature of relationships</b>
Key management personnel	Japanese, Thai	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Company
Mitsubishi Electric Corporation	Japan	Parent, 45.70% shareholding
Kulthorn Kirby Public Company Limited	Thailand	Common director
Mitsubishi Electric Kang Yong Watana Co., Ltd.	Thailand	A subsidiary of the Company's parent and common director
Mitsubishi Electric Consumer Products (Thailand) Co., Ltd.	Thailand	A subsidiary of the Company's parent and common director
Siam Compressor Industry Co., Ltd.	Thailand	A subsidiary of the Company's parent
Mitsubishi Electric Life-Network Co., Ltd.	Japan	A subsidiary of the Company's parent
Mitsubishi Electric Engineering Co., Ltd.	Japan	A subsidiary of the Company's parent
Mitsubishi Electric Taiwan Co., Ltd.	Taiwan	A subsidiary of the Company's parent
Mitsubishi Electric Asia Pte. Ltd.	Singapore	A subsidiary of the Company's parent
Mitsubishi Electric Australia Pty. Ltd.	Australia	A subsidiary of the Company's parent
Mitsubishi Electric Sales Malaysia Sdn. Bhd.	Malaysia	A subsidiary of the Company's parent
Mitsubishi Electric (Malaysia) Sdn. Bhd.	Malaysia	A subsidiary of the Company's parent
Setsuyo Astec Corporation	Japan	A subsidiary of the Company's parent
Melco Thai Capital Co., Ltd.	Thailand	A subsidiary of the Company's parent
Mitsubishi Electric (Hong Kong) Ltd.	Hongkong	A subsidiary of the Company's parent
Mitsubishi Electric Automation (Thailand) Co., Ltd.	Thailand	A subsidiary of the Company's parent
K.G.M. Services Co., Ltd.	Thailand	A subsidiary of the Company's parent
Melco Logistics (Thailand) Co., Ltd.	Thailand	A subsidiary of the Company's parent
Mitsubishi Electric Trading Corp.	Japan	A subsidiary of the Company's parent
Melco Trading (Thailand) Co., Ltd.	Thailand	A subsidiary of the Company's parent
Mitsubishi Electric & Electronic (Shanghai) Co., Ltd.	China	A subsidiary of the Company's parent
Mitsubishi Electric Vietnam Company Limited	Vietnam	A subsidiary of the Company's parent
PT. Mitsubishi Electric Indonesia	Indonesia	A subsidiary of the Company's parent
Setsuyo Astec (Thailand) Co., Ltd.	Thailand	A subsidiary of the Company's parent
Mitsubishi Electric (Russia) LLC	Russia	A subsidiary of the Company's parent
Mitsubishi Electric Factory Automation (Thailand) Co., Ltd.	Thailand	A subsidiary of the Company's parent
Mitsubishi Electric Asia (Thailand) Co., Ltd.	Thailand	A subsidiary of the Company's parent
Mitsubishi Elevator (Thailand) Co., Ltd.	Thailand	A subsidiary of the Company's parent

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

<i>Significant transactions with related parties</i> <i>Year ended 31 March</i>	<b>Financial statements in which the equity method is applied</b>		<b>Separate financial statements</b>	
	2026	2025	2026	2025
	<i>(in thousand Baht)</i>			
<b>Parent</b>				
Revenue from sale of goods	1,496,932	2,318,462	1,496,932	2,318,462
Other income	208	2,161	208	2,161
Purchases of equipment	66	424	66	424
Royalty fee	94,472	127,261	94,472	127,261
Product development fee	100,111	122,433	100,111	122,433
Product warranty expense	23,670	33,780	23,670	33,780
Technical assistance fee	1,180	5,737	1,180	5,737
Distribution costs and administrative expenses	9,399	9,535	9,399	9,535
<b>Associate</b>				
Revenue from sale of goods	108	174	108	174
Rental income	15,160	16,630	15,160	16,630
Dividend income	-	-	482	290
Other income	438	492	438	492
Inventory management service fee	47,797	61,098	47,797	61,098
Distribution costs and administrative expenses	725	3,967	725	3,967
<b>Key management personnel</b>				
Key management personnel compensation				
Short-term employee benefits	86,646	100,269	86,646	100,269
Post-employment benefits	1,033	934	1,033	934
Other long-term benefits	12	9	12	9
<b>Total key management personnel compensation</b>	<b>87,691</b>	<b>101,212</b>	<b>87,691</b>	<b>101,212</b>
<b>Other related parties</b>				
Revenue from sale of goods	3,155,944	3,754,902	3,155,944	3,754,902
Purchases of goods	526,221	823,065	526,221	823,065
Purchases of equipment	782	878	782	878
Dividend income	667,374	706,975	667,374	706,975
Interest income	34,666	11,133	34,666	11,133
Other income	18,904	55	18,904	55
Product warranty expense	156	598	156	598
Technical assistance fee	-	548	-	548
Distribution costs and administrative expenses	39,542	44,507	39,542	44,507

