



ESG Performance Report for Listed Companies in 2025

YUASA BATTERY (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : YUASA BATTERY (THAILAND) PUBLIC COMPANY LIMITED

Symbol : YUASA

Market : mai

Industry Group : Industrials

Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

The Company has defined the environmental policy as follows:

1. Strictly complying with laws, regulations and requirements associated with the environment.
2. Defining management plans that incorporate preventive measures for environmental problems relating to water pollution, air pollution, waste, and noise to minimize the impact on environment. Periodical reviews are to be implemented as appropriate.
3. Encouraging the effective use of energy and natural resources, encouraging energy-saving and waste management activities through 3R (Reuse, Reduce and Recycle) with appropriate management measures.
4. Regularly and continuously improving the environmental management system to mitigate environmental impact risks. Publicizing this policy among employees and stakeholders for their understanding and disclosing it to the 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 goals over the past year : Yes

Changes in environmental policies, guidelines, and/or goals : Water resources and water quality management, Greenhouse gas and climate change management

Over the past year, the Company established greenhouse gas (GHG) management targets based on GHG intensity (emissions per unit of production). This marks a transition from previous targets which are based on electricity and LPG consumption the primary emission sources. Furthermore, the Company has revised its external water withdrawal targets. Both adjustments to the environmental goals are integral components of the Company's medium-term plan for 2026-2028.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

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

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

In 2025, the Company's operations for managing environmental aspects other than energy management, water management, garbage and waste management, and greenhouse gas emissions are as follows:

- **Lead in Air Management:** In 2025, the Company aims to reduce lead in air levels to no more than 0.03 milligrams per cubic meter, which is below the legal standard of 0.05 milligrams per cubic meter. Efforts have been made to improve production machinery and working methods to minimize the dispersion of lead dust, as well as to enhance the performance of air treatment and dust collection equipment. Throughout the year, monitoring results showed that the average lead in air concentration was 0.02 milligrams per cubic meter.

- **Lead in Treated Water Management:** The Company has an ongoing plan to monitor and track lead levels in the treated water discharged from the factory. The Company's target is to keep lead concentration below 0.10 milligrams per litre, which is lower than the standard set by the Department of Industrial Works at 0.20 milligrams per litre. In 2025, the lead concentration in treated water met the Company's target.

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

Information on energy management

Energy management plan

The company's energy management plan : Yes

Management roadmap:

- 1) Complying with requirements, laws and international standards
- 2) The Company has continuously reduced diesel consumption by replacing diesel forklifts with electric ones. The move helps minimize diesel consumption and reduces combustion, which is another contributing factor to environmental impact. Diesel will still be used for machinery and equipment, but only for the factory's fire pump systems.
- 3) The Company has established long-term plans to limit the use of LPG - the improvement of machinery for complete combustion, the replacement of furnace insulations to reduce losses of heat, etc.
- 4) The Company has improved and replaced equipment of electrical, lighting and air-conditioning systems, both in the factory and the office, to reduce the use of public electricity. This also includes the regular repair and maintenance process in relevant to electrical control equipment which helps minimize the use of electricity: the reduction of compressed air pressure in air compressors, the installation of inverters in dust collectors and the replacement of all light bulbs in the Company with LED light bulbs, etc.
- 5) The Company utilizes renewable energy by installing a solar power system on the factory roof (Solar Rooftop) to reduce electricity consumption from external sources.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel⁽¹⁾

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

Details of setting goals for electricity and/or fuel management

| Target(s) | Base year(s) | Target year(s) |
|--|---|---|
| Reduction of electricity purchased for consumption | 2024 : purchased electricity for consumption 4.19 Kilowatt-Hours / Piece of product | 2028 : Reduced by 20% or 3.37 Kilowatt-Hours / Piece of product |
| Reduction of fuel consumption | 2024 : fuel consumption 215.60 grams / Piece of product | 2028 : Reduced by 24% or 164.40 grams / Piece of product |

Remark: ⁽¹⁾ - The target for the reduction of electricity purchases is set per unit of production (battery). - The target for the reduction of petrol and fuel consumption applies specifically to the main fuel used in the production process, which is LPG, and is set per unit of production (battery). The LPG consumption per battery in the base year and target year are 215.6 and 164.4 grams per battery, respectively.

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2025, the solar power system generated 1,325,634 kilowatt-hours of electricity. With a total external electricity consumption of 18,872,000 kilowatt-hours, the Company achieved cost savings of approximately 5.3 million baht based on an electricity rate of 4 baht per kilowatt-hour. The purchased electricity intensity for 2025 was 3.91 kilowatt-hours per unit of product, representing a 7% reduction compared to the base year. Additionally, other energy-saving initiatives contributed to a further reduction of 142,626 kilowatt-hours. These projects included repairing air leaks in machinery, upgrading to inverter air conditioners, optimizing battery recharging processes, enhancing RO water system efficiency, replacing motors in air treatment and dust collection units, and upgrading motorcycle battery chargers for better energy efficiency.

Regarding fuel consumption, the Company implemented LPG reduction initiatives in 2025. This involved upgrading the insulation for 11 lead grid melting furnaces to minimize heat loss and lower workplace temperatures, alongside a project to optimize machinery for complete combustion. Combined, these projects reduced LPG consumption by 107,121 kilograms of LPG per year, resulting in approximately 2.4 million baht in fuel cost savings (calculated at an LPG price of 22.8 baht per kilogram). In 2025, the LPG intensity per unit of product was 188 grams, representing a 13% reduction compared to the base year.

Information on electricity management

Company's electricity consumption ^(*)

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| | | | |

| | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 19,590,744.00 | 20,222,346.00 | 20,197,634.00 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 19,285,000.00 | 19,142,977.00 | 18,872,000.00 |
| Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) | 305,744.00 | 1,079,369.00 | 1,325,634.00 |
| Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year) | 30,803.06 | 31,401.16 | 31,411.56 |

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

Electricity Consumption Intensity

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²) | 824.11000000 | 850.68000000 | 849.64000000 |

Electricity Expense ^(*)

| | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|
| Total electricity expense (Baht) | 92,787,959.49 | 81,225,356.36 | 76,565,121.34 |
| Percentage of total electricity expense to total expenses (%) ^(**) | 3.70 | 3.02 | 2.94 |
| Percentage of total electricity expense to total revenues (%) ^(**) | 3.49 | 2.81 | 2.66 |
| Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year) | 145,893.02 | 126,126.33 | 119,074.84 |

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 |
|--------------------------|--------------|------------|------------|
| (2) Diesel (Litres) | 7,784.00 | 7,647.00 | 8,313.00 |
| (3) Gasoline (Litres) | 17,049.00 | 16,431.00 | 14,633.00 |
| LPG (Kilograms) | 1,055,240.00 | 984,730.00 | 905,882.00 |

Additional explanation : Not include external fuel consumption

Remark: (2) The diesel consumption is divided into two categories: (1) for production, such as forklifts and fire pumps, and (2) for vehicles. Diesel consumption for vehicles has been recorded since 2023.

(3) Gasoline consumption for vehicles has been recorded since 2023.

Company's fuel expense ^(*)(4)

| | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|
| Total fuel expense (Baht) | 25,540,569.33 | 24,160,449.17 | 22,225,611.05 |
| Percentage of total fuel expense to total expenses (%) ^(**) | 1.02 | 0.90 | 0.85 |
| Percentage of total fuel expense to total revenues (%) ^(**) | 0.96 | 0.84 | 0.77 |

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

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

Remark: ⁽⁴⁾ includes only LPG fuel expenses

Information on total energy management (electricity + fuel)

Energy Consumption

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Total energy consumption within the organization (Megawatt-Hours) ⁽⁵⁾ | 34,633.87 | 34,269.46 | 33,128.99 |

Remark: ⁽⁵⁾ Energy consumption for fuel is calculated at the rate of 10.7 kWh/liter for diesel, 9.7 kWh/liter for gasoline, and 14.02 kWh/kg for LPG.

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) ^(*) | 0.01300997 | 0.01185751 | 0.01151074 |
| Intensity of total energy consumption within the organization (Megawatt-Hours / m ²) | 1.46000000 | 1.44000000 | 1.39000000 |

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

Information on water management plan

Water management plan

The Company's water management plan : Yes

Management roadmap:

The Company manages the use of water for washing and production in both the office and the factory. The Company strives to reduce the use of city water, for which the Environment and Energy Department will inspect the water pipes, industrial cleaning equipment and water meters on a monthly basis and seek more utilizations of recycled water every year. For example, machinery that requires the use of city water will use recycled water instead, and the efficiency of the Reverse Osmosis (RO) water production system used in the battery manufacturing process is being improved to reduce the consumption of incoming city water. In addition, in case where the improvement is needed or the Company is in need of using more water, water-saving devices will be used or installed - water-saving toilets, urinals, automatic taps, etc.

Furthermore, the Company has been operating the project aimed at reducing wastewater to be discharged to the environment. After treatment, the recycled water can be used for watering plants, cleaning the factory's floor or walkways, helping reduce the use of city water.

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 | 2024 : Water withdrawal 164,605.00 Cubic meters | 2028 : Reduced by 25% or 124,198.00 Cubic meters |

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the Company's city water withdrawal was 122,104 cubic meters, representing a 26% decrease from the previous year. Between 2023 and 2025, withdrawal of city water declined by an annual average of 16%. The city water consumption intensity was 0.0095 cubic meters per kilogram of lead, outperforming the established target. This improvement was primarily driven by the RO (Reverse Osmosis) system upgrade, which boosted production efficiency from 13% to 43%, alongside increased process water recycling. These initiatives collectively reduced city water demand by 55,148 cubic meters per year.

The Company consistently maintains and inspects its water distribution systems across both production and office areas to ensure they meet standard requirements. Office facilities have been upgraded with water-saving sanitary fixtures. Furthermore, the Company demonstrated effective wastewater management; in 2025, 100% of the water discharged was treated, and a total of 67,409 cubic meters of treated water was reclaimed and reused for production processes, sanitation, and general utilities within the facilities.

