

ESG Performance

Company Name : T.KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED Symbol : TKT

Market : SET Industry Group : Industrials Sector : Automotive

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management, Air quality management

1.The Company is always aware of its role as a member of the local community and is committed to continuously supporting social responsibility initiatives. The Company will participate in environmental conservation activities together with its stakeholders and contribute to maintaining ecological balance. In addition, the Company will support learning activities and promote environmental awareness among youth and interested parties to foster sustainable development.

2.The Company will study and assess environmental impacts arising from all its operations in order to continuously improve and develop its environmental management processes, with a strong emphasis on pollution prevention.

3.The Company strictly complies with all applicable environmental laws and regulations at the local and national levels, as well as environmental requirements stipulated by the Company and its customers.

4.The Company is committed to using energy and natural resources efficiently and to promoting the reuse of resources to achieve maximum benefit, in accordance with the 3R principles: Reduce, Reuse, and Recycle.

5.The Company will conserve energy and utilize resources with a focus on maximum efficiency, including controlling waste disposal to prevent adverse environmental impacts.

6.The Company supports and promotes activities, as well as studies new technologies and knowledge, to reduce carbon emissions across Scope 1, Scope 2, and Scope 3, in order to achieve carbon neutrality by the year 2050.

7.The Company encourages all employees to acquire environmental knowledge and to perform their duties in compliance with the Companys environmental requirements, while fostering awareness and shared responsibility for environmental protection both within the organization and in the community.

8.The Company will communicate this Environmental Policy to employees and business partners and disclose it publicly to ensure awareness among stakeholders and the general public.

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

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

Review of environmental policies, guidelines, and/or : No
goals over the past year

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company has established an energy management plan by implementing four energy-saving initiatives as follows:

1. Replacing old plastic injection molding machines that have been in service for a long period with new, more energy-efficient machines (650T.)
2. Replacing three old air conditioning units that have been in long-term use with new units.
3. Installing solar cells to supply electricity for the front office area.
4. Establishing a policy to turn air conditioning systems on 15 minutes before work hours and off 15 minutes after work hours.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2023 : energy consumption 15,918,510.00 Kilowatt-Hours	2025 : Reduced by 5% or 12,399,188.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

1.Replacing the old plastic injection molding machine (650 tons), which has been in long-term service, with a new machine can reduce electricity consumption by 326,818.8 kWh per year.

2. Replacing three old air conditioning units that have been in long-term use with new units can reduce electricity consumption by 151,825.4 kWh per year.
3. Installing solar cells to supply electricity for the front office area can reduce electricity consumption by 385.2 kWh per 3 month.
4. Implementing a policy to turn air conditioning systems on 15 minutes before work hours and off 15 minutes after work hours can reduce electricity consumption by 82,526.76 kWh per year.

Information on electricity management

Companys electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	15,918,510.00	13,015,209.00	12,399,188.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	15,918,510.00	13,015,209.00	12,399,188.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	18,151.09	17,284.47	17,537.75

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Branch)	5,306,170.00000000	4,338,403.00000000	3,099,797.00000000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	72,811,604.35	52,336,204.76	47,618,598.00
Percentage of total electricity expense to total expenses (%) ^(**)	5.63	4.85	4.45
Percentage of total electricity expense to total revenues (%) ^(**)	5.66	4.77	4.36
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	83,023.49	69,503.59	67,353.04

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	68,326.00	61,323.00	76,574.15
Gasoline (Litres)	31,374.57	32,667.46	43,417.56
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	68,880.00	57,744.00	52,368.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	168,580.57	151,734.46	529,002.82
Percentage of total fuel expense to total expenses (%) ^(**)	0.01	0.01	0.05
Percentage of total fuel expense to total revenues (%) ^(**)	0.01	0.01	0.05

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	17,757.59	14,908.49	14,216.40

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.01380479	0.01358421	0.01301441
Intensity of total energy consumption within the organization (Megawatt-Hours / Plant)	17,757.59000000	4,969.49000000	4,738.80000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Water Leakage Survey

Information on setting goals for water management

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	2023 : Water withdrawal 45,555.00 Cubic meters	2024 : Reduced by 5% or 43,277.25 Cubic meters
Reduction of water consumption	2023 : Water consumption 45,555.00 Cubic meters	2025 : Reduced by 6% or 42,821.17 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company places importance on efficient water resource management to reduce environmental impacts and support sustainable business operations. In the base year 2023, the Company's total water consumption was **45,555 cubic meters**, and by 2025 this had decreased to **41,894 cubic meters**.

As a result, water consumption was reduced by **3,661 cubic meters**, or approximately **8%** compared with the base year. This reflects the effectiveness of the Company's water conservation measures, process improvements, and efforts to promote water-use awareness within the organization.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	45,555.00	47,567.00	41,894.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	51.94	63.17	59.26
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.04	0.04	0.04

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

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	45,555.00	47,567.00	41,894.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.03541455	0.04334177	0.03835189
Intensity of total water consumption (Cubic meters / Branch)	15,185.00000000	15,855.66000000	13,964.66000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	927,116.50	986,587.10	862,839.31
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.07	0.09	0.08
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.07	0.09	0.08
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	1,057.15	1,310.21	1,220.42

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	: Company
Total number of disclosure boundaries	: 3
Actual number of disclosure boundaries	: 3
Data disclosure coverage (%)	: 100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company has established a waste management plan that focuses on reducing waste at the source, implementing systematic segregation, and promoting appropriate waste reuse in order to improve resource efficiency and minimize environmental impacts.

A key initiative is the collection of used thinner for treatment and recovery so it can be reused, instead of being disposed of. This practice helps reduce hazardous waste generation, decrease the consumption of new resources, and lessen environmental and community impacts associated with waste disposal.

Information on setting goals for waste management

Setting goals for waste management

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
Increase of waste recovery Waste type: Non-hazardous waste and hazardous waste	2023 : non-hazardous waste and hazardous waste 20,160.00 Kilograms	2025 : Increased by 5% or 8,064.00 Kilograms	• Recycle
Reduction of waste generation Waste type: Hazardous waste	2023 : hazardous waste 20,160.00 Kilograms	2025 : Reduced by 6% or 18,950.40 Kilograms	• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The Company implemented measures to reduce hazardous waste through process improvements, source segregation, and waste reuse initiatives. As a result, hazardous waste decreased from **20,160 kilograms in 2023** to **12,000 kilograms in 2025**, representing a reduction of approximately **40.5%**.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	396,506.00	346,410.00	367,347.00
Total non-hazardous waste (kilograms)	251,648.00	225,390.00	139,100.00
Non-hazardous waste - Landfilling (Kilograms)	251,648.00	225,390.00	139,100.00
Total hazardous waste (kilograms)	144,858.00	121,020.00	228,247.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.31	0.32	0.34
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.20	0.21	0.13
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.11	0.11	0.21

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	61,016.00	53,654.00	618,143.50

	2023	2024	2025
Reused/Recycled non-hazardous waste (Kilograms)	N/A	N/A	571,690.50
Reused non-hazardous waste (Kilograms)	N/A	N/A	33,470.00
Recycled non-hazardous waste (Kilograms)	N/A	N/A	538,220.50
Reused/Recycled hazardous waste (Kilograms)	61,016.00	53,654.00	46,453.00
Reused hazardous waste (Kilograms)	20,160.00	15,040.00	12,000.00
Recycled hazardous waste (Kilograms)	40,856.00	38,614.00	34,453.00
Percentage of total reused/recycled waste to total waste generated (%)	15.39	15.49	168.27
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	N/A	410.99
Percentage of reused/recycled hazardous waste to hazardous waste (%)	42.12	44.33	20.35

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company has established a greenhouse gas management plan with a commitment to continuously reduce emissions, covering both direct and energy-related indirect emissions (Scope 1 and Scope 2), with the aim of achieving carbon neutrality by 2050.

The plan focuses on improving energy efficiency in operations, promoting the use of clean energy, and regularly monitoring, measuring, and reviewing performance to ensure tangible emission reductions and to support the Company's long-term sustainable business operations.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality 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
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Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2023 : Greenhouse gas emissions 10,025.00 tCO ₂ e	2030 : Reduced by 57% or 5,730.22 tCO ₂ e in comparison to the base year	2050 : Reduced by 1% or 100.25 tCO ₂ e in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero pathway Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2023 : Greenhouse gas emissions 10,025.00 tCO ₂ e	2050 : Reduced by 1% or 100.25 tCO ₂ e	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company places importance on managing and reducing greenhouse gas emissions. It has identified that the business activities contributing the most emissions are electricity consumption from office air-conditioning systems and fuel use from the Company's vehicles. As a result, the Company has implemented continuous maintenance of air-conditioning systems in accordance with its energy conservation plan.

In 2025, the Company's direct greenhouse gas emissions amounted to **739.77 tCO₂e**, while indirect emissions totaled **6,211.67 tCO₂e**, resulting in total emissions of **6,951.44 tCO₂e**. This represents a reduction of **476.36 tCO₂e per year**, or **6.41%**, compared with the previous year.

Note: Scope 3 GHG emissions presented in this report cover **Category 1 (Purchased Goods and Services) only**, The scope of data collection is **currently limited to the Suwinthawong Plant in Chachoengsao Province, Thailand**.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	10,025.00	7,427.80	8,350.38
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,067.00	893.60	739.77
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	7,958.00	6,534.20	6,211.67
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	1,398.94

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.007793	0.006768	0.007644
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	11.43	9.86	11.81
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Branch)	3,341.66000000	2,475.93300000	2,317.14000000

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

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

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

Verification of the company's greenhouse gas : No
emissions

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	290.52	52.33	231.85
Other projects (Metric tonnes of carbon dioxide equivalent)	290.52	52.33	231.85
Hot air recycle (Metric tonnes of carbon dioxide equivalent)	N/A	13.88	11.49
Change air conditioner (Metric tonnes of carbon dioxide equivalent)	72.84	19.77	30.36
Adjust the item to turn on-off the airconditioner by 15 minute (Metric tonnes of carbon dioxide equivalent)	N/A	14.85	17.25
Heat insulation barrel (Metric tonnes of carbon dioxide equivalent)	N/A	3.83	N/A
Improve Productivity and Quality of Injection Machines (Metric tonnes of carbon dioxide equivalent)	217.68	N/A	N/A
Reduced the use of executive vehicles (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	8.85
Solar cell installation for front office electricity use (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	0.58
Injection machine replacement (650T.) (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	163.32

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : T.KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED Symbol : TKT

Market : SET Industry Group : Industrials Sector : Automotive

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Child Labor, Community and environmental rights, Safety and occupational health at work, Non-discrimination

3.9 Human Right, The Company has set policy and practice as follows:

1. Operations of T.Krungthai and other persons whose operations are subjected to or related to T.Krungthai must not violate human right and their right over assets.
2. T.Krungthai values human right and equal right. We have policies and procedures that are just and fair. Discrimination either based on physical, mental, race, nationality, religion, age, education, et cetera is not acceptable
3. Respect, non-violated human rights, not associate with forced labor, child labor and human trafficking.

Reference link for social and human rights policy and guidelines : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 6

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

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

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

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

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
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

The Company has established the following policies and codes of conduct for Responsible Business Partners (RBA):

- 1.) Wages and benefits must be in accordance with or exceed the law, including minimum wages, overtime pay, and benefits as required by law. The Company will not deduct wages as a standard for disciplinary punishment. Each round of wage payment must be reported within a reasonable time and be easily understood.
- 2.) Training The Company organizes training plans for managers and workers to enforce the Company's policies, work processes, and improvement objectives in order to comply with applicable laws, conventions, regulations, and regulations.
- 3.) Feedback and participation, labor complaints The Company will establish an effective complaint process and mechanism to listen to employee opinions, suggestions, and complaints about practices and working conditions as covered by this Code of Conduct in order to promote continuous improvement.
- 4.) The Company does not support the employment of workers under the age of 15. In the case of employment of workers who are over fifteen but not more than eighteen years old, the Company will comply with relevant laws and support internship programs. For learning, correct for students and learners
- 5.) The company realizes that reducing the incidence of work-related injuries and illnesses, including a good working environment, helps create safety and health for employees, resulting in quality work and in accordance with the guidelines of the International Labor Organization.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Absent accident = 0 case	2022: Absent accident = 0 case	2024: Absent accident = 0 case
• Safety and occupational health at work	Absent accident = 0 case	2022: Absent accident = 0 case	2025: Absent accident = 0 case
<ul style="list-style-type: none"> • Fair employee compensation • Employee training and development • Promoting employee relations and participation • Non-discrimination 	1.Average Wage Rate Compared to the Legal Minimum Wage (%) 2.Percentage of Employees Receiving Training (%) 3.Employee Participation Rate in Organizational Activities (%) 4.Number of Discrimination-Related Complaints	2025: 1. 100% of employees receive wages at or above the legal minimum wage. 2. Achieve an average of at least 5 training hours per employee per year. 3. Establish at least one safe and confidential employee feedback channel. 4. Zero cases of discrimination in employment and workplace practices.	2025: 1. 100% of employees receive wages at or above the legal minimum wage. 2. Achieve an average of at least 6 training hours per employee per year. 3. Establish at least one safe and confidential employee feedback channel. 4. Zero cases of discrimination in employment and workplace practices.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

Employee / Labor Management Performance and Outcomes Year 2025

1. Occupational Health and Safety:

One work-related accidents resulting in lost time were reported.

2. Fair Employee Compensation:

100% of employees received wages at or above the legal minimum wage.

3. Employee Training and Development:

The average training hours achieved were 8.5 hours per employee per year.

4. Employee Relations and Engagement:

Three safe and confidential channels for employee feedback and engagement were in place.