Balances as at 31 March with related parties were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
	<i>(in thousand Baht)</i>	
<b>Trade accounts receivables</b>		
Parent	110,807	208,234
Associate	21	23
Other related parties	505,472	642,826
<b>Total</b>	<b>616,300</b>	<b>851,083</b>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**Financial statements in which  
the equity method is applied  
and separate financial statements**

2026                      2025

(in thousand Baht)

***Other current receivables***

Parent	338	169
Associate	1,019	1,341
Other related parties	15,758	8,458
<b>Total</b>	<b>17,115</b>	<b>9,968</b>

***Short-term loans to***

Other related parties	<b>1,974,909</b>	<b>1,484,749</b>
-----------------------	------------------	------------------

***Trade accounts payables***

Other related parties	<b>44,663</b>	<b>50,053</b>
-----------------------	---------------	---------------

***Other current payables***

Parent	58,597	77,914
Associate	4,933	5,405
Other related parties	9,570	7,034
<b>Total</b>	<b>73,100</b>	<b>90,353</b>

***Significant agreements with related parties***

*Technical assistance agreement*

The Company entered into agreement with Mitsubishi Electric Corporation (MELCO) whereby such company agreed to provide the Company the technical information and know-how of production. In consideration thereof, the Company agreed to pay royalty fees, development fees and technical assistance fees computed based on agreed formula to MELCO. The term of the agreement was for a period of 5 years and is automatically extended for a successive period of 5 years each unless either party notifies in writing to the other party any intention of termination at least 6 months prior to expiration of the agreement.

*Building rental agreement*

The Company entered into a building rental agreement with Smile Super Express Co., Ltd., an associate, whereby the Company will provide building rental to the associate for use as a warehouse for its finished goods. The agreement was for a period of 2 years with rental rate as specified in the agreement. This agreement is renewed by either party notification in writing to the other party at least 60 days before expiration of this agreement. In July 2025, the Company notified to renew such agreement for a period of 2 years expiring on 31 July 2027.

*Inventory management service agreement*

The Company entered into an inventory management service agreement with Smile Super Express Co., Ltd., an associate. Under the term of the agreement, the Company agrees to pay an inventory management service fee in an amount and a condition as specified in the agreement. The agreement has a term of 1 year and shall be automatically extended for successive 1 year term unless terminated by either party.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

*Thai Baht pooling service agreement*

In May 2002, the Company entered into the Thai Baht Pooling Service Agreement with Melco Thai Capital Co., Ltd. (MTC), other related party, whereby MTC agreed to provide management service relating to Thai Baht current account of the Company. In consideration thereof, the Company is committed to pay or earn the interest at the rate and method as specified in the agreement. There is no expiration of the agreement unless there are any cases complying with termination conditions as specified in the agreement.

*Short term loan to related party*

On 15 October 2024, the Company entered into a loan agreement with Melco Thai Capital Co., Ltd., other related party. The credit facility is amounting to Baht 2,000 million. As at 31 March 2026, the related party issued the promissory note to the Company amounting to Baht 1,960 million (2025: Baht 1,480 million) which bears interest at the rate of 1.02 - 1.83% per annum (2025: 2.17 - 2.30% per annum) and will be due on the maturity dates.

**5 Cash and cash equivalents**

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
	<i>(in thousand Baht)</i>	
Cash on hand	50	50
Cash at banks	145,314	153,046
Highly liquid short-term investments	90,000	90,000
<b>Total</b>	<b>235,364</b>	<b>243,096</b>

**6 Trade accounts receivables**

<i>At 31 March</i>	<i>Note</i>	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
		2026	2025
		<i>(in thousand Baht)</i>	
<b>Related parties</b>			
Within credit terms		616,300	851,083
Less allowance for expected credit loss		-	-
<b>Net</b>	<b>4</b>	<b>616,300</b>	<b>851,083</b>
<b>Other parties</b>			
Within credit terms		153	291
Less allowance for expected credit loss		-	-
<b>Net</b>		<b>153</b>	<b>291</b>
<b>Total</b>		<b>616,453</b>	<b>851,374</b>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**7 Inventories**