Information on water management

Water withdrawal by source

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Total water withdrawal (Cubic meters) ⁽⁶⁾ | 173,277.00 | 164,605.00 | 122,104.00 |
| Water withdrawal by third-party water (cubic meters) | 173,277.00 | 164,605.00 | 122,104.00 |
| Water withdrawal by surface water (cubic meters) | N/A | N/A | 0.00 |
| Water withdrawal by groundwater (cubic meters) | N/A | N/A | 0.00 |
| Water withdrawal by seawater (cubic meters) | N/A | N/A | 0.00 |
| Water withdrawal by produced water (cubic meters) | N/A | N/A | 0.00 |
| Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year) | 272.45 | 255.60 | 189.90 |
| Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.07 | 0.06 | 0.04 |

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

Remark: ⁽⁶⁾ The methodology for reporting total water withdrawal has been revised from the previous year to exclude treated and reclaimed water. This total withdrawal figure excludes unmeasurable sources, such as rainwater harvested into the system.

Water discharge by destinations

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|------------|
| Percentage of treated wastewater (%) | 100.00 | 100.00 | 100.00 |
| Total wastewater discharge (cubic meters) ⁽⁷⁾ | 75,649.00 | 97,376.00 | 122,104.00 |

Remark: ⁽⁷⁾ The actual measured wastewater discharge volume for 2025 totalled 129,177 cubic meters, which exceeds the volume of city water entering the system. This is due to inflows from unmeasurable sources, such as harvested rainwater.

Water consumption

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|------|
| Total water consumption (Cubic meters) | 97,628.00 | 67,229.00 | 0.00 |

Recycled water consumption

| | 2023 | 2024 | 2025 |
|---|-----------|-----------|-----------|
| Total recycled water for consumption (Cubic meters) | 93,434.00 | 81,125.00 | 67,409.00 |

Water Consumption Intensity

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.03667326 | 0.02326178 | 0.00000000 |
| Intensity of total water consumption (Cubic meters / m ²) | 4.10684839 | 2.82807505 | 0.00000000 |

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

Water withdrawal expenses

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Total water withdrawal expense (Baht) | 2,966,851.61 | 2,818,758.12 | 2,092,960.07 |
| Total water withdrawal expense from third-party water (Baht) | 2,966,851.61 | 2,818,758.12 | 2,092,960.07 |
| Percentage of total water withdrawal expense to total expenses (%) ^(*) | 0.12 | 0.10 | 0.08 |
| Percentage of total water withdrawal expense to total revenues (%) ^(*) | 0.11 | 0.10 | 0.07 |
| Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year) | 4,664.86 | 4,376.95 | 3,254.99 |

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Management roadmap:

The Company has clear methods of garbage and waste sorting. Garbage and waste are divided into 5 categories: material waste, general waste, organic waste, industrial waste and infectious waste. The details and management of these garbage and waste are as follows:

- Material waste: Waste and rubbish that are from the Company's operation. They are product boxes and cartons made of cardboard paper or wood, plastic cable ties, iron tie wire, plastic paint buckets and scrap metal. The Company will sell this type of waste to the local scrap buyers and organizes price bidding every month.

- Organic waste: Organic waste is leftovers from the canteen, which usually come in a small quantity. The Company will sort the leftovers and provide for employees who want them for pet food or the making of organic fertilizer. The rest of the waste will be disposed of separately in a green bag and kept in a waste storage, after which the responsible municipality office will collect the waste and dispose of it according to the sanitary principles.

- Infectious waste: i.e., face masks, bandages and cotton in the Company's infirmary. The Company requires this type of waste be encapsulated in an infectious waste bag. The medical personnel at the infirmary will send the waste to the hazardous waste disposal service providers with a license given by the Ministry of Public Health.

- Industrial waste and hazardous sludge: The Company classifies these types of waste into 2 categories. For sludge from wastewater treatment and waste from production, such as soldering paste, lead-contaminated fabric gloves, soil sludge from wastewater treatment, the Company will use the service from hazardous waste disposal service providers with a license given by the Department of Industrial Works, after which the waste will be disposed of with the regulated methods. In case of dross from lead refining process, the Company will sell them to the metal smelting factories with license given by the Department of Industrial Works. The Company also organizes price bidding every month.

- General waste: The Company requires general waste to be sorted and kept in the waste storage areas, after which the responsible municipality office will collect the waste and dispose of it according to sanitary principles.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

In 2025, the Company generated a total of 1,550.33 tons of both hazardous and non-hazardous waste. The Company engages licensed hazardous waste disposal contractors accredited by the Department of Industrial Works (DIW). Initiatives implemented to manage production waste included improving the dewatering/compaction of wastewater treatment sludge to reduce moisture content in hazardous waste and optimizing the pasting machine to minimize process waste generation. Additionally, the Company conducts environmental quality monitoring at least twice a year within office premises and surrounding operational areas. In 2025, air quality standards, odour, noise levels, and lighting conditions were all found to be within legal limits. Furthermore, there were no reported incidents of chemical spills resulting from business operations.

The Company is implementing a medium-term plan to reduce hazardous waste by recycling by-products from production. Additionally, to minimize waste, the Company has introduced a paper reduction project in the office, utilizing both operational practices and technology to reduce paper-based processes. The Company also launched a waste segregation project, which has expanded to nearby communities. The Company trains local residents, educating them about waste types, and provides them with segregation bins to help recycle and sell waste, generating income for the community.

Information on waste management

Waste Generation^(*)

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total waste generated (Kilograms) | 1,533,850.00 | 1,564,806.00 | 1,550,329.00 |
| Total non-hazardous waste (kilograms) | 43,200.00 | 87,017.00 | 67,409.00 |
| Total hazardous waste (kilograms) | 1,490,650.00 | 1,477,789.00 | 1,482,920.00 |
| Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.58 | 0.54 | 0.54 |
| Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.02 | 0.03 | 0.02 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.56 | 0.51 | 0.52 |

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Management roadmap:

1) Use of Renewable Energy: The Company recognizes the importance of harnessing natural energy for its various benefits. This project provides various advantages, especially as it has no environmental impact and helps reduce internal costs. The Company has implemented a solar power installation project in 3 areas within the factory, including:

1.1 Installation of Solar Panels on the Roof: Solar panels have been installed on the roof of the prayer room and the restroom area on the ground floor of Building 3. This project has been in place since 2015, and over the duration of operation, it has generated approximately 0.8-1.75 megawatt-hours of electricity per year.

1.2 Installation of Solar Panels on Factory Roofs: Solar panels have been installed on the roofs of both the factory and office buildings, covering a total of 7 buildings. The installation was completed in October 2023, with a total capacity of 907.06 kilowatt.

1.3 Installation of Solar Panels at the Wastewater Treatment Plant: Solar panels have been installed at the wastewater treatment plant, with the installation completed in September 2024, and a total capacity of 43.1 kilowatt.

2) Improvement of Work Processes, Machinery, and Equipment for Efficient Resource Use: This focuses on the main sources of greenhouse gas emissions within the Company in Scope 1, including electricity usage and LPG fuel. In addition to increasing the use of electricity from renewable energy sources, the Company has enhanced machinery to improve productivity and reduce waste in the manufacturing process. The Company has also made adjustments to production processes and equipment and installed a centralized control system to optimize energy consumption.

3) Use of Electric Forklifts and Electric Stackers: Due to the daily operations of the company, which involve the movement, storage, and issuance of goods, the use of forklifts is necessary for convenience, speed, and labour savings. In the warehouse area, the company has designated the use of electric stackers, while in the factory area, electric forklifts are used for operations. Since 2018, the Company has implemented a policy to replace fuel-powered forklifts that have reached the end of their service life with electric forklifts. This decision stems from the awareness that, although fuel-powered forklifts offer operational convenience, the combustion of fuel in the engine produces dust and exhaust fumes, contributing to pollution and greenhouse gas emissions, thereby impacting air quality. In contrast, the operation of electric forklifts and electric stackers does not have any environmental impact.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes

goals

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

Setting other greenhouse gas reduction targets⁽⁸⁾

Details of setting other greenhouse gas reduction targets

| Greenhouse gas emission scope | Base year(s) | Short-term target year | Long-term target year |
|-------------------------------|---|---|-----------------------|
| Scope 1-2 | 2024 : Greenhouse gas emissions 1.02 tCO ₂ e | 2028 : Reduced by 12% or 0.89 tCO ₂ e in comparison to the base year | - |

Remark: ⁽⁸⁾ The targets and base year values are derived from the Company's primary emission sources, namely purchased electricity and LPG consumption, measured relative to the consumption of the main raw material, lead.

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management⁽⁹⁾

Performance and outcomes of greenhouse gas management : Yes

The Company prioritizes greenhouse gas (GHG) management to mitigate climate impact. The business activities' most significant emission sources are electricity consumption from production and offices, and LPG consumption in manufacturing processes. To reduce emissions, various measures have been implemented, including decreasing diesel consumption, controlling LPG usage, upgrading electrical equipment, and generating electricity from solar power, among others. In 2025, the Company's Scope 1 (direct) GHG emissions were 2,875.92 tons of CO₂ equivalent, and Scope 2 (indirect) emissions were 9,434.11 tons of CO₂ equivalent, totalling 12,310.03 tons of CO₂ equivalent. Excluding direct emissions from diesel and gasoline for vehicles (data collection began in 2023), year-over-year changes showed a positive downward trend: an increase of 1.4% in 2023, a decrease of 2.2% in 2024, and a further decrease of 3.0% in 2025. Furthermore, the GHG intensity (per ton of lead raw material) from primary sources in 2025 was 0.95 tons of CO₂ equivalent, representing a 7% reduction from 2024 and keeping the Company on track with the strategic plan.

The Company has executed numerous energy-saving projects between 2019 and 2025. The medium-term plan through 2028 outlines further energy initiatives:

- Electricity Reduction: Improving equipment and machinery efficiency, installing additional solar cells, and optimizing the work environment to reduce A/C usage.
- LPG Reduction: Enhancing machinery and processes to minimize energy loss and reusing waste materials and heat within the production process.