5. Non-Discrimination:

No cases of discrimination in employment and workplace practices were identified.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	877	753	707
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	877	753	707
Male employees (persons)	N/A	N/A	352
Percentage of male employees (%)	N/A	N/A	49.79
Female employees (persons)	N/A	N/A	355
Percentage of female employees (%)	N/A	N/A	50.21

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	N/A	N/A	148
Percentage of employees under 30 years old (%)	N/A	N/A	20.93
Total number of employees 30-50 years old (Persons)	N/A	N/A	476
Percentage of employees 30-50 years old (%)	N/A	N/A	67.33
Total number of employees over 50 years old (Persons)	N/A	N/A	83
Percentage of employees over 50 years old (%)	N/A	N/A	11.74

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	N/A	N/A	75
Percentage of male employees under 30 years old (%)	N/A	N/A	21.31
Total number of male employees 30-50 years old (Persons)	N/A	N/A	229
Percentage of male employees 30-50 years old (%)	N/A	N/A	65.06
Total number of male employees over 50 years old (Persons)	N/A	N/A	48
Percentage of male employees over 50 years old (%)	N/A	N/A	13.64

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	N/A	N/A	73
Percentage of female employees under 30 years old (%)	N/A	N/A	20.56
Total number of female employees 30-50 years old (Persons)	N/A	N/A	247
Percentage of female employees 30-50 years old (%)	N/A	N/A	69.58
Total number of female employees over 50 years old (Persons)	N/A	N/A	35
Percentage of female employees over 50 years old (%)	N/A	N/A	9.86

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	N/A	N/A	625
Percentage of employees in operational level (%)	N/A	N/A	88.40
Total number of employees in management level (Persons)	N/A	N/A	46
Percentage of employees in management level (%)	N/A	N/A	6.51
Total number of employees in executive level (Persons)	N/A	N/A	36
Percentage of employees in executive level (%)	N/A	N/A	5.09

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	N/A	N/A	296
Percentage of male employees in operational level (%)	N/A	N/A	84.09
Total number of male employees in management level (Persons)	N/A	N/A	35
Percentage of male employees in management level (%)	N/A	N/A	9.94
Total number of male employees in executive level (Persons)	N/A	N/A	21
Percentage of male employees in executive level (%)	N/A	N/A	5.97

Number of female employees categorized by position

	2023	2024	2025
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	2023	2024	2025
Total number of female employees in operational level (Persons)	N/A	N/A	329
Percentage of female employees in operational level (%)	N/A	N/A	92.68
Total number of female employees in management level (Persons)	N/A	N/A	11
Percentage of female employees in management level (%)	N/A	N/A	3.10
Total number of female employees in executive level (Persons)	N/A	N/A	15
Percentage of female employees in executive level (%)	N/A	N/A	4.23

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	N/A	N/A	10
Percentage of disabled workers to total employment (%)	N/A	N/A	1.41
Total number of employees with disabilities (Persons)	N/A	N/A	2
Total male employees with disabilities (persons)	N/A	N/A	1

	2023	2024	2025
Total female employees with disabilities (persons)	N/A	N/A	1
Percentage of disabled employees to total employees (%)	N/A	N/A	0.28
Total number of workers who are not employees with disabilities (persons)	N/A	N/A	8
Contributions to empowerment for persons with disabilities fund	-	-	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	282,187,747.96	255,717,926.38	240,429,882.01
Average of remuneration of employees (Baht/persons)	321,764.82	339,598.84	340,070.55

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The funds assets are held in a separate trust fund and the Companys contributions are recognised as expenses when incurred.

Reference link to provident fund management policy : https://www.tkrungthai.com/investor/announcement/EOneReport_2023.pdf
and guidelines

Page number of the reference link : 19

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	477	440	408
Number of employees joining in PVD (persons)	477	440	408
Number of PVD members / Total employees (%)	54.39	58.43	57.71
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)	4,036,938.83	7,700,799.04	3,701,034.60

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 (%)
T.KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED	Yes	707	408	408	57.71	100.00

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

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Initiatives to encourage employees to achieve sufficient retirement savings

Initiatives to encourage employees to achieve sufficient retirement savings

The Board of Directors is committed to overseeing and promoting the continuous development of skills, knowledge, and capabilities of senior management and employees at all levels, in order to support sustainable business growth in both the short and long term. In addition, the Company has established a provident fund to encourage employee savings and enhance financial security for retirement.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	-	-	Yes
Average employee training hours (Hours / Person / Year)	12.00	14.00	8.50
Total amount spent on employee training and development (Baht)	552,701.25	709,389.92	330,592.40
Percentage of training and development expenses to total expenses (%) ^(*)	0.000427	0.000657	0.000309
Percentage of training and development expenses to total revenue (%) ^(*)	0.000430	0.000646	0.000303

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	1,687,591.03	2,094,836.90	1,195,080.20
Total number of hours worked by employees (Hours)	1,687,591.03	2,094,836.90	1,195,080.20

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	0	1

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	1	0	1
Percentage of employees that lost time injuries for 1 day or more (%)	0.11	0.00	0.14
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.59	0.00	0.84
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.12	0.00	0.17

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

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

Information on promoting employee relations and participation

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : https://www.tkrungthai.com/investor/announcement/EPDPA_TKT.pdf
- Page number of the reference link : 1

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Development of customer satisfaction and customer relationship

The Company in marketing actuary measure for the satisfaction level of customers yearly. The target score for satisfaction is 85% up and set 5 points for rating they are Quality, Cost, Delivery, Management and Engineering, and to results were evaluated for improvement

- Reference link for company's customer management plan : https://www.tkrungthai.com/investor/announcement/EOneReport_2023.pdf
- Page number of the reference link : Part1 p.11

Information on setting customer management goals

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)
<ul style="list-style-type: none"> Responsible production and services for customers Communication of product and service impacts to customers/consumers Development of customer satisfaction and customer relationship Protection of customer personal information 	Customer Satisfaction Score, Number of Customer Data Breach Incidents	2025: Customer satisfaction score > 85% Number of customer data breach incidents: 0 cases per year	2025: Customer satisfaction score > 85% Number of customer data breach incidents: 0 cases per year

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, the Company emphasized responsible customer management, achieving a customer satisfaction score of over 85% and recording zero customer data breach incidents. These results reflect the Company's effective delivery of quality products and services, transparent communication, and robust customer data protection practices in line with the ESG disclosure framework of the Stock Exchange of Thailand.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 022113732

Fax : -
Email : independent@krungthai.com
Companys website : -
Address : T.Krungthai Industries Public Co.,Ltd.
23 Soi Chan 43 Yak 21 , Chan Road, Tungwatdon, Sathorn,
Bangkok 10120

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Religion and culture, Forests and natural resources,
implemented by the company over the past year Occupational health, safety, health, and quality of life

In 2025, the Company carried out community and social activities, including the donation of supplies to nearby schools, blood donation activities, fish release activities, and the offering of Kathin robes to King Kaew Temple, with the aim of supporting community development, enhancing quality of life, and promoting employee engagement, in line with the Company's sustainable business practices.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social : Yes
management goals

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
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Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Education • Religion and culture • Occupational health, safety, health, and quality of life 	1.Number of community and social activities conducted by the Company 2.Employee participation in social activities 3.Support for community and public benefit activities 4.Absence of complaints related to community impacts	2023: 1.Number of community and social activities conducted by the Company: more than 1 activity 2.Percentage of employees participating in social activities: more than 50% 3.Support for community and public benefit activities: implemented according to plan (100%) 4.Number of complaints related to community impacts: 0 cases	2024: 1.Number of community and social activities conducted by the Company: more than 1 activity 2.Percentage of employees participating in social activities: more than 50% 3.Support for community and public benefit activities: implemented according to plan (100%) 4.Number of complaints related to community impacts: 0 cases
<ul style="list-style-type: none"> • Education • Religion and culture • Forests and natural resources 	1.Number of community and social activities conducted by the Company 2.Employee participation in social activities 3.Support for community and public benefit activities 4.Absence of complaints related to community impacts	-	2025: 1.Number of community and social activities conducted by the Company: more than 1 activity 2.Percentage of employees participating in social activities: more than 50% 3.Support for community and public benefit activities: implemented according to plan (100%) 4.Number of complaints related to community impacts: 0 cases

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

In 2025, the Company conducted community and social activities, including donations of supplies to nearby schools, blood donation activities, fish release activities, and the offering of Kathin robes to King Kaew Temple. Employee participation in these activities accounted for 60.25%. The Company fully supported community and public benefit activities in accordance with its plan (100%) and recorded no complaints related to community impacts.

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits⁽¹⁾

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

	2023	2024	2025
Beneficiaries of the company's community development projects (Provinces)	2.00	2.00	3.00

Remark: ⁽¹⁾ 1.Strengthening relationships and building trust between the Company and surrounding communities 2.Enhancing the quality of life and well-being of the community 3.Promoting employee engagement and a sense of pride 4.Enhancing the Companys corporate image and credibility in social responsibility

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ESG Performance

Company Name : T.KRUNGTHAI INDUSTRIES PUBLIC COMPANY LIMITED Symbol : TKT

Market : SET Industry Group : Industrials Sector : Automotive

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Corporate Governance Policies.

The Board of Directors has established a good corporate governance policy according to the principles and guidelines of the Corporate Governance Code for Listed Companies 2017 (CG Code) of the Securities and Exchange Commission. This policy has been used as the workings guidelines for the Board of Directors, the Executives and all employees. And The Board of Directors has assigned the Corporate Governance Committee to monitor and ensure that the Company is operating according to the good corporate governance policies and regularly up-date those policies to be modern and suitable at least once a year or when there are significant changes.

Main Guidelines for Practices according to Good Corporate Governance Principles.

1. Establish Clear Leadership Role and Responsibilities of the Board of Directors as the leader of the organization in creating the value for sustainable business.
2. Define Objectives and Goals to promote Sustainable Value Creation.
3. Strengthen Effectiveness of Board
4. Ensure Effective CEO and Staff Selection and Development
5. Promote Business Innovation and Responsible Business Conduct
6. Strengthen Effective Risk Management and Internal Control
7. Ensure Financial Integrity and Disclosure
8. Promote Participation and Communication with Shareholders

Reference link for the full version of corporate governance policy and guidelines : <https://www.tkrungthai.com/investor/announcement/EGovernance.pdf>

Page number of the reference link : 2-18

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation

Nomination of directors

Establish rules and procedures for recruiting new directors: Nomination Committee Acting to scrutinize and select persons who have suitable qualifications with knowledge, ability, experience, leadership skill, morality, ethics, good attitude towards the organization and be able to devote sufficient time to propose to the Board of Directors for consideration and propose to the shareholders' meeting for approval.

Reference link for Nomination of directors : <https://www.tkrungthai.com/investor/announcement/EGovernance.pdf>

Page number of the reference link : 7

Determination of director remuneration

For proposing remuneration for directors to shareholders for approval, The Board of Directors considers the structure and compensation rates that are appropriate to the responsibilities and able to motivate the directors to lead the organization to meet both short and long term goals.

-The Board of Directors appoints the Remuneration Committee taking in charge of proposing guidelines and methods for determining compensation and other benefits with same characteristic as the directors remuneration.

-Policy and criteria for determining remuneration for directors must be consistent with the responsibility when comparing compensation with companies of similar size in the same industry. Consider the company's performance by the Remuneration Committee to consider and scrutinize and propose to the Board of Directors to propose to the shareholders' meeting.

-The company has determined to propose policies, methods, criteria and remuneration for all directors in providing remuneration for each director to the shareholders' meeting for consideration and approval on a yearly basis. Directors who are executives will not receive remuneration as directors of the company.

-Board of Directors supervises and discloses the policy and criteria for determining the remuneration of directors that reflect each individual's responsibility, including the remuneration for each director receives from being a director of a subsidiary company.

Reference link for Determination of director remuneration : <https://www.tkrungthai.com/investor/announcement/EGovernance.pdf>

Page number of the reference link : 8

Independence of the board of directors from the management

3.2 The Board of Directors selected an appropriate person to be a Chairman to ensure that both the Board's composition and activities are conducive to its independence in all decision makings.

3.2.1 The Chairman of the Board of Directors is an independent director.

3.2.2 Board of directors mandates that the chairman position and the managing director position must be held by different individuals in order to independently monitor and balance management authority.

3.2.3 The Chairman is the leader of the board and its role and authority is defined and separated clearly.

The Chairmans duties should at least cover the following matters:

1.To oversee, monitor, and ensure that the board efficiently carries out its duties to achieve the companys objectives.

2.To ensure that all directors support the company to have ethical culture and good corporate governance.

3.To discuss with the managing director in setting up the board meeting agenda and ensure that the important matters are included in the meeting agenda.

4.To allocate sufficient time for management to propose topics and for directors to debate important matters thoroughly. To encourage directors to exercise independent judgement in the best interest of the company.

5.To call the meeting and conduct the Board of Directors meeting according to the agenda completely.

6.To lead the Shareholders' Meeting according to agendas, Company regulations and the law by allocating suitable time and opportunities for shareholders to equally express their ideas as well as overseeing shareholders' questions are answered appropriately and transparently.

7.To perform supervision to ensure disclosure of information and transparent management in the case of conflict of interest.

8.To carry out duties in accordance with laws, particularly the Chairmans tasks.

9.To support and lead as role model for operations in accordance with good corporate governance and anti-corruption policy and business ethics.

10.To perform supervision to ensure the duties of the Board of Directors, the subcommittee, and each director of the Company are carried out with effectiveness and efficiency to meet the objectives as planned.

11.To enhance good relationships between executive directors and non-executive directors, and between the Board of Directors and the management team

Managing Director shall have responsibilities to the Board of Directors in management in accordance with the Company's policies and strategic plans. It should at least cover the following matters:

1.To prepare strategic plan, business goals, action plans, and annual budget and present them to the board of directors for approval.

2.To operate business according to policies, strategic plans and annual budget that have been approved by the board.

3.To present the performance of company quarterly by comparing actual performance with budget to the board as well as offer solutions and corrective measurement.

4.To perform additional tasks assigned by the board.

Reference link for Independence of the board of directors from the management : <https://www.tkrungthai.com/investor/announcement/EGovernance.pdf>
Page number of the reference link : 4-5

Director development

3.7.2 The Board of Directors supervise the knowledge training for directors and top management.

1.The Board of Director Company encourages and facilitates all directors such as Director, Audit committee & Top Management etc. to attend various training courses which are advantage to the development of their performance regularly.