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
	<i>(in thousand Baht)</i>	
Finished goods	134,288	155,632
Work in progress	47,811	54,574
Raw materials and factory supplies	400,770	441,684
Goods in transit	26,096	15,496
<b>Total</b>	<b>608,965</b>	<b>667,386</b>
<i>Less</i> allowance for decline in value	<i>(28,776)</i>	<i>(22,220)</i>
<b>Net</b>	<b>580,189</b>	<b>645,166</b>
Inventories recognised in ‘cost of sales of goods’:		
- Cost	4,188,072	5,454,173
- Write-down to net realisable value	6,556	3,342
<b>Net</b>	<b>4,194,628</b>	<b>5,457,515</b>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**8 Investment in associate**

Investment in an associate as at 31 March 2026 and 2025 were as follows:

	Type of business	Ownership interest 2026    2025 (%)		Financial statements in which the equity method is applied		Separate financial statements						
				At equity method		Cost		Impairment		At cost - net		
				2026	2025	2026	2025	2026	2025	2026	2025	
<i>Associate</i>												
Smile Super Express Co., Ltd.	Logistic	27.12	27.12	<b>25,340</b>	<b>24,890</b>	<b>3,000</b>	<b>3,000</b>	-	-	<b>3,000</b>	<b>3,000</b>	

Smile Super Express Co. Ltd. was incorporated and operate in Thailand.

None of the Company's associate is publicly listed and consequently does not have published price quotation.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

*Material associate*

The following table summarises the financial information of the material associate as included in its own financial statements, adjusted for fair value adjustments at acquisition and differences in accounting policies. The table also reconciles the summarised financial information to the carrying amount of the Company's interest in the associate.

	Smile Super Express Co., Ltd.	
	2026	2025
	<i>(in thousand Baht)</i>	
Revenue	227,129	261,100
Total comprehensive income (100%)	3,439	6,117
% hold	27.12	27.12
<b>Company's share of total comprehensive income</b>	<b>933</b>	<b>1,659</b>
Current assets	107,596	98,477
Non-current assets	16,780	25,522
Current liabilities	(24,012)	(25,907)
Non-current liabilities	(6,926)	(6,316)
Net assets (100%)	93,438	91,776
% hold	27.12	27.12
<b>Carrying amount of interest in associate</b>	<b>25,340</b>	<b>24,890</b>

**9 Investment properties**

Investment properties comprise land and buildings that are leased to an associate and plots of land that are not used in operations. Renewals are negotiated with the lessee. No contingent rents are charged.

The fair value of investment properties as at 31 March 2026 of Baht 144.30 million (*2025: Baht 144.30 million*) was determined by independent professional valuers, at discounted cash flow using risk-adjusted discount rates for land and buildings that are leased to an associate and was considered by appraisal value of the Treasury Department for land not used in operations. The fair value of investment property has been categorised as a Level 3 fair value.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**10 Property, plant and equipment**