Remark: ⁽⁹⁾ Greenhouse gas emissions are calculated based on the following rates: a) Diesel fuel for machinery and equipment: 1 liter = 2.7078 kgCO₂e; b) LPG gas: 1 kg = 3.1134 kgCO₂e; c) Diesel fuel for vehicles: 1 liter = 2.7406 kgCO₂e; d) Gasoline for vehicles: 1 liter = 2.2394 kgCO₂e; e) Electricity usage: 1 kWh = 0.4999 kgCO₂e

Information on greenhouse gas management

The company's greenhouse gas emissions

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Total GHG emissions (Metrics tonne of carbon dioxide equivalents) | 12,985.46 | 12,693.17 | 12,310.03 |
| Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) | 3,344.89 | 3,123.60 | 2,875.92 |
| Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) | 9,640.57 | 9,569.57 | 9,434.11 |

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) (*) | 0.004878 | 0.004392 | 0.004277 |
| Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person) | 20.42 | 19.71 | 19.14 |
| Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²) | 0.54625021 | 0.53395465 | 0.51783737 |

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) | 0.00 | 0.00 | 0.00 |

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 |

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

ESG Performance

Company Name : YUASA BATTERY (THAILAND) PUBLIC COMPANY LIMITED

Symbol : YUASA

Market : mai

Industry Group : Industrials

Sector : SECTOR 0

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, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The Company realizes that respecting human rights is an important responsibility and associated with all stakeholders, whether it be customers, employees, shareholders, trade partners, creditors or communities related to the Company's business operation. The Company has specified the human rights policy in consistent with municipal laws and international standards, such as the UN Guiding Principles on Business and Human Rights (UNGPs), which are adopted as practical guidelines for the organization. It is the responsibility of directors, executives and employees to acknowledge and follow the guidelines.

The Company adheres to and complies with the following policies:

1) Treating everyone fairly and equally with respect for human rights and human dignity, without discrimination based on origin, ethnicity, nationality, gender, age, skin color, religion, personal beliefs, physical condition, socioeconomic status, family background, or any other differences. The company also supports equal opportunities by employing two persons with disabilities.

2) Conducting business responsibly to ensure that our activities do not directly or indirectly contribute to human rights violations.

3) Providing employees the opportunity to form groups and establish welfare committees in the workplace, as well as occupational health, safety, and environmental committees, to represent employees in discussions and offer suggestions on various matters.

4) Communicating and ensuring understanding among all stakeholders involved in the business throughout the entire value chain.

5) Providing human rights training to employees at all levels to ensure understanding and active participation in preventing human rights violations in all company activities.

6) Establishing an effective complaint management system and maintaining proper records, while continuously developing channels for reporting complaints and human rights violations. There have been no complaints or disputes related to human rights violations.

Reference link for social and human rights policy and : https://www.yuasathai.com/YUASA_policyHumanRightAndLaborPractice_en

guidelines

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

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

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

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

The Company is in the process of developing comprehensive practices for human rights due diligence to identify risks and impacts from its business activities and those of stakeholders across the value chain. This includes measures to prevent and address any human rights issues that may arise from its operations.

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 |

Fair labor practice

Disclosure boundary in fair labor practice in the past years

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

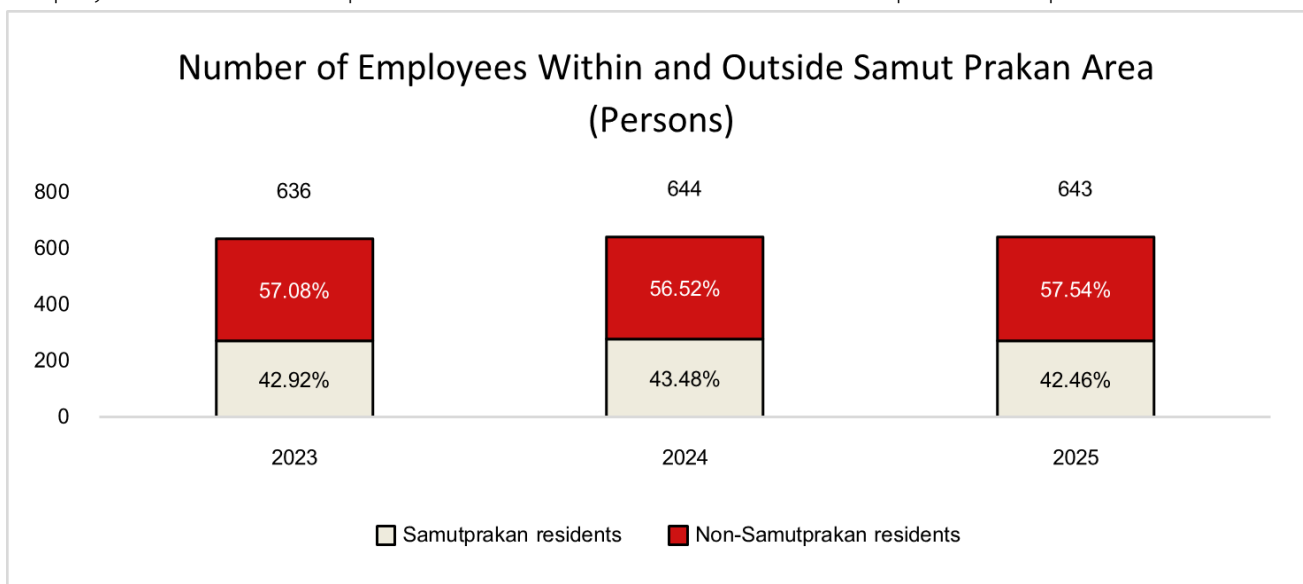
Information on employees and labor management plan

Employees and labor management plan

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

The Company is committed to managing human resources based on the Good Governance principles by specifying human resources strategies, starting at recruitment process, human resources development and employee retention. The Company also supports employees with equal growth opportunity and career path regardless of gender, race and religion, committed to improving knowledge and capabilities and encouraging employees to have voluntary attitudes and contribute towards the society and the public as stipulated in the Company's human resources management policy.

Recruitment process: The Company must plan to recruit employees to support operations. The Company has specified the employment policy by promoting the employment of the residents of Samutprakan, supporting the development of the local economy and workforces. The Company also offers job opportunities for the underprivileged by joining forces with and supporting the employment policy of government agencies, e.g., the employment of people with disabilities. The Company places importance on and supports the employment of people with disabilities, complying with the Empowerment of Persons with Disabilities Act B.E. 2550 and Article 33 of its amendment (No.2) B.E. 2556. The Company offers careers and responsibilities that are suited with the workforces capabilities and potential.



Source: The Human Resources Department, Yuasa Battery (Thailand) PLC
 Figure 3.4.2.1 Employment of Samutprakan residents

Employee compensation and welfare management: The Company has established a compensation management and welfare policy for employees with fairness and without discrimination, in line with the economic situation and working areas, ensuring that employees receive sufficient compensation for their living. Apart from paying out higher average wages than the minimum stipulated by laws, the Company provides other welfares for employees, e.g., position allowance, diligence allowance, provident fund, accident insurance, staff uniforms, employee welfare fund, hospitalized gifts, childbirth celebration gifts and funeral support expenses for employees and their family. For employees whose years of service are over 5 years, the Company will present awards to them for having helped drive the Company to its growth for more than 60 years.

Trainings and employee development: The Company places great importance on developing employee potential and enhancing work effectiveness by selecting courses that align with the nature of the business and external factors that may impact it at a given time. In the past year, the Company organized training sessions for 671 employees, totalling 4,194 hours. The total training cost amounted to 1,067,146.71 baht.

| Details | 2023 | 2024 | 2025 |
|--|-----------|--------------|--------------|
| Total employees undergo trainings (persons) | 331 | 639 | 671 |
| Total training hours (hours) | 1,986 | 5,472 | 4,194 |
| Training hours per employee (hours/persons/year) | 6 | 9 | 6 |
| Training and development costs (baht) | 1,281,799 | 1,237,976.17 | 1,067,146.71 |

Source: The Human Resources Department, Yuasa Battery (Thailand) PLC
 Figure 3.4.2.2 Details of Trainings and employee development

Safety, occupational health and work environment: The Company is aware that good hygiene and safe work environment will help boost employees effectiveness at work and increase confidence of all stakeholders. The Company recognizes the importance of the occupational health and work environment management, ensuring safety for employees and all stakeholders. To ensure accident-free operations, the company has set the Zero Accident target as a campaign aimed at raising employees awareness of the importance, encouraging them to be always fully aware while working and not involving or causing any accidents that might lead to occupational injuries and illnesses.

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) |
|-----------|--------------|--------------|----------------|
|-----------|--------------|--------------|----------------|

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|--|-------------------------------|--------------|---------------------------------|
| • Safety and occupational health at work | Number of accident occurrence | - | 2028: Zero accident - all cases |

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 management : Yes

In 2025, the Company implemented **measures regarding occupational safety, health, and the working environment** by continuously developing and improving safety performance. These efforts aim to reduce the risk of illness, injury, or fatality and to ensure the appropriate quality of life for all staff and employees. Key initiatives are as follows:

1. Expanded training courses and comprehensive employee development: This year, the Company introduced and enhanced specialized safety training programs tailored to specific operational risks that were previously not fully addressed. These include Walking 5 training, X-Lift operation training, confined space operation training, as well as Emergency Response training and drills for LPG and Liquid Oxygen leaks.

2. Hazard Identification and Risk Assessment: The Company has established a monthly schedule for Hazard Identification & Risk Assessment, improving upon the previous inconsistent implementation. This transition enables proactive accident prevention and ensures more rapid problem-solving.

3. Comprehensive Safety Day Activities: The Company expanded Safety Day activities to include the night shift, ensuring equal participation for employees across all shifts and fostering a consistent safety culture throughout the organization.

4. Installation of Safety Gates/Doors: The primary objective is to prevent loss of life and property damage. These gates control unauthorized access and serve as a vital reminder for employees to wear Personal Protective Equipment (PPE) before entering work areas.

5. Tangible Implementation of Lockout Tagout (LOTO) System: The Company provided and installed Lockout Tagout (LOTO) equipment to ensure the isolation of hazardous energy (electrical, pneumatic, and hydraulic) before machine maintenance. This significantly reduces the risk of accidental machine startup and is considered a highly effective control measure.

In 2025, two work-related injuries were reported. In response, the Company implemented the following preventive measures: 1) Developed Work Instructions (WI) and provided training to ensure correct understanding, including maintaining formal training records; 2) Provided appropriate Personal Protective Equipment (PPE) for employees; and 3) Enhanced equipment safety to ensure a safer working environment.