2.The Board of Directors encourage directors and executives attend seminars for courses that are advantage to their duties. The courses that directors should attend at least include the course arranged by the Thai Institute of Directors (IOD) such as Directors Certification Program (DCP) or Directors Accreditation Program (DAP) or Audit Committee Program (ACP)

Reference link for Director development : <https://www.tkrungthai.com/investor/announcement/EGovernance.pdf>
Page number of the reference link : 9

Board performance evaluation

The Board of Directors provides an annual performance evaluation of the Board of Directors, subcommittees and individual director. The assessment results are used for further development of duties.

1.Establish the evaluation of the performance of the Board of Directors and the sub-committees at least once a year with the objective of focusing on the evaluation to reflect the operational efficiency in accordance with the principles of good corporate governance.

2.Determine to evaluate 3 types, which are the self-evaluation of the overall board / sub-committees and individual evaluation by using the form that is developed from the evaluation sample of the SET as appropriate and relevant with the characters of the Board of Directors and there is disclosure of the assessment criteria and process as well as evaluation results in the Annual Registration Statements Form 56-1 One Report.

3.The Board of Directors brings the assessment results as a guideline for continuous improvement of efficiency and for considering the appropriateness of the composition of the Board of Directors

Reference link for Board performance evaluation : <https://www.tkrungthai.com/investor/announcement/EGovernance.pdf>
Page number of the reference link : 9

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Community and society

Shareholder

T.Krungthai realizes that stockholders are the owners of the company and it is an obligation of the company to create long-term value for stockholders. Therefore, the following guidelines have been set for executives and employees in order to fulfill such obligation to stockholders:

1. To work with integrity, honesty, cautious, and prudent. Bearing in mind the benefits of the stockholders, both majority and minority.
2. To report companys status and operating outcome, and to publish complete financial and accounting information as well as related information on regular basis.
3. To report tendency of the company both positive and negative based on probabilities, appropriate assumptions, and adequate information.
4. Use of unpublished information for personal or others benefits as well as any practices that might cause conflict of interest are prohibited.

Reference link for Shareholder : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 6

Employee

T.Krungthai realizes that employee is critical success factor of the company. Therefore, it is our policy to promote fair treatment for every employee; opportunities, compensations, promotions and relocations, as well as competency development program. The following are company guidelines regarding these policies:

1. Treat every employee with respect. Value human honor.
2. Maintain pleasant and safe working environment for employees as well as their assets.
3. Promotions and relocations, rewarding and punishment should be made with honesty and trustworthiness based on knowledge, performance, and appropriateness.
4. Listen to opinions and suggestions from employees. Value their professional experiences and expertise.
5. Comply with laws and regulations regarding employees.
6. Provide a grievance channel for any unfair or injustice treatments and set up systematic procedures to handle these grievances.

Reference link for Employee : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 7

Customer

T.Krungthai regards customer satisfaction as success factor of its business. Therefore, the company intents and is committed to improve our offerings so that they can respond to customer expectations more effectively and efficiently. The following are company guidelines regarding these policies:

1. Deliver quality products and services that meet customer expectations at the fair price.
2. Regularly, timely, and accurately update customers about the companys offering.
3. Honor and comply strictly with agreed upon conditions that company has with customers. If, in any case, company is unable to comply with any of the conditions, customers must be notified swiftly and appropriate solution should be discussed and considered as soon as possible.
4. Contact customers with good manner, effectiveness, and trustworthiness.

5. Provide communications channel for customer complaints and set up procedures to handle customer complaints regarding quality, quantity, safety, and delivery.
6. Honor confidentiality of customer information. Customer information must be maintained, managed, and used by authorized personnel according to company policies Any changes or terminations of customer information must be approved by customers.

Reference link for Customer : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 7

Business competitor

T.Krungthai complies with international standard under laws and regulations governing competition in the market. Trade secrets and confidentialities of competitors are respected and honored. The following are company guidelines regarding these policies: 1. Comply with laws and regulations regarding fair competitions 2. Do not wrongfully seek trade secrets or confidential information of the competitors. 3. Do not defame competitor reputation by any mean.

Reference link for Business competitor : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 8

Business partner

T.Krungthai has policies that encourage fair treatments to business partners and creditors bearing in mind the highest benefits of the company as well as fair and mutual benefits for every party involved. Any conflict of interest must be avoided. Every agreement that company has must be honored. Publication of information must be done timely and accurately. In addition, any negotiation should be done with an intention to honor business relations that company has with another. The following are company guidelines regarding these policies:

1. The Company shall act to clients equitably and fairly.
2. Executives and staff shall not accept or request for donations such as for reception feast, providing service, financial support, rewarding etc. from a party doing business with the Company.
3. The conditions agreed with the suppliers and / or creditors shall be complied with strictly.
4. In case a condition cannot be complied with, a prior notice shall be made to collaborate for problem solving.

Reference link for Business partner : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 8

Creditor

T.Krungthai has policies that encourage fair treatments to business partners and creditors bearing in mind the highest benefits of the company as well as fair and mutual benefits for every party involved. Any conflict of interest must be avoided. Every agreement that company has must be honored. Publication of information must be done timely and accurately. In addition, any negotiation should be done with an intention to honor business relations that company has with another. The following are company guidelines regarding these policies:

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4. In case a condition cannot be complied with, a prior notice shall be made to collaborate for problem solving.

Reference link for Creditor : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 8

Community and society

It is T.Krunghais policy to do business that benefit society and economy. We also emphasize on honoring and preserving local customs, and it is also our policy to act as a good citizen complying with all the rules and regulations. We are committed to enhance the quality of our society through our initiatives and participation in government and/or community activities.

- 1.It is our policy to do business that benefit society and economy as well as honoring and preserving local customs according to our operating location.
- 2.T.Krunghai supports community and social activities with an aim to develop society, community, and environment. In addition, we also support education for children as well as public commonwealth.
- 3.T.Krunghai believes in democracy and encourages its personnel to use their right during election. However, we do not have a policy to provide monetary support either directly or indirectly to any party or politician.
- 4.Company has established processes to handle public complaints. We will investigate, implement corrective measures, and notify the claimant in timely manner.
- 5.Company is willing to participate in economic activities set by organizations instituted by laws that might lack competence or facility to alleviate poverty in the communities.
- 6.When using natural resources, company focuses on options that have lowest negative impacts on society, environment, and quality of life.

Reference link for Community and society : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 10-11

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

In order to maximize stakeholders benefits, especially the stockholders, Board of Directors set up policies that emphasize on achieving these goals as well as how to achieve them. These policies translate into Vision, Mission, Ideologies, Values, Corporate Governance Policies as well as Operating Practices. Code of Conduct is used to remind every board member, management team, and employee of the companys expectation on how they treat other employees, stockholders, customers, business partners, competitors as well as how they treat the society.

Reference link for the full version of business code of conduct : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 1

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information

and assets usage and protection, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The company is considered an important policy not to allow board of directors, executives and employees from seeking personal benefits. Therefore, the company imposes procedures that the board of directors, executives and employees must follow. These procedures are:

1. Avoid self-related transactions that may create conflict of interests with the Company.
2. If it is unavoidable, such transaction should be done as if the company does with outside party and the person who benefit from the transaction must not be involved in the decision making and/or approving.
3. In case where the transactions are within the scope of related transactions according to the rules and regulations of corporate governance official institutes, for example, the SEC, the SET, etc., they are required to strictly comply under the relevant rules, means and disclosure.
4. In case where the directors, executives, employees, or family members are involved whether directly or indirectly in any transactions that may create a conflict of interest, or are shareholders of the Company's competitors, they are required to disclose such facts to the manager and the president of the Company in writing.
5. In case where the directors, executives and employees are directors, partners, or advisors in other organizations, it must not conflict with the interest of the Company.
6. The related transactions are required to be reviewed or considered by the Audit Committees and the board of directors respectively. In case where any Audit Committees or directors have an interest in such related transactions, such Audit Committees or directors shall not be allowed to take part in the review and consideration of such related transaction

Reference link for Prevention of Conflicts of Interest : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 3-4

Anti-corruption

The company does not support any type of corruption that may occur in the organization, such as giving and receiving bribes, contributions, etc. The company has set a policy of anticorruption by launching guideline materials to use for communicating with the Board and for providing training for employees at all levels to comply with the practice.

Reference link for Anti-corruption : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 6

Whistleblowing and Protection of Whistleblowers

Complaints and Give Suggestions

1. E-Mail To Audit Committee (Independent Director) : independent@tkrungthai.com
2. Registered post at the following address : Audit Committee (independent) T.Krungthai Industries Public Company Limited.
23 Soi Chan 43 Yak 21, Tungwatdon, Sathorn Bangkok 10120

The stakeholders may report infringements or complaints at Tel. 02-211-3732 central office or contact the company secretary, Mr.Chumpol Techakraisi via email: chumpol@tkrungthai.com

Measures to protect the whistle blower complaints or to the person who has cooperated in the investigation. In order to protect the whistle blower or the information provider, the company shall not reveal nor release any information such as name and address of the complainant. It has to be treated as highly confidential and be carefully executed as well as to provide protection to the information provider and he / she should not be harassed in any manner.

Reference link for Whistleblowing and Protection of : <https://www.tkrungthai.com>

Prevention of Misuse of Inside Information

Do not use inside information to seek benefits

1. Do not take chances or information obtained from a director, executive or employee for their own benefit and in doing business competing with the Company. Or related businesses.
2. Do not use inside information to their advantage in trading the company's shares or provide inside information to others for the purpose of trading the company's shares.
3. Do not use company information for reference to outsiders for personal benefit and/or related persons.
4. Non-disclosure of business secrets of the company. Third Party The competitors Even after becoming a director, executive or employee of the company already.
5. The Directors, executives and employees inside information that may substantially affect the price of securities that is to suspend the purchase or sale of securities of the Company during the one month before the company announced results of operations. (The deadline to announce results of operations is 45 days after the end of the quarter, and 60 days after the end of the fiscal year) or after the inside information is publicly available.
6. Directors and executives including spouses and minor children Have a duty to report changes in securities holding within 3 business days from the date of Buy/sell/transfer/receive transfers sent to the SEC
7. The Board of Directors sets a policy for directors and senior management Notify the Board of Directors about the trading of shares at least 1 day in advance of trading.

Reference link for Prevention of Misuse of Inside : [https://www.tkrungthai.](https://www.tkrungthai.com/investor/announcement/EConduct.pdf)

Information [com/investor/announcement/EConduct.pdf](https://www.tkrungthai.com/investor/announcement/EConduct.pdf)

Page number of the reference link : 3

Gift giving or receiving, entertainment, or business hospitality

Gifts and Entertainment Business

1. Executives and employees should avoid giving or receiving gifts or gifts or benefits from any partner or do business with the company except to the festival or customary in value.
2. Executives and employees should avoid giving or accepting. In a normal person doing business with the company.
3. The expenses for the entertainment business and other expenses directly related to the fulfillment of business contracts is acceptable. But to spend sensibly.

Reference link for Gift giving or receiving, : [https://www.tkrungthai.](https://www.tkrungthai.com/investor/announcement/EConduct.pdf)

entertainment, or business hospitality [com/investor/announcement/EConduct.pdf](https://www.tkrungthai.com/investor/announcement/EConduct.pdf)

Page number of the reference link : 5-6

Compliance with laws, regulations, and rules

T.Krungthai operates its business complying with the laws in every place it stands. Our policies regarding law-abidingness are:

1. Directors, executives, and employees must comply with the laws and regulations as well as respect Thai customs and norms.
2. Directors, executives, and employees must comply with the laws and regulations of The Securities and Exchange Commission as well as The Stock Exchange of Thailand.
3. Directors, executives, and employees must comply with company's rules.
4. Directors, executives, and employees must not support, engage, or involve in any activities that are against the laws.
5. Directors, executives, and employees must cooperate with authorities and/or supervising agencies by reporting any wrong-doing or law violation.

Reference link for Compliance with laws, regulations, : [https://www.tkrungthai.](https://www.tkrungthai.com/investor/announcement/EConduct.pdf)

and rules [com/investor/announcement/EConduct.pdf](https://www.tkrungthai.com/investor/announcement/EConduct.pdf)

Information and assets usage and protection

Handling of confidential information

Executive Directors (including those related), and staff will be responsible for keeping the information of the company strictly confidential. The inside information that has not been disclosed to the public, directors, executives and employees that may substantially affect the price of securities and trading in securities by the company must be suspended during the one month prior to the announcement of the Company's operating results or internal information that is publicly available.

Responsibilities to the Companys Assets

T.Krungthai encourages its executives and employees to use companys resources and assets effectively in order to increase competitive advantages as well as to improve service quality. Procedures regarding use of resources and assets are the following:

1. Resources and Assets must be used economically and with the highest benefit
2. Its everyones duty to look after companys resources and assets so that and prevent them from any wrongful loss.

Reference link for Information and assets usage and protection : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 4-5

Information and IT system security

Computer System and Information systems

Company Policy Information System This includes all information technology This includes computers Peripheral devices, data is stored or transmitted electronically. All employees must understand and comply with the following requirements strictly.

1. Computers, information and communication technologies, and information used in any form are property of the company. Executives and employees should not use these computers and information and communication technologies for personal benefits.
2. Revealing personal password that used to access companys data is prohibited. 3. Revealing companys information or information that company purchased from other sources is prohibited.
- 3 Executives and employees are prohibited to modify, copy, delete, or terminate companys data without approval.
- 4 Hardware modifications or installations of component beyond companys standard are prohibited.
- 5.Executives and employees are prohibited from modifying hardware devices or installing any devices other than the standard devices installed by the company.
6. Sending disgraceful, indecent, obscene, harassing, or threatening messages through companys email is prohibited.
7. Internet should be used for finding or retaining useful information only. Visiting any illegal website is prohibited.
8. Executives, employees should use communication devices such as telephone, facsimile, mobile phone, and pager properly and responsibly. They should be mainly used for the companys benefits.

Reference link for Information and IT system security : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 5

Environmental management

Company is aware of its environmental responsibilities. The impact on the environment, communities and the nation. The company issues the follow guidelines.

1. Practice law-abiding terms and standards related to the environment within the company strictly.
2. Commitment to reduce the environmental impact protection. Since raw materials production Process and activities within the company that could impact the environment.