	Financial statements in which the equity method is applied and separate financial statements							Total
	Land and improvements	Buildings and improvements	Machinery and equipment	Factory equipment (in thousand Baht)	Office equipment	Vehicles	Assets under construction and installation	
<b>Cost</b>								
At 1 April 2024	260,447	817,649	1,976,275	4,130,559	211,184	1,622	86,337	7,484,073
Additions	-	679	3,170	28,488	2,630	-	125,458	160,425
Transfers	20,681	7,858	19,006	141,504	771	-	(189,820)	-
Disposals / write-off	-	(550)	(18,454)	(105,046)	(6,088)	-	-	(130,138)
<b>At 31 March 2025 and 1 April 2025</b>	<b>281,128</b>	<b>825,636</b>	<b>1,979,997</b>	<b>4,195,505</b>	<b>208,497</b>	<b>1,622</b>	<b>21,975</b>	<b>7,514,360</b>
Additions	-	460	3,812	12,098	27,592	33	48,529	92,524
Transfers	-	7,480	17,283	31,642	371	-	(56,776)	-
Disposals / write-off	-	(153)	(4,586)	(104,289)	(10,136)	-	-	(119,164)
<b>At 31 March 2026</b>	<b>281,128</b>	<b>833,423</b>	<b>1,996,506</b>	<b>4,134,956</b>	<b>226,324</b>	<b>1,655</b>	<b>13,728</b>	<b>7,487,720</b>
<b>Depreciation</b>								
At 1 April 2024	47,229	742,006	1,508,861	3,655,305	163,502	1,622	-	6,118,525
Depreciation charge for the year	6,099	15,416	72,062	210,726	17,918	-	-	322,221
Disposals / write-off	-	(550)	(17,991)	(104,660)	(6,009)	-	-	(129,210)
<b>At 31 March 2025 and 1 April 2025</b>	<b>53,328</b>	<b>756,872</b>	<b>1,562,932</b>	<b>3,761,371</b>	<b>175,411</b>	<b>1,622</b>	<b>-</b>	<b>6,311,536</b>
Depreciation charge for the year	6,506	14,046	68,806	158,324	18,272	5	-	265,959
Disposals / write-off	-	(153)	(4,498)	(104,147)	(10,106)	-	-	(118,904)
<b>At 31 March 2026</b>	<b>59,834</b>	<b>770,765</b>	<b>1,627,240</b>	<b>3,815,548</b>	<b>183,577</b>	<b>1,627</b>	<b>-</b>	<b>6,458,591</b>
<b>Net book value</b>								
At 31 March 2025	227,800	68,764	417,065	434,134	33,086	-	21,975	1,202,824
At 31 March 2026	221,294	62,658	369,266	319,408	42,747	28	13,728	1,029,129

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**11 Provision for warranties**

	<b>Financial statements in which the equity method is applied and separate financial statements (in thousand Baht)</b>
At 1 April 2024	68,620
Provisions made	34,992
Provisions used	(41,897)
<b>At 31 March 2025 and 1 April 2025</b>	<b>61,715</b>
Provisions made	16,752
Provisions used	(24,947)
<b>At 31 March 2026</b>	<b>53,520</b>

A provision for product warranties is recognised when the underlying products or services are sold. The provision is based on historical actual claimed data and a weighting of all possible outcomes against their associated probabilities. Management estimates the provision for warranties by estimation from the proportion of actual warranty claimed and total sales of products during average claimed years.

**12 Non-current provisions for employee benefits**

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
<i>At 31 March</i>	<i>(in thousand Baht)</i>	
Post-employment benefits		
Defined benefit plan	259,995	253,740
Other long-term employee benefits	17,390	17,542
<b>Total</b>	<b>277,385</b>	<b>271,282</b>

***Defined benefit plan***

The Company operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Company to actuarial risks, such as longevity risk and interest rate risk.

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
<b><i>Present value of the defined benefit obligations</i></b>	<i>(in thousand Baht)</i>	
At 1 April	271,282	275,125
<b><i>Recognised in profit or loss:</i></b>		
Current service cost	18,949	19,818
Past service cost	-	1,893
Interest on obligations	6,364	7,304
	<b>25,313</b>	<b>29,015</b>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

<i>Present value of the defined benefit obligations</i>	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
	<i>(in thousand Baht)</i>	
<b>Recognised in other comprehensive income:</b>		
Actuarial (gain) loss		
- Financial assumptions	5,242	8,553
- Experience adjustment	27,307	(2,688)
	<u>32,549</u>	<u>5,865</u>
Benefit paid	(51,759)	(38,723)
<b>At 31 March</b>	<u><b>277,385</b></u>	<u><b>271,282</b></u>

<i>Principal actuarial assumptions</i>	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
	<i>(%)</i>	
Discount rate	1.74 - 2.20	2.20 - 2.42
Future salary growth	5.00	5.00

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 March 2026, the weighted-average duration of the defined benefit obligation was 10 - 14 years (2025: 10 - 14 years).

**Sensitivity analysis**

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant.

<i>Effect to the defined benefit obligation At 31 March</i>	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	1% increase in assumption		1% decrease in assumption	
	2026	2025	2026	2025
	<i>(in thousand Baht)</i>			
Discount rate	(23,334)	(19,858)	27,084	23,058
Future salary growth	19,500	18,983	(17,149)	(16,695)

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**13 Share premium and legal reserves**

**Share premium**

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account (“share premium”). Share premium is not available for dividend distribution.

**Legal reserve**

Section 116 of the Public Companies Act B.E. 2535 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

***Other component of equity***

The fair value reserve comprise:

- the cumulative net change in the fair value of equity securities designated at FVOCI.