In addition, the Company conducted **a survey on employee satisfaction and engagement**, with 307 employees participating in the assessment. Of the respondents, 68% were male, 84% had a tenure of five years or more, and 74% were from the production function. The survey results indicated that the average job satisfaction score was 82%, while the average satisfaction with the working environment was 79%, reflecting a high level of satisfaction in both areas and showing an improvement compared to 2024. Employee engagement was rated at a moderate level, with an average score of 3.60, or 72%. When analyzed by dimension, affective commitment was at a moderate level, with an average score of 3.25. Continuance commitment was at a high level, with an average score of 3.83. Normative commitment was also at a high level, with an average score of 3.84. Although the overall employee engagement score in 2025 decreased compared to 2024, the Company revised its survey methodology this year to better align with the present context. Therefore, the results from the two years are not directly comparable. In addition, some respondents provided recommendations for improvements in various areas. The Company will analyze the survey results to develop

strategies and review employee care measures in order to enhance employee engagement and satisfaction. Furthermore, the Company has established a target for subsequent years, requiring employee satisfaction and engagement scores to remain at a high level. This is defined as a score of 3.68 or higher out of a total of 5.00, or 74%.

Information on employment

Employment

| | 2023 | 2024 | 2025 |
|------------------------------------|-------|-------|-------|
| Total employees (persons) | 636 | 644 | 643 |
| Male employees (persons) | 423 | 435 | 434 |
| Percentage of male employees (%) | 66.51 | 67.55 | 67.50 |
| Female employees (persons) | 213 | 209 | 209 |
| Percentage of female employees (%) | 33.49 | 32.45 | 32.50 |

Number of employees categorized by age

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employees under 30 years old (Persons) | 64 | 59 | 56 |
| Percentage of employees under 30 years old (%) | 10.06 | 9.16 | 8.71 |
| Total number of employees 30-50 years old (Persons) | 470 | 473 | 460 |
| Percentage of employees 30-50 years old (%) | 73.90 | 73.45 | 71.54 |
| Total number of employees over 50 years old (Persons) | 102 | 112 | 127 |
| Percentage of employees over 50 years old (%) | 16.04 | 17.39 | 19.75 |

Number of male employees categorized by age

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees under 30 years old (Persons) | 35 | 40 | 39 |
| Percentage of male employees under 30 years old (%) | 8.27 | 9.20 | 8.99 |
| Total number of male employees 30-50 years old (Persons) | 307 | 306 | 300 |
| Percentage of male employees 30-50 years old (%) | 72.58 | 70.34 | 69.12 |
| Total number of male employees over 50 years old (Persons) | 81 | 89 | 95 |
| Percentage of male employees over 50 years old (%) | 19.15 | 20.46 | 21.89 |

Number of female employees categorized by age

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of female employees under 30 years old (Persons) | 29 | 19 | 17 |
| Percentage of female employees under 30 years old (%) | 13.62 | 9.09 | 8.13 |
| Total number of female employees 30-50 years old (Persons) | 163 | 167 | 160 |
| Percentage of female employees 30-50 years old (%) | 76.53 | 79.90 | 76.56 |
| Total number of female employees over 50 years old (Persons) | 21 | 23 | 32 |
| Percentage of female employees over 50 years old (%) | 9.86 | 11.00 | 15.31 |

Number of employees categorized by position

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employees in operational level (Persons) | 534 | 534 | 528 |
| Percentage of employees in operational level (%) | 83.96 | 82.92 | 82.12 |
| Total number of employees in management level (Persons) | 96 | 104 | 109 |
| Percentage of employees in management level (%) | 15.09 | 16.15 | 16.95 |
| Total number of employees in executive level (Persons) | 6 | 6 | 6 |
| Percentage of employees in executive level (%) | 0.94 | 0.93 | 0.93 |

Number of male employees categorized by position

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees in operational level (Persons) | 361 | 368 | 363 |
| Percentage of male employees in operational level (%) | 85.34 | 84.60 | 83.64 |
| Total number of male employees in management level (Persons) | 58 | 63 | 67 |
| Percentage of male employees in management level (%) | 13.71 | 14.48 | 15.44 |
| Total number of male employees in executive level (Persons) | 4 | 4 | 4 |
| Percentage of male employees in executive level (%) | 0.95 | 0.92 | 0.92 |

Number of female employees categorized by position

| | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of female employees in operational level (Persons) | 173 | 166 | 165 |
| Percentage of female employees in operational level (%) | 81.22 | 79.43 | 78.95 |
| Total number of female employees in management level (Persons) | 38 | 41 | 42 |
| Percentage of female employees in management level (%) | 17.84 | 19.62 | 20.10 |
| Total number of female employees in executive level (Persons) | 2 | 2 | 2 |
| Percentage of female employees in executive level (%) | 0.94 | 0.96 | 0.96 |

Significant changes in the number of employees

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

Number of male employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total male employees working in Thailand (Person) | 423 | 435 | 434 |
| Bangkok Metropolitan (Person) | 423 | 435 | 434 |
| Northern (Person) | 0 | 0 | 0 |
| Central (Person) | 0 | 0 | 0 |
| Northeastern (Person) | 0 | 0 | 0 |
| Southern (Person) | 0 | 0 | 0 |

| | 2023 | 2024 | 2025 |
|------------------|------|------|------|
| Eastern (Person) | 0 | 0 | 0 |

Number of female employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total female employees working in Thailand (Person) | 213 | 209 | 209 |
| Bangkok Metropolitan (Person) | 213 | 209 | 209 |
| Northern (Person) | 0 | 0 | 0 |
| Central (Person) | 0 | 0 | 0 |
| Northeastern (Person) | 0 | 0 | 0 |
| Southern (Person) | 0 | 0 | 0 |
| Eastern (Person) | 0 | 0 | 0 |

Number of employees working abroad

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total employees working abroad (Person) | 0 | 0 | 0 |
| Total male employees working abroad (Person) | 0 | 0 | 0 |
| Total female employees working abroad (Person) | 0 | 0 | 0 |

Employment of workers with disabilities

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total employment of workers with disabilities (persons) | 2 | 6 | 6 |
| Total number of employees with disabilities (Persons) | 2 | 2 | 2 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total male employees with disabilities (persons) | 2 | 2 | 2 |
| Total female employees with disabilities (persons) | 0 | 0 | 0 |
| Percentage of disabled employees to total employees (%) | 0.31 | 0.31 | 0.31 |
| Total number of workers who are not employees with disabilities (persons) | N/A | 4 | 4 |
| Contributions to empowerment for persons with disabilities fund | Yes | No | No |

Information on compensation of employees

Employee remuneration by gender

| | 2023 | 2024 | 2025 |
|---|----------------|----------------|----------------|
| Total employee remuneration (baht) | 230,210,674.00 | 269,387,401.40 | 278,280,781.30 |
| Total male employee remuneration (baht) | N/A | 174,869,686.40 | 178,512,028.02 |
| Percentage of remuneration for male employees (%) | N/A | 64.91 | 64.15 |
| Total female employee remuneration (baht) | N/A | 94,517,715.00 | 99,768,753.28 |
| Percentage of remuneration for female employees (%) | N/A | 35.09 | 35.85 |
| Average of remuneration of employees (Baht/persons) | 361,966.47 | 418,303.42 | 432,785.04 |
| Average of remuneration for male employees (Baht/persons) | N/A | 401,999.28 | 411,318.04 |
| Average of remuneration for female employees (Baht/persons) | N/A | 452,237.87 | 477,362.45 |

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Rate of average of remuneration between female employees and male employees | N/A | 1.12 | 1.16 |

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company provides provident fund as employee benefit, aiming to encouraging long-term savings for employees. This helps employees earn savings for use after retirement or resignation. Employees can choose savings rates, ranging from 3-15% of their monthly wages. The Company provides contribution based on an employees years of services: 3% of wages for employees with less than 5 years of service and 4% of wages for employees with 5 or more years of service.

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) | 616 | 626 | 579 |
| Number of employees joining in PVD (persons) | 509 | 523 | 481 |
| Number of PVD members / Total employees (%) | 80.03 | 81.21 | 74.81 |
| Number of PVD members / Total eligible employees (%) | 82.63 | 83.55 | 83.07 |

Amount of provident fund

| | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|---------------|
| Total amount of provident fund contributed by employer (baht) | 5,441,340.00 | 5,799,114.00 | 5,586,973.00 |
| Total amount of provident fund contributed by employee (baht) | N/A | N/A | 10,064,210.00 |

Summary of employee PVD participation over the past year

| Company name | Employees participating in PVD (Yes/No) | Total number of employees (persons) | Number of employees eligible to participate in PVD (persons) | Number of employees joining in PVD (persons) | Number of PVD members / Total employees (%) | Number of PVD members / Total eligible employees (%) |
|---|---|-------------------------------------|--|--|---|--|
| YUASA BATTERY (THAILAND) PUBLIC COMPANY LIMITED | Yes | 643 | 579 | 481 | 74.81 | 83.07 |

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

Policy and guidelines on promoting savings : Facilitating automatic PVD enrollment for new employees through the provident fund for non-participating employees (PVD)

Facilitating automatic PVD enrollment for new employees

The Company's Human Resources Department will follow up with new employees who have passed their probationary period by automatically sending them Provident Fund (PVD) enrollment documents. This initiative aims to ensure 100% enrollment among all eligible new hires.