3. Improved environmental management in all the company's activities to reduce pollution Environmental Impact. The objective of the action plan and assessments clearly.
4. Action to promote energy conservation and resource efficiency.
5. The Company provides support to social and environmental organizations. The action Environmental information dissemination. To create a better understanding of the community and those involved

Reference link for Environmental management : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 10

Human rights

Human Right, The Company has set policy and practice as follows:

1. Operations of T.Krungthai and other persons whose operations are subjected to or related to T.Krungthai must not violate human right and their right over assets.
2. T.Krungthai values human right and equal right. We have policies and procedures that are just and fair. Discrimination either based on physical, mental, race, nationality, religion, age, education, et cetera is not acceptable
3. Respect, non-violated human rights, not associate with forced labor, child labor and human trafficking.

Reference link for Human rights : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 6

Safety and occupational health at work

The Company recognizes and realizes the importance. The Occupational Safety and the working environment is very important. The concern for life and health of all employees Purposely. To all employees work with confidence under the management of safety, health states. The policy follows the management

1. Committed to improving the safety, health and creativity. In accordance with legal requirements Including international standards etc.
2. Company will comply with laws and regulations involving safety, health, and environment.
3. Management and employees must be taken seriously. To all activities to enhance the quality of occupational. The mule for example, to search for and assess the threat (Completely Check Completely Find Out) and 5S etc.
4. Company must accurately and explicitly publish information regarding relation of its business operation and safety, health, and environment.
5. Company will monitor its effects on environment. Negative impacts should be avoided, and any loss must be compensated or rehabilitated. In addition, company will encourage environment protection, restoration, and conservation of natural resources for sustainable and equal social benefits.

Reference link for Safety and occupational health at work : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Page number of the reference link : 9-10

Promotion of compliance with the business code of conduct

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

T.Krungthai mandates its directors, executives, and every employee to acknowledge, understand, and strictly comply with policies, procedures, practices, and rules that stated in this Code of Conduct. This is not voluntary and not-knowing of this Code of Conduct cannot be used as an excuse. Managements in every level must hold themselves

responsible for ensuring that their subordinates acknowledge, understand, and comply with this Code of Conduct decisively.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>
Page number of the reference link : 11

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes
Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : GEN701.3-CAC certificate.jpg

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

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter : No
Material changes and developments in policy and guidelines over the past year : No

In 2025, the Board of Directors has been monitored the compliance with good corporate governance principles covering matters such as the regarding of shareholders' rights, equitable treatment of shareholders, responsibility to all stakeholders and the care of employees, human rights, health care, safety and working environment, taking care of responsibility for society, community and environment, etc. The follow-up results showed that the Company has completely implemented the guidelines of each matter.

In 2025, the Board of Directors reviews the good corporate governance policy, Business Ethics Handbook including other policies of the Company and is determined to ensure compliance with the policies and guidelines of good corporate governance principles of the Stock Exchange of Thailand and the Thai Institute of Directors Association strictly and continuously resulting to the Company received the following awards:

- 1.The Company was assessed by the Corporate Governance Survey of Thai Listed Companies (CGR) at the level of Excellent (5 stars) for 11 consecutive years and was ranked 1 in 45 Top Quartile companies, listed companies with Market capitalization (Market Cap) less than 1,000 million baht
- 2.The Company has been evaluated the quality of Annual General Meeting of Shareholders (AGM Checklist) by the Thai Investors Association with a full score of 100 points.

3. Accredited as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) for the 3rd renewal certification (31 Mar. 2023 to 31 Mar. 2026)

Implementation of the CG Code for listed companies

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

5.18) For the CG practices that the company has exempted in some principles that are adopted in different way, which have details and explanations as follows:

Guideline CG	Explanation
Independent directors hold office for not more than 9 years.	The Company has an opinion in accordance with the recommendations of the Nominating Committee as follows: Throughout the term of each independent director has given independent opinions and gave suggestions that are beneficial to the Company. The Company is confident that the independent directors are qualified and able to freely express their opinions.
There are more than 50 % of company's independent board of directors	The Company has 13 directors, 5 independent directors or 38.46%. Board of Directors commented that during the Independent Directors term, they give opinions freely and suggestions which are advantage for the company.
At least 30% of the Board of Directors are female	The Company has a policy to consider diversity in the structure of the Board of Directors both professional skills, expertise and gender. Currently, the Board of Directors has 13 members, comprising 10 male directors and 3 female director. However, the Company has the Company is ready to adopt guidelines for good corporate governance.

Other corporate governance performance and outcomes

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Good Corporate Governance Committee

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	13		13		13	
	10	3	10	3	10	3
Executive directors	4		4		4	
	4	0	4	0	4	0
Non-executive directors	9		9		9	
	6	3	6	3	6	3
Independent directors	5		5		5	
	4	1	4	1	4	1
Non-executive directors who have no position in independent directors	4		4		4	
	2	2	2	2	2	2

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	76.92	23.08	76.92	23.08	76.92	23.08
Executive directors	30.77		30.77		30.77	
	30.77	0.00	30.77	0.00	30.77	0.00
Non-executive directors	69.23		69.23		69.23	
	46.15	23.08	46.15	23.08	46.15	23.08
Independent directors	38.46		38.46		38.46	
	30.77	7.69	30.77	7.69	30.77	7.69
Non-executive directors who have no position in independent directors	30.77		30.77		30.77	
	15.38	15.38	15.38	15.38	15.38	15.38

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	63		64		64	
	64	57	65	58	65	59

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. General TERDSAK MARROME Gender: Male Age : 89 years Highest level of education : Honorary degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 220,000 Shares (0.062717 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>No</p>	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>6 Jan 2004</p>	<p>Law, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mrs. YUPA TECHAKRAISRI Gender: Female Age : 75 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 24,000,000 Shares (6.841895 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>6 Jan 2004</p>	<p>Automotive, Accounting, Finance, Strategic Management, Property Development</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. VIRASAK SUTANTHAVIBUL Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Master Engineering (M.E.) Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) <p><u>Indirect shareholding details</u></p> <p>No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>6 Jan 2004</p>	<p>Accounting, IT Management, Strategic Management, Risk Management, Engineering</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. PAOTEP CHOTINUCHIT Gender: Male Age : 92 years Highest level of education : Master's degree Study field of the highest level of education : M.Sc Metallurgical engineer, Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,000 Shares (0.001425 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	6 Jan 2004	Automotive, Human Resource Management, Accounting, Finance, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. SUMATE TECHAKRAISRI Gender: Male Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 23,500,000 Shares (6.699356 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>6 Jan 2004</p>	<p>Automotive, Strategic Management, Property Development, Construction Materials, Leadership</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. APICHART KASEMKULSIRI Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	6 Jan 2004	Accounting, Finance, Strategic Management, Property Development

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. PHREECHA TACHAKRAISRI Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Youngstown State Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 6,138,400 Shares (1.749929 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 3,258,940 Shares (0.929055 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>6 Jan 2004</p>	<p>Automotive, Marketing, Human Resource Management, Strategic Management, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. CHUMPOL TECHAKRAISRI Gender: Male Age : 45 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 956,940 Shares (0.272803 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>6 Jan 2004</p>	<p>Automotive, Accounting, Finance, Strategic Management, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Ms. MING MUI SILVIA CHAN Gender: Female Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Master of Business Administration Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	14 Nov 2022	Human Resource Management, Strategic Management, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. RAYMOND CHAN Gender: Male Age : 58 years Highest level of education : Below a 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	14 Nov 2022	Industrial Materials & Machinery, Steel, Electronic Components, Marketing, Engineering

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Ms. SIRIPUN KRIANGWATTANAPONG Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	15 Feb 2023	Law, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Mr. JITTAPON SITTISAK Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	15 Feb 2023	Business Administration, Accounting, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. HO KWAN WONG Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Feb 2025	Accounting, Risk Management, Budgeting

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.

Diagram of list of the board of directors

Board of Directors



General Terdsak Marrome
Chairman of the Board / Independent Director



Mr. Virasak Sutanthavibul
Independent Director / Director



Mr. Paotep Chotinuchit
Independent Director / Director



Mr. Jittapon Sittisak
Independent Director / Director



Miss. Siripum Kriangwattanapong
Independent Director / Director



Mr. Sumate Techakraisri
Director / CEO



Mr. Raymond, Chan
Director



Mrs. Yupa Techakraisri
Director



Ms. Ming Mui Silvia, Chan
Director



Mr. Apichart Kasemkulsiri
Director



Mr. Phreecha Tachakraisri
Director



Mr. Ho Kwan Wong
Director



Mr. Chumpol Techakraisri
Director / Company Secretary

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. WAH YING CHAN Gender: Male Age : 61 years Highest level of education : Below a 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration :</p> <p>No</p>	<p>27 Feb 2025</p>	<p>Mr. HO KWAN WONG</p> <p>Appointment date of replacement director : 27 Feb 2025</p>

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. General TERDSAK MARROME	Chairman of the board of directors		✓	✓		
2. Mrs. YUPA TECHAKRAISRI	Director		✓		✓	✓
3. Mr. VIRASAK SUTANTHAVIBUL	Director		✓	✓		
4. Mr. PAOTEP CHOTINUCHIT	Director		✓	✓		
5. Mr. SUMATE TECHAKRAISRI	Director	✓				✓
6. Mr. APICHART KASEMKULSIRI	Director		✓		✓	
7. Mr. PHREECHA TACHAKRAISRI	Director	✓				✓
8. Mr. CHUMPOL TECHAKRAISRI	Director	✓				✓
9. Ms. MING MUI SILVIA CHAN	Director		✓		✓	
10. Mr. RAYMOND CHAN	Director		✓		✓	
11. Ms. SIRIPUN KRIANGWATTANAPONG	Director		✓	✓		
12. Mr. JITTAPON SITTISAK	Director		✓	✓		
Total (persons)		4	9	5	4	4

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
13. Mr. HO KWAN WONG	Director	✓				
Total (persons)		4	9	5	4	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Automotive	5	38.46
2. Industrial Materials & Machinery	1	7.69
3. Steel	1	7.69
4. Construction Materials	1	7.69
5. Property Development	3	23.08
6. Electronic Components	1	7.69
7. Law	2	15.38
8. Marketing	2	15.38
9. Accounting	7	53.85
10. Finance	4	30.77
11. Human Resource Management	3	23.08
12. IT Management	1	7.69
13. Engineering	2	15.38

Skills and expertise	Number (persons)	Percent (%)
14. Leadership	1	7.69
15. Strategic Management	9	69.23
16. Risk Management	5	38.46
17. Internal Control	1	7.69
18. Budgeting	1	7.69
19. Governance/ Compliance	1	7.69
20. Business Administration	1	7.69

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

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

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

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors meeting

3.2 The Board of Directors selected an appropriate person to be a Chairman to ensure that both the Board's composition and activities are conducive to its independence in all decision makings.

3.2.1 The Chairman of the Board of Directors is an independent director.

3.2.2 Board of directors mandates that the chairman position and the managing director position must be held by different individuals in order to independently monitor and balance management authority.

3.2.3 The Chairman is the leader of the board and its role and authority is defined and separated clearly.

The Chairmans duties should at least cover the following matters:

(1) To oversee, monitor, and ensure that the board efficiently carries out its duties to achieve the companys objectives.

(2) To ensure that all directors support the company to have ethical culture and good corporate governance.

(3) To discuss with the managing director in setting up the board meeting agenda and ensure that the important matters are included in the meeting agenda.

(4) To allocate sufficient time for management to propose topics and for directors to debate important matters thoroughly. To encourage directors to exercise independent judgement in the best interest of the company.

(5) To call the meeting and conduct the Board of Directors meeting according to the agenda completely.

(6) To lead the Shareholders' Meeting according to agendas, Company regulations and the law by allocating suitable time and opportunities for shareholders to equally express their ideas as well as overseeing shareholders' questions are answered appropriately and transparently.

(7) To perform supervision to ensure disclosure of information and transparent management in the case of conflict of interest.

(8) To carry out duties in accordance with laws, particularly the Chairmans tasks.

(9) To support and lead as role model for operations in accordance with good corporate governance and anti-corruption policy and business ethics.

(10) To perform supervision to ensure the duties of the Board of Directors, the subcommittee, and each director of the Company are carried out with effectiveness and efficiency to meet the objectives as planned.

(11) To enhance good relationships between executive directors and non-executive directors, and between the Board of Directors and the management team

Managing Director shall have responsibilities to the Board of Directors in management in accordance with the Company's policies and strategic plans. It should at least cover the following matters:

(1) To prepare strategic plan, business goals, action plans, and annual budget and present them to the board of directors for approval.

(2) To operate business according to policies, strategic plans and annual budget that have been approved by the board.

(3) To present the performance of company quarterly by comparing actual performance with budget to the board as well as offer solutions and corrective measurement.

(4) To perform additional tasks assigned by the board.

Reference link for the measures for balancing the : <https://www.tkrungthai.com/investor/announcement/EGovernance.pdf>
power between the board of directors and the management

Page number of the reference link : 4-5

Information on the roles and duties of the board of directors

Board charter : Have

1. The Board of Directors hold the duties & responsibilities in accordance with regulations stated in civil and commercial laws, including any regulations stated in listed companies.

2. The Board of Directors hold the duties & responsibilities in accordance with the Company's articles of association.
3. To monitor and regulate the Company's principal policies on operations, corporate finance, fund-raising, capital risk, benefit risk, and risk management.
4. To consider for the approval of investment amount and to monitor the Company's operations in pursuant to the plans.
5. Set strategy for the business goal and projection plan.
6. To operate under laws, objectives and articles of association of the Company, resolution from the Shareholders Meeting and Statements in the prospects of the Company.
7. Review policy corporate governance and provide for the administration of corporate governance principles.
8. Ensure avoidance of conflicts of interest amongst the Company's stakeholders.
9. Approval, assign and or several individuals as the Executive Director(s) to act on behalf of the Board of Directors.
10. Approval of company's annual and capital expenditures, budgets, budget costs, manufacturing, selling and administrative expenses for the year, sales of fixed assets between affiliates (market) value of more than 1 million Baht.