**14 Segment information and disaggregation of revenue**

The Company operates in a single line of business, namely the manufacturing and selling of household electrical appliances, which is an integrated line of product. The Company sales goods in domestic and overseas. The chief operating decision maker (CODM) determines operating segment on a geographical basis as follows:

- Segment 1 Sale of goods and rendering of services in Thailand
- Segment 2 Sale of goods in Japan
- Segment 3 Sale of goods in other countries

The Company’s strategic divisions are managed separately because they require different marketing strategies. For each of the strategic divisions, the chief operating decision maker (CODM) reviews internal management reports at least on a monthly basis.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment operating profit, as included in the internal management reports that are reviewed by the Company’s CODM. Segment operating profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

The Company's operations mainly involve business segments in manufacturing and selling of household electrical appliances in Thailand and sale goods in both domestic and oversea (Japan and other countries). Financial information of the Company by operating segments on a geographical basis for the years ended 31 March 2026 and 2025 was as follows:

	Domestic		Overseas				Total	
	2026	2025	Japan 2026	2025	Others 2026	2025	2026	2025
<i>For the year ended 31 March</i>								
Revenue from sale of goods and rendering of services	<u>2,302,859</u>	<u>2,717,690</u>	<u>1,496,932</u>	<u>2,318,478</u>	<u>856,611</u>	<u>1,046,077</u>	<u>4,656,402</u>	<u>6,082,245</u>
Segment profit	404,256	373,334	(112,386)	(35,039)	11,713	83,383	303,583	421,678
Unallocated expenses							(518,043)	(599,220)
Investment income							778,629	834,145
Net foreign exchange gain							15,846	2,039
Other income							57,620	45,831
Finance costs							(730)	(546)
Share of profit of associate							933	1,659
Profit before tax expense							637,838	705,586
Tax expense							(20,145)	(3,079)
<b>Profit for the year</b>							<b><u>617,693</u></b>	<b><u>702,507</u></b>
Segment assets as at 31 March							<b><u>11,415,634</u></b>	<b><u>11,243,380</u></b>
Segment liabilities as at 31 March							<b><u>1,567,211</u></b>	<b><u>1,654,774</u></b>



**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**16 Expenses by nature**

The statements of comprehensive income include an analysis of expenses by function. Expenses by nature disclosed in accordance with the requirements of various TFRS were as follows:

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
	<i>(in thousand Baht)</i>	
<b><i>Included in cost of sale of goods:</i></b>		
Changes in inventories of finished goods and work in progress	28,107	16,556
Raw materials and consumables used	3,063,521	4,127,784
Employee benefit expenses	646,696	764,321
Depreciation and amortisation	250,087	308,962
<b><i>Included in distribution costs:</i></b>		
Royalty fee	94,472	127,261
Transportation expenses	64,431	79,652
Product warranty expense	16,752	34,993
Advertising and sales promotion expenses	12,414	8,182
<b><i>Included in administrative expenses:</i></b>		
Product development fee	100,111	122,433
Employee benefit expenses	158,435	168,741
Warehouse rental charge	47,797	61,098

**17 Income tax expense**

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
	<i>(in thousand Baht)</i>	
<b><i>Income tax recognised in profit or loss</i></b>		
<b>Deferred tax expense</b>		
Movements in temporary differences	20,145	3,079
	<u>20,145</u>	<u>3,079</u>
<b>Total tax expense</b>	<u><u>20,145</u></u>	<u><u>3,079</u></u>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

<b>Financial statements in which the equity method is applied and separate financial statements</b>						
	2026	2025		2026	2025	
	Before tax	Tax (expense) benefit	Net of tax <i>(in thousand Baht)</i>	Before tax	Tax (expense) benefit	Net of tax
<b>Income tax</b>						
<b>Recognised in other comprehensive income (expense)</b>						
Financial assets measured at FVOCI	25,755	(5,151)	20,604	142,015	(28,403)	113,612
Defined benefit plan actuarial gains (losses)	<u>(32,549)</u>	<u>6,510</u>	<u>(26,039)</u>	<u>(5,865)</u>	<u>1,173</u>	<u>(4,692)</u>
<b>Total</b>	<b><u>(6,794)</u></b>	<b><u>1,359</u></b>	<b><u>(5,435)</u></b>	<b><u>136,150</u></b>	<b><u>(27,230)</u></b>	<b><u>108,920</u></b>