Information on employee development

Employee training and development

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Average employee training hours (Hours / Person / Year) | 6.00 | 9.00 | 6.00 |

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total amount spent on employee training and development (Baht) | 1,281,799.00 | 1,237,976.17 | 1,067,146.71 |
| Percentage of training and development expenses to total expenses (%) ^(*) | 0.000511 | 0.000460 | 0.000410 |
| Percentage of training and development expenses to total revenue (%) ^(*) | 0.000481 | 0.000428 | 0.000371 |

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) | 2,197,673.44 | 2,387,378.99 | 2,388,522.54 |

Statistic of accident and injuries of employees from work

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

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

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

Remark: ⁽¹⁾ includes lost-time injury of subcontractors or suppliers

Information on promoting employee relations and participation

Employee engagement

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employee turnover leaving the company voluntarily (persons) | 36 | 29 | 28 |
| Total number of male employee turnover leaving the company voluntarily (persons) | 24 | 16 | 24 |
| Total number of female employee turnover leaving the company voluntarily (persons) | 12 | 13 | 4 |
| Proportion of voluntary resignations (%) | 5.66 | 4.50 | 4.35 |
| Percentage of male employee turnover leaving the Company voluntarily (%) | 66.67 | 55.17 | 85.71 |
| Percentage of female employee turnover leaving the Company voluntarily (%) | 33.33 | 44.83 | 14.29 |

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| (2) Evaluation result of employee engagement | No | Yes | Yes |

Remark: (2) 2025 Survey Results: Job satisfaction averaged 82%, workplace environment satisfaction averaged 79%, and employee engagement averaged 72%

Employee internal groups

Employee internal groups : Yes
Types of employee internal groups : Labor union

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information

Information on customer management plan

Customer management plan

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

The Company is committed to manufacturing quality products and offering services to meet the standards with reasonable prices under changes of lifestyle in which products and services are more likely to be purchased online, the trend of eco-friendly product usage, and the fast-approaching ageing society. The Company also improves the quality of the delivery service to effectively respond to the demand of customers. In addition, the Company recognizes the

importance of safety and quality of products sold to customers. The Production Department regularly inspects the production quality and is also responsible for requesting product certification from government agencies, such as the Thai Industrial Standards Institute.

The Company is committed to fair marketing by requiring employees to provide truthful information about products and services, without concealing essential details that could lead to misunderstandings and affect customers' purchasing decisions. Employees must advise customers on product usage, potential risks, and preventive measures to avoid harm. The Company also provides after-sales service, offering a period for product claims in case of defects within one year from the date of purchase. If end-users encounter any issues, they must notify the store where they purchased the product so the store can forward the issue to the Company.

The customer relations management roadmap is as follows:

- 1) Building engagement and relationship with customers in a continuous basis by reaching to and responding to their needs effectively;
- 2) Committed to delivering quality products and services to build good customer experiences
- 3) Surveying customer satisfactions and adopting the results in the development and improvement of products and services on an annual basis
- 4) Developing online sales channels to offer easier and more convenient access to customers

Regarding the protection of personal data, the Company has established the Privacy Policy for customers, trade partners and employees for their acknowledgement of privacy notice, whether it be the collection, use or disclosure, to comply with the Personal Data Protection Act B.E. 2562 (PDPA). The policy also defines a code of conduct with strict measures to maintain security of personal data, ensuring that personal data of customers, trade partners and employees will be confidential. If the Company is to use the personal data, the Company will request for consent from the data subject before using the data lawfully as specified in the Companys Code of Conduct.

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) |
|--|--|--|---|
| • Development of customer satisfaction and customer relationship | Overall customer satisfaction with products and services | 2024: The overall customer satisfaction score stands at 79%. | 2028: The target for overall customer satisfaction is set at 80% or higher. |

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer : Yes

management

The Company has a customer satisfaction survey process as well as a process of giving and receiving customer feedback, of which results will be adopted in the continuous enhancement of products and services as well as the Company's business operations. These are aimed at building impressions and customer satisfactions, encouraging customers to always keep coming back regularly. In 2025, the Company surveyed about customer satisfaction in the domestic replacement market in 5 aspects, namely products and packaging, sales, delivery, marketing and after-sales services. Customers overall satisfaction is in the range of 84% or Excellent.

Based on the satisfaction scores in each category and customer suggestions, the Company has utilized the information for improvement of product/ services/ business processes by setting action plans of the relevant departments, such as setting goals and practices for on-time product delivery or adjusting premiums to better meet customer needs. Regarding customer complaints, the Company has not received any complaints from customers.

| Customer Satisfaction Aspects | Unit | 2023 | 2024 | 2025 |
|---------------------------------|------|------|------|------|
| 1. Batteries and packaging | % | 74 | 80 | 87 |
| 2. Sales | % | 85 | 85 | 90 |
| 3. Delivery | % | 76 | 80 | 84 |
| 4. Marketing and advertisements | % | 67 | 74 | 78 |
| 5. After-sales services | % | 73 | 78 | 85 |
| Average | % | 74 | 79 | 84 |

Remarks: 80% or above refers to Excellent 70-79% refers to Good 60-69% refers to Moderate 59% or below refers to Need improvement

Source: The Customer Service Department, Yuasa Battery (Thailand) PLC

Figure 3.4.2.3 Customer satisfaction score in the domestic replacement market

Customer satisfaction

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Evaluation results of customer satisfaction | Yes | Yes | Yes |

Channels for receiving complaints from customers/consumers

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

Telephone : 027020108

Fax : -

Email : dissarin_ch@yuasathai.com

Company's website : www.yuasathai.com

Address : 164 Moo 5 Soi Thedsaban 55, Sukhumvit Road, Tambol
Taibanmai, Amphur Muang, Samutprakarn 10280
Muangsamutprakan

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

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

The Company supports and encourages the use of business processes to create diverse value for society and the environment through various projects and activities. These include efforts to ensure a safe living environment and improve the quality of life for community members, as well as promoting skills and knowledge. The aim is to bring measurable benefits to the community or society.

Since 2021, the Company has organized a battery check-up activity for the public in Samut Prakan and nearby areas before the long Songkran holiday each year. The aim is to assess the condition of batteries and provide advice on maintenance to prolong their lifespan. As for other projects undertaken by the Company in 2025, they include the installation of community solar cells, a blood donation drive for border soldiers, and an initiative to recycle plastic bottles into saffron robes. Previously, in 2023, the Company also conducted a training session in the Klong Hua Lamphu community, Samut Prakan, to raise awareness about waste types and provided waste separation bins. The company encouraged recycling, which helped generate additional income for the community. The activity took place from July to August 2023 (8 weeks).

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

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

The battery check-up activity organized by the company during the Songkran festival each year has the following results:

In 2021, the activity was held at the Bangkaew Expressway, Bangna-Chonburi. A total of 47 vehicles were checked each day, helping to reduce the cost of battery check-ups at service centers by 14,100 Baht.

In 2022, the activity was held at the PTT gas station in Paknam, Samut Prakan. A total of 49 vehicles were checked each day, helping to reduce the cost of battery check-ups at service centers by 14,700 Baht.

In 2023, the activity was held at the Lotus department store, Sai Luat branch, Samut Prakan. A total of 52 vehicles were checked each day, helping to reduce the cost of battery check-ups at service centers by 15,600 Baht.

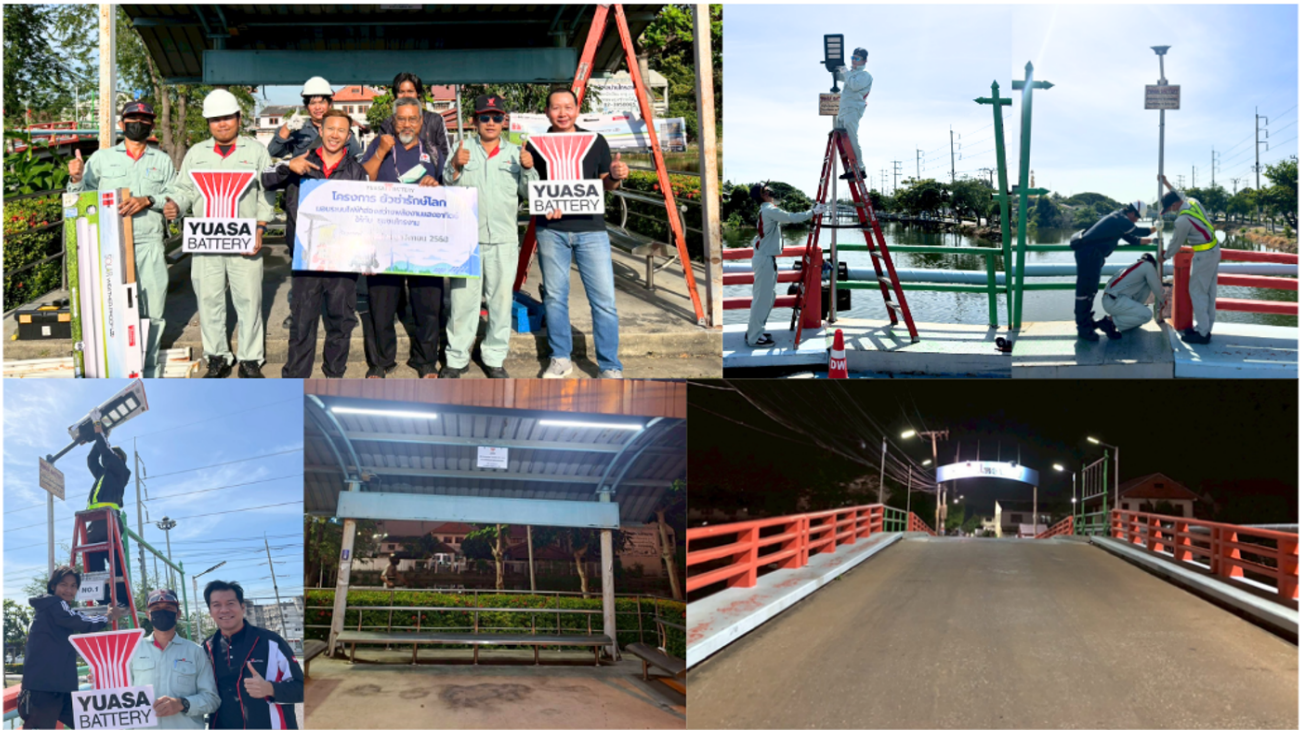
In 2024, the activity was held at the Lotus department store, Sai Luat branch, Samut Prakan. A total of 32 vehicles were checked each day, helping to reduce the cost of battery check-ups at service centers by 9,600 Baht.

In 2025, the activity was held at the Lotus department store, Sai Luat branch, Samut Prakan. A total of 38 vehicles were checked each day, helping to reduce the cost of battery check-ups at service centers by 11,400 Baht.



Community Solar Cell Installation Activity In 2025, the Company installed solar cell lighting at 6 locations around the bridge entrance to Sai Ngam Village and the bus waiting area to reduce public electricity consumption and enhance safety for nighttime commuting.

- Reduced electricity costs by 29,502 Baht per year.



Blood from the Heart for the Border Activity In 2025, the Company organized for employees to participate in blood donation at Samut Prakan Hospital to be provided to soldiers in the 2nd Border Region.