Reference link for the board charter : <https://www.tkrungthai.com/investor/announcement/ECharterBoardofDirector.pdf>

Page number of the reference link : 1-3

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. To examine and ensure that the Company's financial reports were correct, complete and sufficiently disclosed. This was to do with the cooperation from the external auditor and the management, who were responsible for providing quarterly and annually financial reports.
2. To examine and ensure that the Company operated the proper and effective internal control system and internal audit. This was to do with cooperation from both external and internal auditors.
3. To examine and ensure that the Company's operations were conducted in accordance with the regulations of the Stock Exchange of Thailand (SET) or any regulations related with the Company's business.
4. To recruit, assign and termination the Company's internal auditor and external auditor together with his/her remunerations through the consideration of creditability, sufficiency of resources, quantity of auditing works of the particular audit office and the experience of the individual assigned for the Company's auditing.
5. To examine and ensure that the Company's related transactions or any issues that might incur conflict of interests to be clearly and completely revealed.

6. To proceed according to the delegation of the Board of Directors (if Audit Committee deemed appropriate to do so) such as to review the policies on financial and risk management; to review the implementation on code of conduct of the management; to review with the management on any significant reports (such as the executive report and analysis, etc.) that should be publicized according to the legal regulations.

7. To provide report on activities of Audit Committee and reveal the report in the Company's annual report.

Reference link for the charter

<https://www.tkrungthai.com/investor/announcement/EAuditCommittee.pdf>

Executive Committee

Role

- Others
- manage and control the Company's business

Scope of authorities, role, and duties

1. To make decision on the Company's significant operations such as to limit and regulate the Company's objectives, dimension of missions, policies; to monitor the overall operations including products and customers relationship all of which should be done within the Company's plan and budget set by the Board of Directors.

2. To consider and give approval on procurement, investment and sales & purchase of the Company's fixed assets. Proposal to the Board of Directors is needed in the case of procurement, investment and sales & purchase of the Company's fixed asset is not in plan or budget assigned.

3. To be the representative of the Company to agree upon with outsiders on any related issues that are beneficial to the Company's business.

4. To propose to the Board of Directors the issue on fund raising.

5. To authorize any consultancies that are necessary to business operations.

6. To manage the general operations of the Company.

7. To consider and authorize any duties and plans of each department together with considering the approval on each department requests that are beyond the departments decision authority

8. To propose and ask for approval from the Executive Directors if the operations according to the Company's plan exceeds 10% of the proposed budget.

9. Set the guidelines for evaluating the performance of the Managing Director. And the remuneration of the Managing Director.

The Executive Directors must follow the regulations and limits assigned above and shall not approve any transactions that self or other will have benefits over the Company or approve any transactions that will create a loss to the Company. All approvals must be reported to Board of Directors. Any other limits that do not include in the above, the authority from the Board of Directors is needed

Reference link for the charter

<https://www.tkrungthai.com/investor/announcement/EExecutiveCommittee.pdf>

Remuneration and Nomination Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

-Scope of duties and responsibilities of the Remuneration Committee

1. To consider and determine the standard procedure for the company's directors remuneration.
2. To consider the remuneration of directors and propose to the company's board of directors and put as an agenda during the shareholder meeting.
3. To consider and propose the remuneration of CEO during the Directors meeting for consideration and approval.
4. To be responsible in the job assigned by the Board of Directors.

-Scope of duties and responsibilities of the Nomination Committee

1. To determine the qualification of the candidates for Independent & Director and Sub-Committee.
2. Nomination and recommendation of persons who are qualified for the position of independent directors. Company Directors to the Board of Directors to propose to the shareholders' meeting for approval.
3. To propose successor CEO, together with the President. for presentation to Board of Director approval.
4. Consider successor Managing director, presented by the president for presentation to the board of director approved the company.
5. Consider the appropriateness of the Board of Directors. To be presented to the conference board approval.
6. To be responsible in the job assigned by the Board of Directors.

Reference link for the charter

<https://www.tkrungthai.com/investor/announcement/ENominationCommittee.pdf>

Corporate Governance Committee

Role

- Corporate governance

Scope of authorities, role, and duties

1. Rules and Regulations and best practices of effective corporate governance processes appropriately.
2. Propose and practice good corporate governance to the Board of Directors of the company.
3. Follow up new announcements involved and to determine the appropriate improvements.
4. To review and consider the practice and principles of corporate governance that are appropriate to the business.
5. Propose code of conduct regulations in business ethics for the management and staffs to practice.

Reference link for the charter

<https://www.tkrungthai.com/investor/announcement/ECorporateGovernanceCommittee.pdf>

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Establish the overall risk management policy and guidelines of the Company, which cover various types of significant risks.
2. Establish a core risk management policy that is consistent with the company's objectives, goals, strategies and acceptable risks to serve as a framework for risk management operations.
3. Appoint a risk management working group to analyze and assess risks, determine methods or guidelines for risk prevention, monitor performance results to report to the Risk Management Committee.
4. Provide advice and support to the management team on corporate risk management, including promoting and

- supporting the continuous improvement and development of the organization's internal risk management system.
5. Monitor and supervise the risk management process of the management to be at an appropriate level and in accordance with the specified policy.
 6. Perform any other operations as assigned by the Board of Directors Meeting with the approval of the Risk Management Committee.

Reference link for the charter

<https://www.tkrungthai.com/investor/announcement/ERiskManagementCommittee.pdf>

Sustainable Development Committee

Role

- Sustainability development

Scope of authorities, role, and duties

1. Determine goal, policy, strategy and operation plan in terms of economy, society and environment of the organization.
2. Set the time frame for operation and assign personnel for responsibility in each area.
3. Consider and propose a budget for every activity.
4. Has the power to appoint the Development for Sustainability Committee to jointly hold responsibility and proceed as assigned by the Board of Directors.
5. Supervise to ensure compliance with the policy, strategy and operation plan on economy, society and environment.

Reference link for the charter

<https://www.tkrungthai.com/investor/announcement/ECharterDevelopmentCommittee.pdf>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. VIRASAK SUTANTHAVIBUL^(*) Gender: Male Age : 68 years Highest level of education : Master's degree Study field of the highest level of education : Master Engineering (M.E.) 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>	15 Feb 2023	Accounting, IT Management, Strategic Management, Risk Management, Engineering
<p>2. Mr. PAOTEP CHOTINUCHIT^(*) Gender: Male Age : 92 years Highest level of education : Master's degree Study field of the highest level of education : M.Sc Metallurgical engineer, 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>	7 Jan 2004	Automotive, Human Resource Management, Accounting, Finance, Strategic Management
<p>3. Mr. JITTAPON SITTISAK^(*) Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	15 Feb 2023	Business Administration, Accounting, Internal Control

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. SUMATE TECHAKRAISRI Gender: Male Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p>	The chairman of the executive committee	6 Jan 2004
<p>2. Mr. PHREECHA TACHAKRAISRI Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Youngstown State Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	6 Jan 2004
<p>3. Mr. CHUMPOL TECHAKRAISRI Gender: Male Age : 45 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	6 Jan 2004

List of committee members	Position	Appointment date of executive committee member
<p>4. Mr. VORAPONG PHONMUANGLA</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	1 Dec 2023
<p>5. Mr. HO KWAN WONG</p> <p>Gender: Male</p> <p>Age : 50 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p>	Member of the executive committee	27 Feb 2025

List of executive committee members who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Mr. WAH YING CHAN</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Below a 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>Expertise in accounting information review : No</p>	Member of the executive committee	27 Feb 2025	<p>Mr. HO KWAN WONG</p> <p>Appointment date of replacement committee member : 27 Feb 2025</p>

Other Subcommittees

Subcommittee name	Name list	Position
Remuneration and Nomination Committee	Mr. PAOTEP CHOTINUCHIT	The chairman of the subcommittee (Independent director)
	Ms. SIRIPUN KRIANGWATTANAPONG	Member of the subcommittee (Independent director)
	Mr. SUMATE TECHAKRAISRI	Member of the subcommittee
Corporate Governance Committee	Mr. PAOTEP CHOTINUCHIT	The chairman of the subcommittee (Independent director)
	Ms. SIRIPUN KRIANGWATTANAPONG	Member of the subcommittee (Independent director)
	Mr. SUMATE TECHAKRAISRI	Member of the subcommittee
Risk Management Committee	Mr. VIRASAK SUTANTHAVIBUL	The chairman of the subcommittee (Independent director)
	Mr. JITTAPON SITTISAK	Member of the subcommittee (Independent director)
	Mr. PHREECHA TACHAKRAISRI	Member of the subcommittee
Sustainable Development Committee	Mr. PHREECHA TACHAKRAISRI	The chairman of the subcommittee
	Ms. Prapaporn Poonked	Member of the subcommittee
	Mr. VORAPONG PHONMUANGLA	Member of the subcommittee

List of subcommittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. SUMATE TECHAKRAISRI Gender: Male Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>CEO (The highest-ranking executive)</p>	<p>6 Jan 2004</p>	<p>Automotive, Strategic Management, Property Development, Construction Materials, Leadership</p>
<p>2. Mr. CHUMPOL TECHAKRAISRI Gender: Male Age : 45 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Asst. Managing Director</p>	<p>6 Jan 2004</p>	<p>Automotive, Accounting, Finance, Strategic Management, Risk Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Ms. Nual-anong Sukhanaphorn^(*)</p> <p>Gender: Female</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	<p>General Manager Financial & Accounting / CFO</p>	<p>14 Feb 2020</p>	<p>Business Administration, Accounting, Finance</p>
<p>4. Ms. Prapaporn Poonked</p> <p>Gender: Female</p> <p>Age : 51 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Management</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>General Manager Sustainability</p>	<p>1 Jan 2022</p>	<p>Human Resource Management</p>

List of executives	Position	First appointment date	Skills and expertise
5. Mr. VORAPONG PHONMUANGLA Gender: Male Age : 44 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	Managing Director (The highest-ranking executive)	1 Dec 2023	Business Administration, Automotive, Industrial Materials & Machinery, Engineering
6. Mr. Supachai Panyapinitnukul Gender: Male Age : 49 years Highest level of education : Bachelor'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	General Manager Production	1 Jan 2025	Automotive, Engineering, Corporate Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

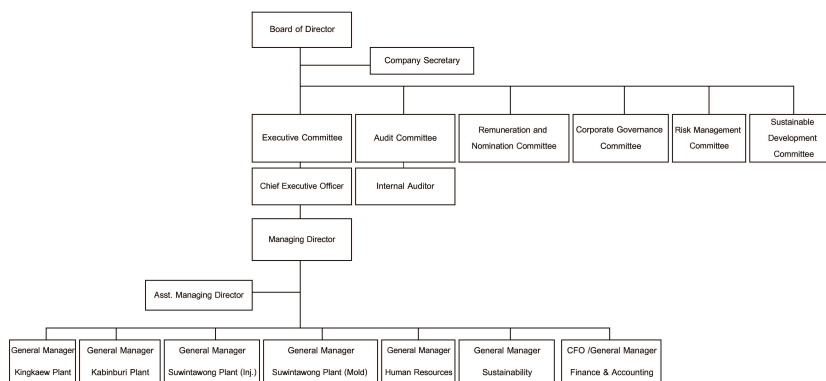
(**) Accounting supervisor

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

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking : 31 Dec 2025
 executive and the next four executives as of date

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



Remuneration policy for executive directors and executives

Policy Remuneration for Director and Executive

The Company has established a policy on remuneration for executive directors and executives with regard to fairness and suitability according to the job duties and responsibilities and in accordance with the Company's performance, economic conditions and consider comparing with the remuneration rates of other companies in the same industry or close to the Company.

Company policy: Directors who are executives will not receive remuneration as directors of the company

Reference link for remuneration policy for executive directors and executives : https://www.tkrungthai.com/investor/announcement/EOneReport_2023.pdf

Page number of the reference link : 61

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Have

To consider and propose the remuneration of CEO during the Directors meeting for consideration and approval.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
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	2023	2024	2025
Total remuneration of executive directors and executives (baht)	29,309,832.00	31,647,774.57	19,078,524.12

The remuneration to Executive Committee and Management in 2025 is 19,078,524.12 baht including salary, bonus and provident fund

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	275,295.00	295,836.60	300,030.12
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Nichapha Kedtip	nichapha@krungthai.com	0813265542

List of the company secretary

General information	Email	Telephone number
1. Mr. Chumpol Techakaisri	chumpol@tkrungthai.com	0814441317

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Malee Khammom	malee@tkrungthai.com	0813096855

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Nual-anong Sukhanaphorn	Nual-anong@tkrungthai.com	0854852656

Head of investor relations

Does the Company have an appointed head of : Have
investor relations

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Vorapong Phonmuangla	vorapong@tkrungthai.com	0818347555

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KARIN AUDIT COMPANY LIMITED 72 CAT TELECOM TOWER, FLOOR 24,CHAROEN KRUNG ROAD, BANGRAK, BANGKOK. 10500 THAILAND BANG RAK BANG RAK Bangkok 10500 Telephone number +66 2105 4661	1,100,000.00	-	1. Ms. KANITA SAWANGWONG Email: kanita@karinaudit. co.th License number: 14943

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

In 2025, the Board of Directors has played an important role in formulating policies and strategies that lead to increasing competitiveness, creating corporate culture and values, supervision to have an appropriate and sufficient internal control system as well as supervising and monitoring risk management to reduce potential impacts on the organization and promoting the development of training for directors, management and staffs.

The Company operates its business under supervision and monitoring by the Board of Directors which is committed to conducting business with fairness and responsibility to all stakeholders.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

1. Hold no more than 0.5% of total voting stocks of TKT, its parent company, its subsidiaries and its associated companies, related juristic entity with conflicts including stocks held by related persons.

* The company has established stricter criteria than the announcement made by The Capital Market Commission in which they can hold a share of not more than 1 percent.

2. Not a Board member or in the management team of the company / employee / wages / consultant who gets regular salary / has the authority to manage and direct the company , parent company , its subsidiaries, and its associated companies or related juristic entity with conflicts (present and for the past 2 years before the appointment)

3. Not related by blood or legal registration such as parents, spouse, brothers, sisters and children including the directors children spouses, main shareholders, power to control and juristic entity who is entity who is appointed to manage the company or its subsidiaries.

4. No business relationship with TKT , parent company, its subsidiaries and its associated companies, or related juristic entity in order to have freedom in exercising the rights to express their ideas and opinions on the company performance

5. Is not appointed as a representative of the companys director, major shareholders or shareholders who are related to the major shareholders of the company.