<b>Financial statements in which the equity method is applied</b>				
	2026	2025		2025
	Rate (%)	<i>(in thousand Baht)</i>	Rate (%)	<i>(in thousand Baht)</i>
<b>Reconciliation of effective tax rate</b>				
Profit before tax expense		637,838		705,586
Income tax using the Thai corporation tax rate	20.00	127,568	20.00	141,117
Share of gain of associate accounted for using equity method		(187)		(332)
Income not subject to tax		(134,535)		(141,503)
Additional deduction expenses for tax purposes		(96)		(329)
Expenses not deductible for tax purposes		1,498		1,323
Current year losses for which no deferred tax asset was recognised		25,897		2,803
<b>Total</b>	<b><u>3.16</u></b>	<b><u>20,145</u></b>	<b><u>0.44</u></b>	<b><u>3,079</u></b>

<b>Separate financial statements</b>				
	2026	2025		2025
	Rate (%)	<i>(in thousand Baht)</i>	Rate (%)	<i>(in thousand Baht)</i>
<b>Reconciliation of effective tax rate</b>				
Profit before tax expense		637,387		704,217
Income tax using the Thai corporation tax rate	20.00	127,477	20.00	140,843
Income not subject to tax		(134,631)		(141,561)
Additional deduction expenses for tax purposes		(96)		(329)
Expenses not deductible for tax purposes		1,498		1,323
Current year losses for which no deferred tax asset was recognised		25,897		2,803
<b>Total</b>	<b><u>3.16</u></b>	<b><u>20,145</u></b>	<b><u>0.44</u></b>	<b><u>3,079</u></b>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

<i>Deferred tax</i> <i>At 31 March</i>	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	Assets		Liabilities	
	2026	2025	2026	2025
	<i>(in thousand Baht)</i>			
Total	63,361	76,271	(659,863)	(653,987)
Set off of tax	(63,361)	(76,271)	63,361	76,271
<b>Net deferred tax assets (liabilities)</b>	<b>-</b>	<b>-</b>	<b>(596,502)</b>	<b>(577,716)</b>

<i>Deferred tax</i>	<b>Financial statements in which the equity method is applied and separate financial statements</b>			
	At 1 April 2025	(Charged) / Credited to:		At 31 March 2026
		Profit or loss	Other comprehensive income	
	<i>(in thousand Baht)</i>			
<b>Deferred tax assets</b>				
Inventories <i>(allowance for decline in value)</i>	4,444	(4,444)	-	-
Investment properties <i>(impairment losses on land not used in operations)</i>	1,134	-	-	1,134
Lease liabilities	3,416	718	-	4,134
Provision for warranties	12,343	(12,343)	-	-
Non-current provisions for employee benefits	54,256	(5,289)	6,510	55,477
Provident funds	678	(192)	-	486
Loss carry forward	-	2,130	-	2,130
<b>Total</b>	<b>76,271</b>	<b>(19,420)</b>	<b>6,510</b>	<b>63,361</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment <i>(depreciation gap)</i>	(11,846)	-	-	(11,846)
Right-of-use assets	(3,341)	(725)	-	(4,066)
Financial assets measured at FVOCI	(638,800)	-	(5,151)	(643,951)
<b>Total</b>	<b>(653,987)</b>	<b>(725)</b>	<b>(5,151)</b>	<b>(659,863)</b>
<b>Net</b>	<b>(577,716)</b>	<b>(20,145)</b>	<b>1,359</b>	<b>(596,502)</b>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

	<b>Financial statements in which the equity method is applied and separate financial statements</b>			<b>At 31 March 2025</b>
	<b>At 1 April 2024</b>	<b>(Charged) / Credited to:</b>		
<b>Deferred tax</b>		Profit or loss	Other comprehensive income	
		<i>(in thousand Baht)</i>		
<b>Deferred tax assets</b>				
Inventories <i>(allowance for decline in value)</i>	3,776	668	-	4,444
Investment properties <i>(impairment losses on land not used in operations)</i>	1,134	-	-	1,134
Lease liabilities	3,089	327	-	3,416
Provision for warranties	13,724	(1,381)	-	12,343
Non-current provisions for employee benefits	55,025	(1,942)	1,173	54,256
Provident funds	967	(289)	-	678
Loss carry forward	110	(110)	-	-
<b>Total</b>	<b>77,825</b>	<b>(2,727)</b>	<b>1,173</b>	<b>76,271</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment <i>(depreciation gap)</i>	(11,846)	-	-	(11,846)
Right-of-use assets	(2,989)	(352)	-	(3,341)
Financial assets measured at FVOCI	(610,397)	-	(28,403)	(638,800)
<b>Total</b>	<b>(625,232)</b>	<b>(352)</b>	<b>(28,403)</b>	<b>(653,987)</b>
<b>Net</b>	<b>(547,407)</b>	<b>(3,079)</b>	<b>(27,230)</b>	<b>(577,716)</b>

The tax losses expire in 2030. The deductible temporary differences do not expire under current tax legislation. The Company has not recognised these items as deferred tax assets because it is not probable that the Company will have sufficient future taxable profit to utilise the benefits therefrom.