- Number of blood donors: 24 people
- Total blood volume: 10,200 cc (450 cc: 18 bags / 350 cc: 6 bags)
- Able to help 72 patients



Plastic Bottle Waste to Monk Robes for Global Warming Reduction Activity In 2025, the Company organized a plastic bottle waste donation activity within the organization to donate to Wat Chak Daeng, Phra Pradaeng District, Samut Prakan Province.

- 87 kg of plastic bottle waste was woven into 145 monk robes.
- Able to help reduce expenses for the temple by 72,500 Baht.



Benefit from implementing social development project

Financial benefits

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

| | 2023 | 2024 | 2025 |
|---|-----------|----------|-----------|
| Value of purchasing goods and/or services from the community (Baht) | 15,600.00 | 9,600.00 | 11,400.00 |

| | 2023 | 2024 | 2025 |
|---------------------------------|----------|------|------|
| Average household income (Baht) | 4,099.00 | 0.00 | 0.00 |

Non-financial benefits

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

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Beneficiaries of the company's community development projects (vehicles per day) | 52.00 | 32.00 | 38.00 |

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

ESG Performance

Company Name : YUASA BATTERY (THAILAND) PUBLIC COMPANY LIMITED

Symbol : YUASA

Market : mai

Industry Group : Industrials

Sector : SECTOR 0

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors, as a group of leaders who must control the organization to have good management, is aware of the significance of good corporate governance as it shall bring transparency and increase confidence for shareholder and stakeholders. Hereby, the Board of Directors meeting no.5/2015 on November 5th, 2015 had approved the appointment of the Corporate Governance Committee to stipulate guidelines of good practices for directors, executives and employees, from which they will have knowledge and understanding in the Good Corporate Governance Code (GCG Code), which is practically applicable to operations, raising the standards, ethics and virtue of business to conform with the GCG code.

Moreover, the Board of Directors meeting no.4/2019 on November 7th, 2019 had approved the resolution for new principles of the GCG Code, from which directors, executives and employees are to adopt and apply them by means that are suitable. In this regard, details of the Companys corporate governance policy and guidelines were compiled and disclosed on the Companys website.

Reference link for the full version of corporate governance policy and guidelines : https://www.yuasathai.com/YUASA_policyCG_en

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

The board of directors considers appointing, amending, removing, and terminating the directors through identifying the following guidelines for nominating and appointing the directors.

1. Considering from various qualifications by emphasizing on appropriate qualifications, experiences, a variety of professions, vision, morality, resume and giving opinions independently to present in the Shareholders Meeting.

2. In the case that the position of the Companys director is vacant, it may consider appointing the person to take the vacant position according to the Companys regulations. To nominate a person to be elected by the Shareholders in place of the retired director by rotation, it must be proposed to the board of directors for consideration before proposing to Shareholders for consideration.

3. At every Annual General Meeting, one-third of all directors must be retired. The retired directors may be re-elected, or another person may be appointed as a new director, by the approval of Shareholders Meeting.

4. Shareholders Meeting is required to elect the director with the following rules and regulations.

4.1 Each shareholders vote equals to one share one vote

4.2 Election of director shall be voted on an individual or group basis according to the total number of directors to be elected at that time depending on the approval of Shareholders Meeting. In voting, whether it is the election of individual or committee, the person who is nominated for the director shall receive votes from the shareholders according to the number of shares held by the shareholders. (4.1) the shareholders cannot share their votes to anyone else.

4.3 A person who receives the highest votes in descending order shall be elected as a director equal to the number of directors.

4.4 In the event that the person who is elected has equal votes in the last order, the Chairman of the meeting shall have a casting vote.

Determination of director remuneration

The board of directors recognizes the importance of defining remuneration for directors by considering knowledge, capability to perform duties and dedication to make the company's benefits in line with their own duties and responsibility. The Remuneration Committee will review the remuneration of directors every year and propose it for approval of the board of directors and the Annual Shareholders Meeting.

Independence of the board of directors from the management

The board of directors supervises and ensures that there are written policies and procedures for approval of related transactions, including methods to prevent management and involved persons from using internal information of the Company for personal benefits and other people. In order to prevent conflicts of interest in the Company in case of making any other transactions for the benefit of the Company, those transactions must be made with transparency, fairness, as if making transactions with third party. The board of directors supervises to strictly comply with the criteria, method and disclosure of the Company's related transaction data.

Director development

The board of directors recognizes the importance of the development of the directors. They are encouraged to attend internal and public training courses or seminars which are beneficial to their duties at the Thai Institute of Directors (IOD), the Thai Listed Companies Association and relevant institutes in order to enhance potential of professional leadership, understanding of corporate governance roles and efficiency of performance. Every time the company receives notifications of training or training materials relating to the board of directors, such notification will be forwarded to the directors for study and consideration to join.

Board performance evaluation

The Board of Directors must evaluate their performances at least once a year to review their performances, issues and obstacles of the Good Corporate Governance, in order to increase the efficiency of working of the Board of Directors in accordance with the principles of the Good Corporate Governance. The company secretary has to submit the evaluation forms of the Board of Directors which evaluate the working performance of the whole board according to the prescribed guideline of the Securities and Exchange Commission (S.E.C.). After completing the evaluation, the directors submit their evaluation forms to the company secretary in order to collect the evaluating scores of each director and make conclusion of the evaluation to report to the board of directors according to the objectives.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

The board of directors emphasizes the importance of basic rights of shareholders by requiring the Company to comply with the relevant law and the Company's regulations as follows: -

1. Rights to receive share, trading or transfer of share
2. Rights to receive profit sharing of the business
3. Rights to attend the Shareholders Meeting, grant proxy, vote, comment and recommend in the meeting
4. Rights to participate in the decision making to appoint or remove director, approve the important transactions, affect the direction of the Company's business and determine the remuneration for directors
5. Rights to appoint the external auditor and determine the remuneration for external auditor
6. Rights to receive sufficient and timely information for decision making

Equitable Treatment of Shareholders: The board of directors emphasizes the importance of rights or participation of shareholders in making important decisions and supervise to maintain the benefits of all shareholders equally in accordance with the relevant law or the Company's regulations as follows: -

1. To set rules for shareholders to propose additional agenda in the Shareholders Meeting and propose a list of qualified candidates to be elected as directors before the meeting date with the form of exercising rights on the Company's website (www.yuasathai.com). In case that the board of directors refuses to include the agenda proposed by the shareholders, the reason must be explained to the Shareholders Meeting for acknowledgement.

2. To supervise the invitation letter of Shareholders Meeting to contain accurate, complete and sufficient information for the exercise of rights, supervise the submission of invitation letter of the Shareholders meeting together with relevant documents, publicize on the Company's website, take minutes with complete and accurate information within 14 days, submit to the Stock Exchange of Thailand (SET) and publicize the minutes for shareholders acknowledgement and verification.

3. To give the voting right at the meeting according to the number of shares held by the shareholders with one share equal to one vote.

4. The board of directors has set up the preventive measures for the use of inside information by not allowing inside information to be disclosed to other people to seek benefits for themselves or others in an illegal manner which is to exploit other shareholders.

5. To prohibit directors as well as directors who are retired in the past 6 months and the management from securities trading of the Company before the announcement of financial statements for 1 month and after the announcement for 3 days and require the directors and management to report on securities holding within 3 business days from the date of trading to the Securities and Exchange Commission, Thailand (SEC) for acknowledgement and submit the report to the board of directors on a regular basis.

Operation in Shareholders Meeting

1. The board of directors must arrange the knowledgeable, expert or neutral person, to supervise so that the meeting will be conducted with transparency, fairness for the shareholders and in accordance with the relevant law or regulations according to the Stock Exchange of Thailand (SET).

2. The board of directors supervises the submission of invitation letters, specifying the location, date, time, agenda of the meeting and issues to be proposed to the meeting together with appropriate details by clearly specifying that the issue is to be proposed for acknowledgment, approval or consideration as well as the opinion of the board of directors on each agenda by clearly specifying the reasons for providing opinions and the impact from the actions in the invitation letter of the Shareholders' Meeting and submits it to the Shareholders and registrar for acknowledgement at least 7 days before the meeting date. The invitation of the meeting must be advertised in the newspaper at least 3 days before the meeting date.

3. The board of directors supervises to ensure that the Shareholders' Meeting is conducted transparently by giving the opportunity for the shareholders to ask questions, propose opinions or recommend for clarity and fairness to all shareholders and related parties.

4. The board of directors determines and supervises the meeting place to be convenient and easy to travel for the shareholders.

5. The board of directors supervises the exercise of rights by granting proxy to others to vote on their behalf by making a proxy form.

6. Shareholders have the right to attend the Ordinary Meeting and Extraordinary Meeting in case of having special agenda.

7. The board of directors determines the method and place to receive the voting card as well as procedures for voting and counting votes, both in normal cases and secret voting, including the case that will result in a void vote.

8. The board of directors supervises and does not act or refrain from doing that may eliminate the rights of shareholders to attend the meeting and vote which is a legal right except for the restriction of voting rights in special cases as specified by the law or Companys regulations.

Disclosure of Meeting Resolution and Preparation of the Shareholders Meeting Minutes

1. The voting results of each agenda are clearly disclosed, especially in the meeting to consider important issues and minutes of the Shareholders' Meeting, record information or resolutions of the meeting correctly and clearly.

2. The invitation letter, agenda, and information about the Shareholders' Meeting must be published on the Company's website before submitting the documents around 1 month and clarifying the rights of the shareholders to attend the meeting and voting rights of the shareholders.

3. The minutes of the Shareholders Meeting must be prepared within 14 days from the meeting date, disclosed or published at the office, website of the Company or through the electronic media of the Stock Exchange of Thailand (SET).

Employee

The Company promotes the development of its human resources to get the most out of their potential. The Company is fully aware that employees are one of the organizations major resources who contribute to the development and growth. The Company, therefore, treats all employees equitably with fairness and without discrimination. The Company offers reasonable employee wages and welfares in line with the likes in the same industry; there are the provident fund and employee activities, such as annual sports day and New Year party, all of which are aimed at encouraging employees to jointly participate in activities. Other welfares include maintaining safe and hygienic work atmosphere and allowing employees to file complaints in case they had not been treated fairly, as stipulated.