6. No other impediments or impairments to express independent opinions concerning the operations of the company.

7. If qualified for the item 1-6, the independent director may be assigned by the Board of Directors to make decisions relating to business operations of the company, the company's major shareholder, a subsidiary or an associate subsidiary of the same tier or any juristic person with a conflict of interests, on the basis of collective decision.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 0

Rights of minority shareholders on director appointment

A shareholder or several shareholders holding the Company's share not less than five percent of the Company's total shares eligible to vote.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
<p>1. Candidate must have the qualifications in compliance with related laws and regulations as follows: Securities and Stock Exchange Commission, Thailand, The Stock Exchange of Thailand, The Public Company Limited Act B.E. 2535, The Company's Memorandum of Association</p> <p>2. The Director shall be a person of knowledge, ability, integrity and business ethics</p> <p>3. The Director shall be able to dedicate times for the Company adequately and sufficiently</p>	Automotive, Electronic Components, Accounting, Sustainability, Corporate Management

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
<p>1. General TERDSAK MARROME (Chairman of the board of directors, Independent director)</p>	Non-participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2004: Director Accreditation Program (DAP)
<p>2. Mrs. YUPA TECHAKRAISRI (Director)</p>	Non-participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2003: Director Certification Program (DCP)
<p>3. Mr. VIRASAK SUTANTHAVIBUL (Director, Independent director)</p>	Non-participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2003: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2010: Top Management Program Class 10/2010
<p>4. Mr. PAOTEP CHOTINUCHIT (Director, Independent director)</p>	Non-participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2004: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
5. Mr. SUMATE TECHAKRAISRI (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2010: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2013: Top Management Program (CMA) Class 17/2013
6. Mr. APICHART KASEMKULSIRI (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Advanced Audit Committee Program (AACP) • 2023: Risk Management Program for Corporate Leaders (RCL) • 2006: Director Certification Program (DCP)
7. Mr. PHREECHA TACHAKRAISRI (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2004: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2017: Company Secretary Program (Class 77/2017)
8. Mr. CHUMPOL TECHAKRAISRI (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2008: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2009: Fundamentals Practice for Corporate Secretary (FPCS) Class 21/2009
9. Ms. MING MUI SILVIA CHAN (Director)	Non-participating	Other <ul style="list-style-type: none"> • 2003: Directors Training - Listing Rules Enforcement Briefing, Listing Rules Enforcement Updates, Listed Issuer Regulatory Communications and Related Cases (years 2003)

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. RAYMOND CHAN (Director)	Non-participating	Other <ul style="list-style-type: none"> • 2003: Directors Training - Listing Rules Enforcement Briefing, Listing Rules Enforcement Updates, Listed Issuer Regulatory Communications and Related Cases (years 2003)
11. Ms. SIRIPUN KRIANGWATTANAPONG (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Accreditation Program (DAP)
12. Mr. JITTAPON SITTISAK (Director, Independent director)	Non-participating	Other <ul style="list-style-type: none"> • 2015: Listed Company Director Program (Serial No. 2015/00020), Singapore Institute of Directors
13. Mr. HO KWAN WONG (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Criteria assessment: The company uses the scoring criteria to measure the level as follows:

Level Need to improve Fair Standard Good Very good

Score (%) 50 - 59 60 - 69 70-79 80-89 90-100

Assessment process steps: The process of assessment is conducted by company secretary who encloses the form into an envelope and delivers to each director. The individual assessments are done by the directors randomly, selecting the form from the box and performing the assessment. After completion, they are handed back over to the company secretary

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

Summary of assessment results for the year 2025 The Board of Directors and Sub-committee There are complete and effective duties.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	98	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	94	100

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Assessment Process: The company evaluates in areas such as Strategic Planning, Leadership, Financial Performance, Transaction Supervision, Preparation of a replacement plan, Human Resource Management, Communication and Relationship Building with the Board of Directors by adopting the sample form CEO Performance Evaluation Form of the Stock Exchange of Thailand and adjusting as appropriate and consistent with the specific characteristics of the company and appraised by the Board of Directors

Assessment results: In 2025, the assessment score was 96% in a very good level shows the results of work in the past to be used to review, maintain and increase work efficiency.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 6
past year (times)

Date of AGM meeting : 10 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. General TERDSAK MARROME (Chairman of the board of directors, Independent director)	6	/	6	1	/	1		/	
2. Mrs. YUPA TECHAKRAISRI (Director)	6	/	6	1	/	1		/	
3. Mr. VIRASAK SUTANTHAVIBUL (Director, Independent director)	6	/	6	1	/	1		/	
4. Mr. PAOTEP CHOTINUCHIT (Director, Independent director)	6	/	6	1	/	1		/	
5. Mr. SUMATE TECHAKRAISRI (Director)	6	/	6	1	/	1		/	
6. Mr. APICHART KASEMKULSIRI (Director)	5	/	6	1	/	1		/	
7. Mr. PHREECHA TACHAKRAISRI (Director)	6	/	6	1	/	1		/	
8. Mr. CHUMPOL TECHAKRAISRI (Director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
9. Ms. MING MUI SILVIA CHAN (Director)	6	/	6	1	/	1		/	
10. Mr. RAYMOND CHAN (Director)	4	/	6	1	/	1		/	
11. Ms. SIRIPUN KRIANGWATTANAPONG (Director, Independent director)	5	/	6	0	/	1		/	
12. Mr. JITTAPON SITTISAK (Director, Independent director)	6	/	6	1	/	1		/	
13. Mr. HO KWAN WONG (Director)	6	/	6	1	/	1		/	
14. Mr. WAH YING CHAN (Director)	0	/	0	0	/	0		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. General TERDSAK MARROME (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. YUPA TECHAKRAISRI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. VIRASAK SUTANTHAVIBUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mr. PAOTEP CHOTINUCHIT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. SUMATE TECHAKRAISRI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. APICHART KASEMKULSIRI (Director)	5/6 (83.33%)	1/1 (100.00%)	N/A
7. Mr. PHREECHA TACHAKRAISRI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. CHUMPOL TECHAKRAISRI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Ms. MING MUI SILVIA CHAN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
10. Mr. RAYMOND CHAN (Director)	4/6 (66.67%)	1/1 (100.00%)	N/A
11. Ms. SIRIPUN KRIANGWATTANAPONG (Director)	5/6 (83.33%)	0/1 (0.00%)	N/A
12. Mr. JITTAPON SITTISAK (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
13. Mr. HO KWAN WONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
14. Mr. WAH YING CHAN (Director)	N/A	N/A	N/A
Average meeting attendance rate	94.87%	92.31%	N/A

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

*Item 13 replaced Item 14 effective 27 February 2025

*Item 6, 10, 11 : Director were unable to attend the meeting due to urgent commitments.

Remuneration of the board of directors

Types of remuneration of the board of directors

The company's director remuneration policy: Meeting allowances refer to monthly payment for each director's position, without any additional benefits.

Company policy: Directors who are executives will not receive remuneration as directors of the company.

In 2025, the company paid remuneration to Non-Executive Director. The total amount is 2,677,800 baht. Because two foreign directors (KAI: Ms. Ming Mui Silvai Chan and Mr. Raymond Chan) informed their wish not to receive directors' remuneration in the years 2025, which is less than the amount approved by shareholders. Details are shown in the table as follows.

Remuneration of the board of directors ⁽¹⁾

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. General TERDSAK MARROME (Chairman of the board of directors, Independent director)			642,600.00		N/A
Board of Directors (Chairman of the board of directors)	642,600.00	0.00	642,600.00	No	
2. Mrs. YUPA TECHAKRAISRI (Director)			192,600.00		N/A
Board of Directors (Director)	192,600.00	0.00	192,600.00	No	
3. Mr. VIRASAK SUTANTHAVIBUL (Director, Independent director)			552,000.00		N/A
Board of Directors (Director)	552,000.00	0.00	552,000.00	No	
Audit Committee (Chairman of the audit committee)	N/A	N/A	N/A	No	
Risk Management Committee (The chairman of the subcommittee)	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
4. Mr. PAOTEP CHOTINUCHIT (Director, Independent director)			378,000.00		N/A
Board of Directors (Director)	378,000.00	0.00	378,000.00	No	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	No	
Remuneration and Nomination Committee (The chairman of the subcommittee)	N/A	N/A	N/A	No	
Corporate Governance Committee (The chairman of the subcommittee)	N/A	N/A	N/A	No	
5. Mr. SUMATE TECHAKRAISRI (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	N/A	N/A	N/A	No	
Remuneration and Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
6. Mr. APICHART KASEMKULSIRI (Director)			192,600.00		N/A
Board of Directors (Director)	192,600.00	0.00	192,600.00	No	
7. Mr. PHREECHA TACHAKRAISRI (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
Sustainable Development Committee (The chairman of the subcommittee)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
8. Mr. CHUMPOL TECHAKRAISRI (Director)			0.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
9. Ms. MING MUI SILVIA CHAN (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
10. Mr. RAYMOND CHAN (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
11. Ms. SIRIPUN KRIANGWATTANAPONG (Director, Independent director)			360,000.00		N/A
Board of Directors (Director)	360,000.00	0.00	360,000.00	No	
Remuneration and Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Mr. JITTAPON SITTISAK (Director, Independent director)			360,000.00		N/A
Board of Directors (Director)	360,000.00	0.00	360,000.00	No	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	No	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	No	
13. Mr. HO KWAN WONG (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	No	
14. Mr. VORAPONG PHONMUANGLA (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
15. Ms. Prapaporn Poonked (Member of the subcommittee)			0.00		N/A
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
16. Mr. WAH YING CHAN (Director)			N/A		N/A
Board of Directors (Director)	N/A	N/A	N/A	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	

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	2,677,800.00	0.00	2,677,800.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Remuneration and Nomination Committee	0.00	0.00	0.00
5. Corporate Governance Committee	0.00	0.00	0.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
6. Risk Management Committee	0.00	0.00	0.00
7. Sustainable Development Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	2,677,800.00	2,677,800.00	2,677,800.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	2,677,800.00	2,677,800.00	2,677,800.00

Remark: ⁽¹⁾ In 2025, the total compensation paid to executive directors and senior executives are amounting to 19,078,524.12 baht, comprising salaries, performance-based compensation (bonuses), and provident fund contributions.

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : No
companies

Mechanism for overseeing subsidiaries and : No / In progress
associated companies

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

Board of Directors has established a policy on conflicts of interest and connected transactions in accordance with the rules of the Office of the Securities and Exchange Commission and the announcement of the Capital Market Supervisory Board provided that every item must be in accordance with the conditions in the rules and must avoid acts that cause conflicts of interest

In 2025, the Audit Committee reviewed and agreed with the auditor that Connected transactions or transactions that may have conflicts of interest were disclosed the information accurately and completely in accordance with normal business conditions and beneficial to the Company's business operations and presented to the Board of Directors for acknowledgment.

The Company has arranged a refresher training about the business ethics course Topin: Prevention of conflicts of interest for the Board of Directors and Senior Management on 27 February 2025, 100% complete and employee training was conducted via the intranet system, 100% complete.

Practices to prevention of conflicts of interest

1. Avoid self-related transactions that may create conflict of interests with the Company.
2. If it is unavoidable, such transaction should be done as if the company does with outside party and the person who benefit from the transaction must not be involved in the decision making and/or approving.
3. In case where the transactions are within the scope of related transactions according to the rules and regulations of corporate governance official institutes, for example, the SEC, the SET, etc., they are required to strictly comply under the relevant rules, means and disclosure.
4. In case where the directors, executives, employees, or family members are involved whether directly or indirectly in any transactions that may create a conflict of interest, or are shareholders of the Company's competitors, they are required to disclose such facts to the manager and the president of the Company in writing.
5. In case where the directors, executives and employees are directors, partners, or advisors in other organizations, it must not conflict with the interest of the Company.
6. The related transactions are required to be reviewed or considered by the Audit Committees and the board of directors respectively. In case where any Audit Committees or directors have an interest in such related transactions, such Audit Committees or directors shall not be allowed to take part in the review and consideration of such related transaction

Furthermore, the company has monitored the board of directors and executives to prepare the 2025 annual reports about the conflict of interest in order to ensure 100% coverage of conflicts of interest.

In year 2025, the company had neither committed any wrongdoing nor received any whistleblowers or complaints regarding conflicts of interest which violate the company's governance guidelines.

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 : Yes
inside information to seek benefits over the past year

The company has a strict data protection measures in particular for inside information that has not been disclosed to the public. Or any information affecting the business such as the price of stock by not allowing the directors, executives and employees to use inside information for personal benefit.

Practices to use of inside information to seek benefits

1. Company shall educate / inform the directors and management to understand the rules on the use of inside information such as sale and purchase of stocks by spouses and minor children as set by Securities Exchange Act 2551 as amended by the Stock Exchange of Thailand.

2. Directors and management are responsible for preparing and submitting a report of their shareholding to the company with their spouses and minor children as set by the Securities and Exchange Commission.

2.1 The first securities holding (Form 59-1) within 30 days from the closing date of the offering of securities to the public. Or who have been appointed as directors or executives.

2.2 Changes in the securities holding (Form 59-2) as a result of the purchase, sale or transfer of securities due within 3 days from the purchase, sale or transfer of such securities. And to submit the report to hold such securities to the Company. Within the date set by the Securities and Exchange Commission.

However, Directors and executives has signed acknowledgment of the obligation to report the holding of securities as specified above

3. Announce that the directors, executives and employees inside information that may substantially affect the price of securities that is to suspend the purchase or sale of securities of the Company during the one month before the company announced results of operations. (The deadline to announce results of operations is 45 days after the end of the quarter, and 60 days after the end of the fiscal year) or after the inside information is publicly available.

4. The Company's measures to control the seal of the Company must be with companys Secretary to control the operations of any kind to be transparent and easily verifiable.

The Company's measures of punishment if found that if any executives violation of company policies that can damage the Company shall be reported to the authorities for further proceedings.

The Company has arranged a refresher training about the business ethics course Topin: Use of inside information to seek benefits for the Board of Directors and Senior Management on 27 February 2025, 100% complete and employee training was conducted via the intranet system, 100% complete.