In 2026, the Company recognised the deferred tax assets of Baht 2.13 million of previously unrecognised tax losses (tax impact: Baht 2.13 million) because management considered it probable that future taxable profits would be available against which such losses can be used.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**18 Basic earnings per share**

<i>For the year ended 31 March</i>	<b>Financial statements in which the equity method is applied</b>		<b>Separate financial statements</b>	
	2026	2025	2026	2025
	<i>(in thousand Baht / thousand shares)</i>			
<b>Profit attributable to ordinary shareholders of the Company (basic)</b>	<u>617,693</u>	<u>702,507</u>	<u>617,242</u>	<u>701,138</u>
<b>Number of ordinary shares outstanding</b>	<u>19,800</u>	<u>19,800</u>	<u>19,800</u>	<u>19,800</u>
<b>Earnings per share (basic) (<i>in Baht</i>)</b>	<u>31.20</u>	<u>35.48</u>	<u>31.17</u>	<u>35.41</u>

**19 Dividends**

	Approval date	Payment schedule	Dividend rate per share <i>(in Baht)</i>	Amount <i>(in million Baht)</i>
<b>2026</b>				
Annual dividend for 2025	25 July 2025	August 2025	<u>17.80</u>	<u>352.44</u>
<b>2025</b>				
Annual dividend for 2024	26 July 2024	August 2024	<u>29.85</u>	<u>591.03</u>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**20 Financial instruments**

(a) *Carrying amounts and fair values*

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

<i>At 31 March</i>	<b>Financial statements in which the equity method is applied and separate financial statements</b>					
	<b>Carrying amount</b>		<b>Fair value</b>			
	Financial instruments measured at FVOCI	Total	Level 1 <i>(in thousand Baht)</i>	Level 2	Level 3	Total
<b>2026</b>						
<b>Financial assets</b>						
Other financial assets:						
Equity instruments	3,382,382	3,382,382	691	-	3,381,691	3,382,382
<b>Total other financial assets</b>	<u>3,382,382</u>	<u>3,382,382</u>				
<b>2025</b>						
<b>Financial assets</b>						
Other financial assets:						
Equity instruments	3,356,627	3,356,627	784	-	3,355,843	3,356,627
<b>Total other financial assets</b>	<u>3,356,627</u>	<u>3,356,627</u>				

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**Financial instruments not measured at fair value**

The Company determined Level 3 fair values for investments in equity instruments which is not actively traded in market. The fair value of the investment was then determined using a valuation technique that used significantly unobservable input such as dividend discounted model, and market comparison technique.

**Sensitivity analysis**

For the fair values of financial assets measured at fair value Level 3, reasonably possible changes at the reporting date to one of the significant unobservable inputs, holding other inputs constant, would have the following effects;

<b>Valuation technique</b>	<b>Significant unobservable inputs</b>	<b>Inter-relationship between significant unobservable inputs and fair value measurement</b>
Dividend discounted model	Discount rate	The estimated fair value would increase (decrease) if the discount rate was lower (higher)
Market comparison technique	Adjusted market multiple	The estimated fair value would increase (decrease) if the adjusted market multiple were higher (lower)

<b>Reconciliation of Level 3 fair values</b>	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	<b>2026</b>	<b>2025</b>
	<i>(in thousand Baht)</i>	
<b>Equity securities</b>		
At 1 April	3,355,843	3,213,372
Net change in fair value (including unrealised transactions) - recognised in OCI	25,848	142,471
<b>At 31 March</b>	<b>3,381,691</b>	<b>3,355,843</b>

*(b) Financial risk management policies*

*Risk management framework*

The Company's board of directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Company's risk management policies. The committee reports regularly to the board of directors on its activities.

The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

# Kang Yong Electric Public Company Limited

## Notes to the financial statements

### For the year ended 31 March 2026

The Company audit committee oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Company audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

#### *(b.1) Credit risk*

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers.