Customer

The Company is committed to providing good and satisfactory services for customers by offering quality products and services, doing business with customers with honesty and integrity and offering both before- and after-sales services. The Company has continuously conducted customers satisfaction surveys and accepted complaints or suggestions from customers, the results of which will be implemented in the improvement and the development efforts on services and in the long-term relationship with customers.

Customer service guidelines:

- The Company must treat all customers equitably with honesty and integrity.
- The Company must offer good, quality products and services to customers.
- The executives and employees must have good knowledge and understanding in the Companys products and services. They must provide complete and accurate information for customers, and always treat them with politeness, respects and modest speeches.

- The executives and employees must study and understand customers needs thoroughly before offering products or services to the customers in order to correctly cater to their needs. They are also urged to always seek for new information and knowledge and gain more experiences in order to boost efficiency for work.

- The Company assigns the Customer Service Department to accept recommendations, comments or complaints regarding products and services, the issues from which will be considered for improvement and implemented with countermeasures as fast as it is deemed appropriate.

Business competitor

The Company treats all competitors with the ethics of competition, refraining from the unethical competitions that might eliminate the competitors.

Business partner

The Company treats trade partners with the fair-trade principles, adhering to the compliance with agreements, trade conditions and promises given to the trade partners, creating good business relationship which will benefit all stakeholders.

Creditor

The Company treats creditors with fairness and complies with terms and conditions stated in the agreements. The Company also manages debts as stated in the purposes, controls the payment of principals and interests in a timely manner, and establishes agreement with all types of creditors as stated by laws with transparency.

Government agencies

The Company conducts the business with integrity, transparency and compliance with laws and regulations.

Community and society

The Company recognizes the importance of environment conservation in the communities surrounding the Companys location with the kicking off of the energy-saving campaign and conducting the business without disrespecting cultural norms or causing social damage.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has prepared the code of business ethics and code of conduct which are periodically reviewed and revised. It features ethical principles for work, from which the directors, executives and employees, as well as the subsidiary, will have guidelines for good practices, customers importance recognition, responsibilities towards the society, communities and environment. The employees must not involve in political activities. They must also be aware of all stakeholders, basic rights as stipulated by laws, respect towards human rights, anti-corruption principles and non-violation of intellectual properties. The Company has published the handbook to the directors, executives and all employees. There were also training to educate the personnel about virtuous code of conduct, raising employees awareness and nurturing them to comply with the principles. These will allow the Companys operations to operate with quality, integrity, transparency and accountability. (The code of business ethics are published on the Companys website www.yuasathai.com.)

Reference link for the full version of business code : https://www.yuasathai.com/YUASA_codeOfConduct_en
of conduct

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Information and assets usage and protection, Anti-unfair competitiveness, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

To prevent against conflict of interests, the Company will carefully handle any actions which might lead to such a conflict. The following policy and steps have been defined for approval of related transactions and prevention against the executives and the related persons usage of internal information for their own interests.

1. Transactions that may lead to conflicts of interest or involve related parties must follow fair commercial terms, comparable to free market conditions. A review must ensure they align with market prices. Such transactions involving the company, executives, major shareholders, or related persons with no vested interest must be approved by the relevant committees and comply with policies and regulations of the Company and relevant regulators.

2. Employees, executives, and shareholders must not misuse their position or company information for personal gain or in ways that conflict with the company's interests.

3. Directors, executives, and related persons must not improperly receive money or benefits from business partners or individuals associated with the company, whether directly or indirectly.

Anti-corruption

The Company operates business with transparency. We do not seek for any benefits which lead to corruption and follow the law strictly. Thus, the following guidelines are set for clearness and control of the operations with risk of corruption.

1. It is not allowed to demand, receive, give or agree to give money or any other benefits for their own interests, those of the third party or those of government officials as persuasion to take or not to take any actions based on their positions in breach of the Anti-Corruption Policy, directly or indirectly.

2. It is not allowed to neglect, ignore or allow own family members or those under own authority to demand, request, receive or agree to receive assets or any other benefits which might make other people misunderstand that there is a corrupted action.

3. The Company is aware of the importance of publicizing and giving knowledge for understanding of the directors, the executives, the employees and the related persons to comply with the Anti-Corruption Policy.

4. The person who intends to violate the above prescribed regulations shall be punished under the Anti-Corruption Policy or will be sued in the court.

Prevention of Misuse of Inside Information

The Company pays attention to thorough, accurate, complete, transparent and punctual disclosure of information pursuant with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. Including financial reports and general data, the information is disclosed to the stakeholders fairly through the Stock Exchange of Thailand and the Company's website.

In addition, the Company has countermeasures against use of internal data for the employee's interests. The confidential information shall not be used for interests of their own or those of the third party. The internal data and non-disclosed documents shall be kept away from the public to avoid improperly taking interests for their own, families or companions, such as data affecting on share prices or trading secrets.

The employees who disclose the Company's important data and news to the public without authorized director's consent shall be punished under the Company's regulation and/or the law.

Gift giving or receiving, entertainment, or business hospitality

It is not allowed to give or receive any gifts, presents, parties or other benefits, except for giving or receiving under the trading tradition, the law, the regulations or the Anti-Corruption Policy.

Information and assets usage and protection

The Company is concerned about the use of internal information and the security of information of the Company; therefore, the guidelines are set for data usage, confidentiality and prevention of data usage to seek wrongful benefits as follows:

1. Directors, management and external auditor as well as spouses and underage children must prepare, disclose reports on securities holding and changes in the holding of the Company's securities and send a copy of the reports to the Company on the same day as the report submission date to the Securities and Exchange Commission (SEC) and The Stock Exchange of Thailand (SET) as follows: -

- Report of securities holding (Form 59-1) : within 30 days from the closing date of the offer for sale of securities or the date of appointment as management.
- Report of change in holding (Form 59-2) : every purchase, sale, transfer or acceptance of transfer within 3 business days from the date of purchase, sale, transfer or acceptance of transfer.

2. Directors, management and employees of the Company must keep secret of the Company and/or internal information.

3. Directors, management and employees of the Company who receive internal information are prohibited to use that information for trading in securities and disclose that information to other people who may use for wrongful benefit and no matter what they receive a return or not.

4. Supervising the channel of providing information to third party equally and punctually via an acceptable channel, and the protection of confidential information and information that affects stock price.

Anti-unfair competitiveness

The Company has a policy to treat the business partners in line with the international standard and the legal frame of business competition. We will operate the business with fairness and ethics as follows:

1. The Company will not badly treat, defame, threaten, obstruct, interfere or limit the competitors' business operation, directly or indirectly.
2. The Company will sell products and provide services with fair prices.
3. The Company will provide quality products and services.
4. The Company will not increase product and service prices without reason.
5. The Company will treat customers with kindness.
6. The Company will refuse to join with the competitors to monopolize, reduce and/or limit the competition unfairly.
7. The Company will give cooperation on fair business competition.
8. The Company will not violate intellectual properties, such as copyright, patent, trademark of other people. Also, we do not allow the third party to use our trademark or any other intellectual properties without consent.

Environmental management

The Company concerns on environmental importance. We aim to take care of, support and protect the environment, as well as support public benefit activities as follows:

1. The Company provides activities under framework of environmental management in order to achieve the target of environmental operation. Environmental targets and strategies are set every year as an important part of driving the improvement of environmental standard under the International Organization for Standardization and the related law.

2. Effects from business activities on the environment are assessed, including impacts on air, water and soil. The hazardous chemicals and materials under the Company's possession are controlled or emitted to the public in line with the standard. The law, the announcements, the regulations and the environmental standards of the Company are strictly followed.

3. To provide communication channels for environmental complaints and to define the solution for that complaint immediately and efficiently. Reports on assessment of environmental impacts from that complaints are made.

4. Efficient usage of natural resources are supported in every steps of business operation with concerns on environmental impacts. Full cooperation with government sectors and related sections is provided.

In addition, the Company has set a follow-up to internal and external environmental management under standards of the International Organization for Standardization and the law. Then, all related parties know the regulations and practices to prevent breach of such law and practices. Also, the executives and the related operators can set a practical plan based on the existing law and the upcoming law immediately.

Human rights

The Company realizes the importance of the human rights. We treat everyone fairly and avoid any actions in breach of the human rights. We also realize the importance of labor. The employees are treated under the labor law and other regulations fairly as follows:

1. The Company shall not commit any unfair actions on the employees or any other people based on their different races, nationalities, religions, genders, ages, educational background, personal status or physical condition.
2. The Company has no intention to let the directors, the executives or the employees to make any improper actions or physical, verbal and/or sexual harassment on any persons at the operating site or other places or during performing the Company's duty.
3. The Company wants the directors and the employees not to threaten other people, whether be their subordinates, and not show fierce actions at the working place. The actions might be threatening, invasion or any other frightening behaviors.
4. The Company concerns over arrangement of the working place without any forms of threatening, hateful behavior or impolite behavior which leads to threatening, hateful or adverse working environment.
5. The Company concerns on legal rights, protection of human rights and expression of ideas by giving the employees the broad and equal opportunity based on rightness and fairness and not violating the employee's legal rights.

Safety and occupational health at work

The Company pays attention to safety and occupational health of the employees, the business partners, the customers and the stakeholders relating to the business development. Assessment on health and safety as well as maintenance of the working place, the production process, the technology, the machines and the equipment are made. The details are described as follows:

1. The Company provides assessment on health and safety in working as well as supports adherence to the government's health-related announcements and regulations.
2. The Company provides education and information on working condition of each section before starting working. The risk of unsafe working is assessed before starting working. Regular training and tests on knowledge of safety in working are conducted.
3. Proper safety-related welfare is provided in line with the law.
4. Regulations and standard regarding safety, occupational health and working environment are set pursuant to the law and strictly followed. Transparent, auditable and legal reports regarding safety, occupational health and working environment are made.
5. Emergency plans, including safety drills, are regularly prepared for readiness upon emergency situations and any other crises.
6. Awareness on safety in working is cultivated amongst the employees via several channels as appropriate.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : No
employees to comply with the business code of
conduct

In 2025, the Company had complied with the CG Code, however, the application of some principles had yet to be processed, major issues were summarized as follows:

1. The persons acting as the Chairman of the Board and the Chief Executive Officer must not be the same.

Reasons: Although the Companys Chairman of the Board and the Chief Executive Officer are the same person, the roles and responsibilities are carried out with integrity and transparency. The Company also has sufficient internal control, the check-and-balance mechanisms and the transparency, which are established on the CG principles. The duties have been operated with consideration on the benefits of all stakeholders.