In 2025, the Board of Directors and Executives did not trade securities by using inside information

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 : Yes
the 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

In this regard, the Company has policies, guidelines and control systems to prevent corruption as follows:

- Anti-Corruption Policy is a part of running a business. It is the duty and responsibility of the Board of Directors, executives and employees at all levels, which everyone must adhere to this anti-corruption policy strictly without exception Including complying with all laws related to anti-corruption and not participating in corruption both directly and indirectly. The Company does not allow to receive any money, thing or benefit from those who are involved in business with the Company and does not demand, perform or accept bribes for the benefit of the Company to oneself or related persons
- Prevention and Anti-corruption The Company has appointed the Anti-Corruption Committee to perform risk assessment and anti-corruption guidelines with continuous monitoring and evaluation
- Risk Assessment Process to prevent and suppress corruption by assessing the level of risk, both the likelihood of occurrence and the impact on corruption to determine preventive measures and continually monitor and evaluate guidelines on supervision and control to prevent and track by providing internal control system and risk management covering the organization's work system
- Whistle Blower and Complaints, Board of Directors provide opportunities for both internal and external stakeholders to provide information or complaints or make suggestions on illegal, ethical, inaccurate financial reports or a defective internal control system. All groups of stakeholders can file complaints by specifying details of the matter to be reported or complaints sent through the following channels:
 1. Notify via email of the Audit Committee : independent@krungthai.com
 2. Notify via letter to Audit Committee T. Krungthai Industry Public Company Limited. 23 Soi Chan 43 Yak 21, Thung Wat Don, Sathorn, Bangkok 10120.
- The company has employee protection measures for employees who report corruption, illegitimacy or violation of the Securities and Exchange Act. The company is unable to act or treat employees unfairly such as changing job position, job type, workplace, office or termination when the employee reports their concerns/complaint. The shareholders and stakeholders may contact/raise concerns to the independent committee directly at email address:

independent@tkrungthai.com

For stakeholders whose rights have been violated, they can report or complain.

You can contact us at 02-211-3732 Central Office or Mr. Chumpol Techakraisri, Company Secretary E-Mail : chumpol@tkrungthai.com or notify via letter to the Audit Committee. Of T.Krungthai Industries Public Company Limited, 23 Soi Chan 43, Yak 21 Tung wat don, Sathorn, Bangkok 10120.

- Process when receiving complaints: Company Secretary will be in charge of collecting scrutinize and submit various complaints to the Audit Committee except for letters sent directly to the Audit Committee which will be sent to the Audit Committee directly. The Company will conduct an audit / record the investigation in writing and report the results to the Board of Directors. The company has measures to protect complainants. and keep information and details confidential if it is seen that disclosure will cause insecurity to whistleblowers or complainants
- Communication and Disclosure the Company will use 2-way communication 1. Anti-Corruption Policy on www.tkrungthai.com 2. The company has training online for executives and employees to learn and acknowledge the summary of the Anti-Corruption policy by sending an email with a link to notify executives and employees to learn online

In 2025, there is no employee or stakeholder make a complaint or whistle blower about any wrongdoing.

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

Board of Directors provide opportunities for both internal and external stakeholders to report whistle, complaint or suggestion (Whistle Blower) on the issue of illegal actions, codes of conduct, inaccurate financial reports, or defective internal control systems through independent directors or Audit Committee to consider investigating facts, including determining measures to protect and defend whistleblowers. The Company discloses the criteria and details at the Company's website. <http://www.tkrungthai.com/investor/announcement/EWhistleBlowing.pdf>

In 2025, It does not appear that there are employees or stakeholders notify or appeal about corruption and other issues.

The company provides orientation training for new directors, executives and employees to ensure they are aware of the policies and practices before starting work, In addition, there is a refresher training to provide re-training to directors, executives and employees at all levels to ensure they are aware of the new practices and laws involved.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

Board of Directors emphasize raising and promoting corporate governance to be better. The guidelines have been established for directors and executives, for example, there is a schedule of annual meeting plans for the Board of Directors, which assigns the Board of Directors to hold meetings together without the management attending the meeting at least once a year, the Audit Committee is required to meet with the auditor without the management attending the meeting at least once a year and requires the Board of Directors to consider various reports such as risk management reports, financial statement report as well as to acknowledge the results of internal audits presented by the Audit Committee.

In 2025, the Board of Directors has been monitored the compliance with good corporate governance principles covering matters such as the regarding of shareholders' rights, equitable treatment of shareholders, responsibility to all stakeholders and the care of employees, human rights, health care, safety and working environment, taking care of responsibility for society, community and environment, etc.

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VIRASAK SUTANTHAVIBUL (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. PAOTEP CHOTINUCHIT (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. JITTAPON SITTISAK (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

The performance of the Audit Committee could be summarized as follows:

1. Accuracy, Completeness, and Reliability of Financial Reports

The Audit Committee had reviewed quarterly financial statements and annual financial statements including the notes to the financial statements of the company reviewed and certified by the auditor. The audit committee agrees with the auditor that the information in the Company's financial statements is accurate, complete and reliable in accordance with the accounting standards and the auditor gave unqualified opinions on the financial statements.

2. Adequacy of internal control system and internal audit

The Audit Committee have reviewed the efficiency and effectiveness of the Annual Audit Plan, Operations according to plan and Internal Audit Results of the internal audit department, provided recommendations and followed up the correction in the significant issues in order to achieve good corporate governance and adequate internal control according to COSO Standards, including a manpower plan and internal audit personnel development plan, selection and hiring of independent internal auditors. The Audit Committee have considered the audit report that the internal auditor has reported every quarter and provided recommendations to the internal auditor and management for the benefit of improving operations. Including considering the results of the evaluation of the internal control system according to the assessment form for the adequacy of the internal control system of the Securities and Exchange Commission of Thailand (SEC). The results of the review found that the internal control system and internal audit were effective adequate effectiveness and suitable for conducting business.

3. Selection and Nomination of Auditor

The Audit Committee has assessed the independence and considered the performance in the past year of Karin Audit Co., Ltd., as the Company's auditor, which was satisfying, including knowledge, ability, experience, reliability, adequacy of resources and independence. Therefore, it is appropriate to recommend that the Board of Directors propose to the shareholders' meeting for approval to appoint them as the Company's auditor for the year 2025.

4. Information Disclosure of Related Transactions

The Audit Committee has reviewed connected transactions or transactions that may have conflicts of interest. including the disclosure of such information correctly and completely according to the laws and regulations of the Stock Exchange of Thailand. The auditor expressed the opinion that the transactions with persons who may have

conflicts have already been disclosed and shown in the financial statements and notes to the financial statements. The Audit Committee agreed with the auditor that the transaction is in accordance with normal business terms and is beneficial to the business of the company including disclosure of information correctly and completely according to the laws and regulations of the Stock Exchange of Thailand.

Besides the above, in the year 2025 Audit Committee held a meeting with auditors and internal auditors without the presence of management on November 14th, 2025 to consider and acknowledge the scope of the annual audit plan and annual internal audit plan information including important issues freely and without restrictions.

In conclusion, the Audit Committee has performed its duties according to their authority and responsibilities as assigned by the Board of Directors with due care and knowledge and are given enough independence for the benefit of all stakeholders equally. According to the results of the evaluation of the internal auditors and the auditor's report, the Audit Committee believe that the company's preparation and disclosure in financial reporting is appropriate and reliable. The method of internal control and risk management is adequate, and no significant flaws.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 8

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SUMATE TECHAKRAISRI (The chairman of the executive committee)	7	/	8	7/8 (87.50%)
2 Mr. PHREECHA TACHAKRAISRI (Member of the executive committee)	8	/	8	8/8 (100.00%)
3 Mr. CHUMPOL TECHAKRAISRI (Member of the executive committee)	8	/	8	8/8 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. VORAPONG PHONMUANGLA (Member of the executive committee)	8	/	8	8/8 (100.00%)
5 Mr. HO KWAN WONG (Member of the executive committee)	5	/	8	5/8 (62.50%)
6 Mr. WAH YING CHAN (Member of the executive committee)	0	/	0	N/A
Average meeting attendance rate				(90.00%)

The results of duty performance of Executive Committee

The Executive Committee monitors business operations to ensure alignment with the company's strategies, policies, plans, and regulations, as well as performing any other tasks assigned by the Board of Directors.

In 2025, the Executive Committee held eight meetings with senior management, providing recommendations and guidelines for business management to align with and achieve the set goals.

Meeting attendance of Remuneration and Nomination Committee

Meeting Remuneration and Nomination : 2
Committee (times)

List of Directors	Meeting attendance of Remuneration and Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PAOTEP CHOTINUCHIT (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Remuneration and Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Ms. SIRIPUN KRIANGWATTANAPONG (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Mr. SUMATE TECHAKRAISRI (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Remuneration and Nomination Committee

1. Consider the remuneration of the directors carefully by scrutinizing the various suitability with reference from the same industry, economic conditions as well as the appropriateness and responsibility of the directors in order to present to the Board of Directors for consideration before proposing to the 2025 Annual General Shareholder Meeting
2. Consider performance assessment results and remuneration for Chief Executive Officer (CEO) to suit with duties, assigned responsibilities and the performance of the company by comparing with the company's goals and the economic conditions in order to propose to the Board of Directors for approval
3. Follow up the company in part of a succession plan and appropriate management continuity for senior management positions and important positions to prepare personnel to be suitable for the business.
4. The process of recruiting new directors to replace those who resign in 2025 has been initiated
5. Consider the suitability of knowledge, experience, and specific abilities that are beneficial to the company in order to make the Board of Directors to have a diverse composition of skills by creating a table of knowledge and expertise (Board Skills Matrix) which will help the recruitment of directors to be in line with the direction of the Company's business operations.
6. Consider, review, select and screen qualified persons to serve as directors in place of those who will retire by rotation in order to present to the Board of Directors for consideration before proposing to the 2025 Annual General Meeting of Shareholders.
7. Support and provide opportunities for minority shareholders to participate in proposing agendas and nominating individual to be directors in place of directors whose terms have expired in advance for the 2025 annual shareholders' meeting during October 1 - December 30, 2025 via the Company's website.

Meeting attendance of Corporate Governance Committee

Meeting Corporate Governance Committee : 1
(times)

List of Directors	Meeting attendance of Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PAOTEP CHOTINUCHIT (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Ms. SIRIPUN KRIANGWATTANAPONG (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Mr. SUMATE TECHAKRAISRI (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance Committee

In year 2025, Good Corporate Governance Committee has worked in compliance with the charter and as assigned by the Board of Directors by supervising the operations of the company in accordance with the principles of good corporate governance. The management is transparent, open, verifiable and fair to all groups of stakeholders. Key points can be summarized as follows:

- 1.Promote and support employees at all levels to comply with good corporate governance policies and business ethics.
- 2.Set criteria and time frame to provide an opportunity for shareholders to propose meeting agendas, send questions in advance and nominate individuals to be considered for director selection through the company's website in advance before the 2025 Annual General Meeting of Shareholders
- 3.Supervise the holding of the 2025 Annual General Meeting of Shareholders in accordance with good practices and guidelines according to the AGM Checklist criteria, resulting in the company being evaluated for the quality of holding shareholder meetings at full 100 points continuously from the Thai Investors Association (TIA)
- 4.Support operations to comply with the principles of good corporate governance resulting in the company receiving an evaluation of the Thai Listed Companies Corporate Governance Project (CGR) for the year 2025 at the level of "Excellence" for 11 consecutive years from the Thai Institute of Directors Association (IOD)

The company conducts business according to the principles of good corporate governance. and is committed to develop corporate governance to be effective continuously.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VIRASAK SUTANTHAVIBUL (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. JITTAPON SITTISAK (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Mr. PHREECHA TACHAKRAISRI (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

The Risk Management Committee has performed duties as assigned to supervise the company to have the appropriate risk management measures and monitor the risk management. There is a summary of the key points as follows:

- 1.The Risk Management Committee appointed the risk management working group to take responsibilities in identifying and evaluating risks with their impacts as well as risk management, following up the results and reporting to the Risk Management Committee.
- 2.The chairman of risk management working group presented to the Risk Management Committee to consider the risk management scope in order to suit and be relevant to the company strategies.
- 3.The chairman of risk management working group reported the risk evaluation results and risk protection guideline to the Risk Management Committee in order to report to the board of directors for acknowledgement.
- 4.Monitor various risk situations to ensure that the impact of changes in external and internal factors are analyzed in order to achieve the company's objectives, including determining risk management strategies appropriately to the changing situation.

Meeting attendance of Sustainable Development Committee

Meeting Sustainable Development Committee : 3
(times)

List of Directors	Meeting attendance of Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. PHREECHA TACHAKRAISRI (The chairman of the subcommittee)	3	/	3	3/3 (100.00%)
2 Ms. Prapaporn Poonked (Member of the subcommittee)	3	/	3	3/3 (100.00%)
3 Mr. VORAPONG PHONMUANGLA (Member of the subcommittee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainable Development Committee

Board of Directors has appointed and assigned a Sustainable Development Committee to supervise the implementation of sustainable development of the company to lead the organization towards sustainable growth.

In 2025, the ESG performance is as follows:

1. The company participated in the Sustainable Development Journey 2025 Project which was organized by the Stock Exchange of Thailand. The objective was to utilize the knowledge gained from the training to communicate with employees at all levels to foster understanding of ESG practices.
2. The company collaborates and participates in activities with customers, such as greenhouse gas emission reduction activities, by installing solar roofs in the office area at the Kingkaew Factory, etc.
3. The Committee for Sustainable Development provided support and prepared for participation in the SET ESG Rating assessment.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The policy will focus on fair business practices, including respect for human rights, treatment of business partners, fair competition, and equal treatment of workers. Furthermore, management supports sustainable development, emphasizing growth not solely focused on profit but also on creating a strong society and a pristine environment.

Reference link for sustainability policy : https://www.tkrungthai.com/investor/announcement/EPolicy_Sustainable.pdf

Page number of the reference link : 1-2

Sustainability management goals

Does the company set sustainability management goals : Yes

The company is committed to build balanced growth and has set sustainability targets aligned with its business strategy and Sustainable Development Goals. These targets are detailed as follows:

1. Environmental : - Short-term (2030): Reduce greenhouse gas emissions (Scope 1 and Scope 2) by 25.67% compared to base year 2023.