##### *(b.1.1) Trade accounts receivables*

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's trade terms and conditions are offered. The Company's review sale limits for each customer regularly. Any sales exceeding those limits require approval.

The Company limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of 4 months. Outstanding trade receivables are regularly monitored by the Company. An impairment analysis is performed by the Company at each reporting date. The provision rates of expected credit loss are based on days past due for to reflect differences between economic conditions in the past, current conditions and the Company's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivables are disclosed in note 6.

##### *(b.1.2) Cash and cash equivalent*

The Company's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Company considers to have low credit risk.

##### *(b.1.3) Other non-current financial assets*

Other non-current financial assets comprise short-term investments which have maturities more than three months from the date of acquisition. The Company's exposure to credit risk arising from other non-current financial assets is limited because the counterparties are banks and financial institutions which the Company considers to have low credit risk.

#### *(b.2) Liquidity risk*

The Company monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Company's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

**Financial statements in which the equity method is applied  
and separate financial statements**

<i>At 31 March</i>	Carrying amount	1 year or less	Contractual cash flows		Total
			More than 1 year but less than 5 years	More than 5 years	
<i>(in thousand Baht)</i>					
<b>2026</b>					
<b>Non-derivative financial liabilities</b>					
Trade payables	403,034	403,034	-	-	403,034
Other current payables	206,284	206,284	-	-	206,284
Lease liabilities	20,672	10,151	11,560	-	21,711
	<b>629,990</b>	<b>619,469</b>	<b>11,560</b>	<b>-</b>	<b>631,029</b>
<b>2025</b>					
<b>Non-derivative financial liabilities</b>					
Trade payables	454,487	454,487	-	-	454,487
Other current payables	260,823	260,823	-	-	260,823
Lease liabilities	17,079	7,288	10,807	-	18,095
	<b>732,389</b>	<b>722,598</b>	<b>10,807</b>	<b>-</b>	<b>733,405</b>

*(b.3) Market risk*

The Company is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

*(b.3.1) Foreign currency risk*

The Company is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Company primarily utilises forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. However, as at the reporting date, the Company has not entered into any forward exchange contracts to prevent the risk.

**Financial statements in which the equity method is applied  
and separate financial statements**

<i>Exposure to foreign currency at 31 March</i>	2026			2025		
	USD	JPY	SGD	USD	JPY	SGD
<i>(in thousand Baht)</i>						
Financial assets	159,632	100,551	9,028	485,262	168,835	-
Financial liabilities	(30,665)	(34,527)	-	(34,887)	(42,528)	-
<b>Net statement of financial position exposure</b>	<b>128,967</b>	<b>66,024</b>	<b>9,028</b>	<b>450,375</b>	<b>126,307</b>	<b>-</b>

**Kang Yong Electric Public Company Limited**  
**Notes to the financial statements**  
**For the year ended 31 March 2026**

*Sensitivity analysis*

A reasonably possible strengthening (weakening) of Thai Baht against all other foreign currencies at the reporting date would have affected the measurement of financial instruments denominated in a foreign currency. This analysis assumes that all other variables, in particular interest rates, remain constant.

<i>Impact to profit or loss</i>	Movement (%)	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
		Strengthening	Weakening
		<i>(in thousand Baht)</i>	
<b><i>At 31 March 2026</i></b>			
USD	1	(1,290)	1,290
JPY	1	(660)	660
SGD	1	(90)	90
<b><i>At 31 March 2025</i></b>			
USD	1	(4,504)	4,504
JPY	1	(1,263)	1,263

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Company's operations and its cash flows because loan interest rates are mainly fixed. So the Company has low interest rate risk. The sensitivity impact to the increase or decrease in interest expenses from borrowings, as a result of changes in interest rates is immaterial on financial statements of the Company.

**21 Capital management**

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

**22 Commitments with non-related parties**

	<b>Financial statements in which the equity method is applied and separate financial statements</b>	
	2026	2025
	<i>(in thousand Baht)</i>	
<b><i>Capital commitments</i></b>		
Plant and equipment	<u>22,288</u>	<u>6,617</u>
<b><i>Other commitments</i></b>		
Bank guarantees	<u>6,577</u>	<u>8,150</u>

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/0386/2025/1782098846961.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0386/2025/1762307087166.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0386/2025/1762307087170.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0386/2025/1762307087174.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/0386/2025/1782098846839.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0386/2025/1782098846950.pdf>