- Long-term (2050): Aim for net-zero greenhouse gas emissions.

- Increase recycle and re-use of waste from production processes by 5% compared to base year

2024.

2. Social : - Continuously achieve zero accident lost time injuries of employees and partners every year.

- Upskil/reskill training for employees at least 6 hours/person/year.

3. Governance : - Provide 100% of business ethics training to new and present employees.

- 80% of major tier partners must sign an acknowledgment of the governance principles. We will implement a "Supplier Code of Conduct".

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 8 Decent Work and Economic Growth, Goal 11 Sustainable Cities and Communities, Goal 13 Climate Action

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

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

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

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

In 2025, a workshop was held with the sustainability committee and Top management to define direction and strategies aligned with current circumstances and to support the Sustainable Development Goals. Clearer and more quantifiable key performance indicators (KPIs) were established and communicated to all employees.

Information on impacts on stakeholder management in business value chain

Business value chain

The company prioritizes its business value chain management from upstream to downstream processes, to create value for its products and services. This includes sourcing environmentally friendly raw materials, considering environmental and community impacts during production processes, and fast delivery of quality products by focusing on value creation and sustainability throughout the business value chain.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Fair compensation, employment, and performance evaluations • Respect the rights of employees and treat them equally. • Safety, health and environment in the workplace. • Develop the potential of employees and career stability and Promotion. • Participation in expressing opinions. • Good benefits are provided. 	<ul style="list-style-type: none"> • Compensation and benefits policies have been improved to provide appropriate benefits to employees. • Communicate the organizational policies and directions, as well as important topics to employees, such as employment policy, equality policy, whistleblowing policy, etc. • Design training courses that are relevant to business needs and keep pace with changes. • Providing a good working environment. 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> •• Top Management meet employees activities. •• Channels for whistleblowing/Channels for Opinion. •• Communicate online/via email. •• Meeting of the welfare committee in the workplace

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Good products and service quality standards and reasonable prices. • Delivery of products on time • Develop products to meet customer needs, while take social and environmental responsibility. • Customer Confidentiality. 	<ul style="list-style-type: none"> • Customer satisfaction management. • Share knowledge and new trends to develop products together. • Participate in marketing activities with customers • Uses raw materials according to the agreement specified by the customer, which will avoid the use of raw materials that have an impact on the environment. • Customer data management to store and maintain personal data securely according to international standards. 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Direct customer contact. • Do survey of customers satisfaction. • Quality and service assessment. • Channels for receiving feedback and complaints.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Transparent and fair business operation. • Consider and select business partners equally and fairly. • Develop our potential for sustainable growth together • Manage operations and make payments on time . 	<ul style="list-style-type: none"> • Communicate policies, standards, regulations, work procedures, and relevant communication channels to partners, service providers, and contractors. • Transparent and fair business contracts; no dishonest solicitation, acceptance, or payment of benefits. • Develop shared knowledge with business partners and collaborators to maximize the effectiveness of joint operations. • Payment must be accurate, complete and on time . 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Meetings with partners, service providers and contractors. • Evaluation of partners, service providers and contractors. • Channels for receiving feedback and complaints.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Shareholders 	<ul style="list-style-type: none"> • Good performance and fair appropriate for investment dividend payment. • Good corporate governance and honesty, transparency, Upholding ethical business practices. • Business growth Enhancing competitiveness and effective operational direction. 	<ul style="list-style-type: none"> • Manage effectively to build trust and achieve appropriate returns. • Comply with laws and good corporate governance principles. • Disclose complete information, transparency and equally. 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> •• Disseminating information and financial results to meet investors (activity opportunity day). •• Disseminating news and information through the SET website and the company website. •• The information is disclosed through the annual report. •• Annual General Meeting of Shareholders. •• Shareholder Company Visit •• Channels for Whistle blowing and suggestions.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Creditor • Financial institution 	<ul style="list-style-type: none"> • Conduct business with transparency. • Disclose complete information and correct • Effective management and business growth. • Refunds were made on time 	<ul style="list-style-type: none"> • Conduct business with transparency and be verifiable. • Disclose complete information and on time. • Comply with the terms and conditions. • On time payment and Take care of securities used as collateral . 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Direct communication between the company's responsible personnel and creditors or financial institutions. • Disclosure of operating results on Quarterly, Annual via the SET website and the company's website.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community • Society • Others <ul style="list-style-type: none"> • society 	<ul style="list-style-type: none"> • Conducting business with safety and social responsibility. • Promote, support activities that are beneficial to the community and society. • The complaints are fairly resolved. 	<ul style="list-style-type: none"> • Responsible operations for impacts in the production process. • Compliance with regulations and laws. • Participation in preserving local cultural traditions. • Environmental assessments are conducted to develop effective management systems. 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Channels for Whistle blowing and suggestions via the company's website. • Meet the community to receive feedback • Support activities and provide assistance to the community.
<ul style="list-style-type: none"> • Competitors 	<ul style="list-style-type: none"> • Conducting business fairness under good competition rules. • Non-infringement of intellectual property rights. 	<ul style="list-style-type: none"> • Comply with the conditions and rules of a good competition. • Do not harass and seek confidential information. • Do not slander or damage others reputation . 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Meet and exchange experiences. • Participation as a member of an association.

Diagram of the stakeholder analysis in the business value chain



Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

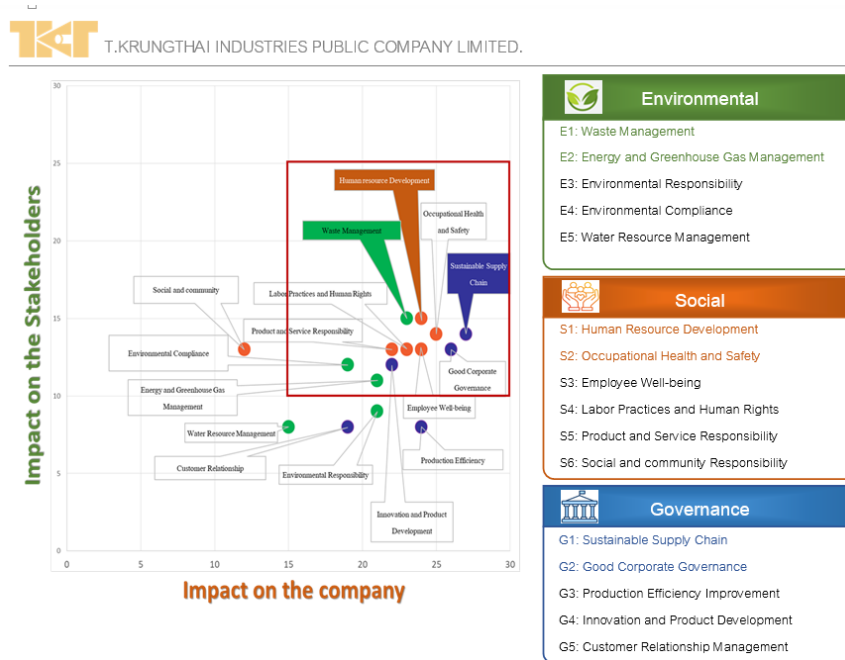
Over the past year, the company has reviewed its : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environmental Issues of Importance	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Others : Environmental Responsibility
Social Material Topic	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Governance Material Topic	<ul style="list-style-type: none"> • Good Governance • Sustainable Supply Chain Management • Innovation Development • Others : Production Efficiency Improvement / Customer Relationship Management

Diagram of organizations material sustainability topics



Evaluating the sustainability Key Issues

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company has established a corporate risk management policy as part of good corporate governance and management. achieve the goals of the organization and protect the interests of stakeholders To prevent and reduce the impact on the transactions or activities of the organization including various disasters that may occur unexpectedly

Reference link to risk management policy and plan : https://www.tkrungthai.com/investor/announcement/Policy%20_ERiskManagement.pdf

Page number of the reference link : 1

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : Others : Responsible Business Alliance (RBA)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk from Automotive Production Volume resulting to Sales

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates

ESG risk factors : No

Risk characteristics

The overall automotive industry is experiencing a decline in vehicle production due to slow-recovering domestic demand and a contraction in export markets, which could impact the company's business operations.

Risk-related consequences

The overall decline in automotive industry production may impact the Company's sales.

Risk management measures

The Company employs a strategy of maintaining sales with existing customers and meanwhile expanding to new customer segments in the electronics components industry, such as PowerEdge Servers and Printers.

Risk 2 Risk from Customer Concentration more than 30%

Related risk factors : Strategic Risk

- Reliance on large customers or few customers

ESG risk factors : No

Risk characteristics

The Company manufactures automotive parts for major customers, generating sales of these customers approximately 451.50 million baht of its total revenue or 41.63%

Risk-related consequences

This will affect revenue, causing it to increase or decrease, because they are a major customer group for the company

Risk management measures

Maintain good relationships with these customer groups, uphold quality production standards, and deliver goods on time

Risk 3 Production cost risk

Related risk factors :

Operational Risk

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

ESG risk factors : No

Risk characteristics

Fluctuations or changes in raw material prices affect production costs.

Risk-related consequences

The higher price of raw material, the higher our costs of goods sold and the lower our profit.

Risk management measures

The Company has made an agreement with each customer to adjust the selling price structure according to the change in raw material prices and assigned the Marketing Department to keep monitoring on changes in raw material prices and adjust the selling prices regularly.

Risk 4 Risk in Information Systems

Related risk factors :

Operational Risk

- Information security and cyber-attack

ESG risk factors : No

Risk characteristics

There is a risk of Enterprise Resource Planning (ERP) software database loss and malfunction of computer systems, which could cause damage to the company's operations.

Risk-related consequences

(1) The company uses information technology systems in its operations, including data storage, accounting systems, and production processes. Therefore, there may be a risk of communication system failure or attacks by ill-intended individuals, as well as a risk of leakage of confidential information

(2) Cyber Security Risk from changes in technology that makes it easy and fast to access information, which may affect the security of the Company's system, image, reputation and the confidence of stakeholders.

Risk management measures

(1) The company has applied a preventive method of data loss by improving the ERP to support increased data volumes and ensure the stability of the operation of all segments. The company has ensured that the database system features a backup storage system that is secure. The personnel provides authorities for chief information officer to support for training and other issues and let all the employees be aware and carry out effectively and adequately.

(2) The company is aware of the security of information technology systems. Therefore, a policy on security of information technology systems has been established to be a framework for the practice of employees in the

organization to make employees aware of the security of information technology and security of the company's information system along with preventive measures in order to have security in the operation of the company.

Risk 5 Risk from exchange rate

Related risk factors :

Financial Risk

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

ESG risk factors : No

Risk characteristics

-The Company exports some products to foreign countries and imports some raw materials from foreign countries, which may expose it to foreign exchange risk.

-Risk from interest rate volatility due to economic conditions

Risk-related consequences

-The impact of changes in foreign exchange rates can affect the company's revenue and costs, leading to increases or decreases.

-The Company is exposed to risk due to change in Thai Overnight Repurchase Interest Rates (THOR), which will impact the company's performance and cash flow

Risk management measures

-The Company has policies and guidelines in place for risk prevention, including entering into forward foreign exchange contracts and designating responsible persons to monitor fluctuations in foreign exchange rates.

-The Company has planned in advance to secure financing from sources with interest rates below market rates. Furthermore, the company's interest burden is relatively low relative to its revenue, and the company manages sources of funds to align with its investment timeline.

Risk 6 Risk of default or delayed payments

Related risk factors :

Financial Risk

- Default on payment or exchange of goods

ESG risk factors : No

Risk characteristics

The Company has some trade receivables who have requested additional credit beyond the normal trade terms

Risk-related consequences

The Company has credit facilities related to trade receivables. If these receivables fail to repay their debts according to the agreed terms, it could lead to significant liquidity problems

Risk management measures

The Company has established a preventative policy by analyzing the financial position and assessing leverage ratio of each customer before granting appropriate loan. For trade receivables that are expected to potentially default, the company will consider setting aside sufficient provisions for doubtful debts.

Risk 7 Other risks (Emerging risks)

Related risk factors : Strategic Risk

- Business operations of partners in the supply chain

ESG risk factors : Yes

Risk characteristics

Supply chain risks are emerging as a major factor in business operations. Therefore, the Company conducted a supply chain risk analysis to identify ways to mitigate these risks to the organization

Risk-related consequences

The conflict between Russia and Ukraine, which affects energy and fuel prices, and trade barrier between the United States and China, which directly affects the automotive industry and auto part manufacturers in Thailand.

Risk management measures

The Company has been continuously monitoring the situation around the world to determine an action plan to manage risks and reduce potential damage to the Company through discussions with all stakeholders. In addition, the Company has adjusted its strategies and work processes to be more efficient, distributed raw material sourcing from more suppliers, and controlled raw material stock in order to enable to meet customers requirement adequately and on schedule.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The company has the following business continuity plans (BCPs):

1. Business continuity plan for fires
2. Business continuity plan for floods
3. Business continuity plan for epidemics
4. Business continuity plan for logistic breakdown
5. Business continuity plan for Cyber attack

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain : <https://www.tkrungthai.com/investor/announcement/EGreenProcurementPolicy.pdf>
management policy and guidelines

Page number of the reference link : 1

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

The company manages its supply chain sustainably through "Green procurement" selecting goods and services that have the least environmental impact, supporting partners to conduct business transparently and responsibly towards the environment, and complying with all relevant laws and regulations to ensure long-term sustainability.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : Yes
criteria with new suppliers?

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	N/A	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://www.tkrungthai.com/investor/announcement/EConduct.pdf>

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : Yes
acknowledge compliance with the supplier code of
conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	N/A	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	8.67	6.10	11.81

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

Expenses for trial and developing new products (new models).

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

In 2025, the company studied MIC (Mold in Color) technology, a technology for mixing color into the plastic material before injection. This significantly reduces environmental impact by eliminating the painting process, thereby reducing the release of toxic volatile organic compounds (VOCs), reducing energy consumption in the coloring process, and making plastic products easier to recycle without separating the color layer. The company expects to be able to produce products using MIC technology within approximately 1-2 years, thereby reducing environmental impact and adding value to the company's products.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : No
from innovation development?

Non-financial benefits

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

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