2. The tenure of an independent director exceeded accumulative term of 9 years.

Reasons: An independent director whose tenure exceeded 9 years is able to carry out the duties independently. The qualifications and experiences, as well as suggestions and recommendations are beneficial and in line with the CG Code and other related principles. The independent director does not have any roles in management, and does not have any relationship with executives, major shareholders and auditors. Although the tenure of an independent director exceeded accumulative term of 9 years, the board agreed that the independent director is qualified for the position as the Companys independent director.

Participation in anti-corruption networks

Participation or declaration of intent to join anti- : Yes
corruption networks

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

Diagram of participation in anti-corruption networks



1st renewal of CAC membership certification

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 : No
 corporate governance policy and guidelines, or
 board of directors charter

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

The board recognizes the importance of the Corporate Governance principles issued by the Securities and Exchange Commission (SEC), agreeing that the revision and review must be implemented on the Company's corporate governance policies and guidelines including the code of business ethics, making it up to date in compliance with the new principles. They will be applied as suited with the Company's business. In 2025 there had been no change concerning the corporate governance policies and practice of the Company.

Implementation of the CG Code for listed companies

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

The board of directors recognizes the importance of good corporate governance which provides sustainable value of the business, transparent and efficient administration as well as trusts of shareholders, investors and related persons in compliance with the law and regulations of the Stock Exchange of Thailand (SET). Therefore, the following corporate governance code has been determined in writing as practical standard.

1. The board of directors will ensure that the organization has good administration which includes setting of vision, objectives, goals and operating policy strategy as well as regular follow-up, evaluation and report of operating results.

2. To supervise the administration with responsibility, due care and honesty towards the organization in order to achieve the companys goals, to be in line with the law, regulations, shareholders resolution as well as determined policy for the companys maximum benefits, and to avoid conflicts of interest.

3. The board of directors, management and all employees will perform duties with their full determination, dedication and responsibility for the companys maximum benefits, and will always adhere to the corporate governance code, code of conducts and policies with understanding, trust and faith as the organizations good culture.

In addition, The board of directors will review the charter and the corporate governance code depending on circumstances, and will evaluate the results of adherence to the code at least once a year.

Other corporate governance performance and outcomes

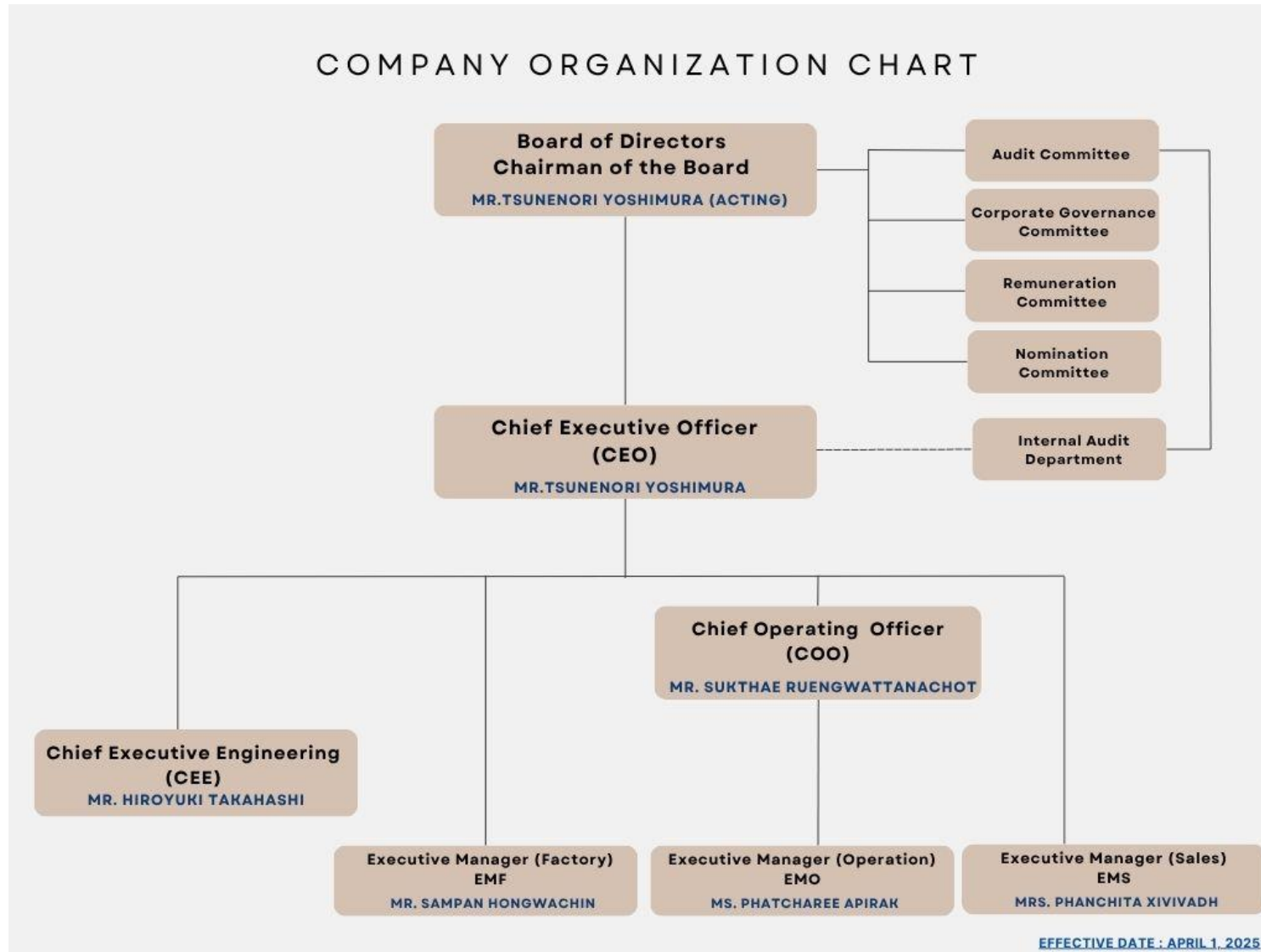
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Apr 2025



Organizational Chart

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 | 12 | | 12 | | 12 | |
| | 11 | 1 | 11 | 1 | 11 | 1 |
| Executive directors | 2 | | 2 | | 3 | |
| | 2 | 0 | 2 | 0 | 3 | 0 |
| Non-executive directors | 10 | | 10 | | 9 | |
| | 9 | 1 | 9 | 1 | 8 | 1 |
| Independent directors | 4 | | 4 | | 4 | |
| | 3 | 1 | 3 | 1 | 3 | 1 |
| Non-executive directors who have no position in independent directors | 6 | | 6 | | 5 | |
| | 6 | 0 | 6 | 0 | 5 | 0 |

| | 2023 | | 2024 | | 2025 | |
|---|----------|------------|----------|------------|----------|------------|
| | Male (%) | Female (%) | Male (%) | Female (%) | Male (%) | Female (%) |
| Total directors | 100.00 | | 100.00 | | 100.00 | |
| | 91.67 | 8.33 | 91.67 | 8.33 | 91.67 | 8.33 |
| Executive directors | 16.67 | | 16.67 | | 25.00 | |
| | 16.67 | 0.00 | 16.67 | 0.00 | 25.00 | 0.00 |
| Non-executive directors | 83.33 | | 83.33 | | 75.00 | |
| | 75.00 | 8.33 | 75.00 | 8.33 | 66.67 | 8.33 |
| Independent directors | 33.33 | | 33.33 | | 33.33 | |
| | 25.00 | 8.33 | 25.00 | 8.33 | 25.00 | 8.33 |
| Non-executive directors who have no position in independent directors | 50.00 | | 50.00 | | 41.67 | |
| | 50.00 | 0.00 | 50.00 | 0.00 | 41.67 | 0.00 |

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

| | 2023 | | 2024 | | 2025 | |
|-----------------------------------|--------------|----------------|--------------|----------------|--------------|----------------|
| | Male (years) | Female (years) | Male (years) | Female (years) | Male (years) | Female (years) |
| Average age of board of directors | 63 | | 63 | | 63 | |
| | 62 | 67 | 62 | 68 | 63 | 69 |

The information on each director and controlling person

List of the board of directors

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|---|------------------------------------|--|
| <p>1. Mr. TSUNENORI YOSHIMURA Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science 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>Chairman of the board of directors (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p> | <p>11 Apr 2024</p> | <p>Sustainability, Corporate Management, Leadership, Governance/ Compliance, Risk Management</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>2. Mr. PORNCHAK MANUTHAM Gender: Male Age : 70 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 : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,000,000 Shares (0.929152 %) | <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>8 Dec 2003</p> | <p>Sustainability, Governance/ Compliance, Corporate Management, Risk Management, Corporate Social Responsibility</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|---|------------------------------------|--|
| <p>3. POL. MAJ. GEN. SUPCHAN MANUTHAM Gender: Male Age : 79 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> | <p>Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p> | 8 May 2012 | Governance/ Compliance, Sustainability, Corporate Social Responsibility, Corporate Management, Risk Management |
| <p>4. Mr. AKOM KOWTHAN Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes 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>Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p> | 13 Feb 2023 | Sustainability, Governance/ Compliance, Corporate Management, Risk Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|--|
| <p>5. Mr. SUKTHAE RUENGWATTANACHOT Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Development Economics 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>Director (Executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p> | 28 Feb 2018 | Corporate Management, Sustainability, Risk Management, Governance/ Compliance, Economics |
| <p>6. Mr. HIROYUKI TAKAHASHI Gender: Male Age : 44 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : No</p> | <p>Director (Executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director to replace the ex-director</p> | 9 Apr 2025 | Engineering, Sustainability, Governance/ Compliance, Corporate Management, Corporate Social Responsibility |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>7. Mr. HIROSHI JINGUSHI Gender: Male Age : 43 years Highest level of education : Bachelor's degree Study field of the highest level of education : Faculty of International, Language 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>Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p> | <p>1 Oct 2024</p> | <p>Sustainability, Corporate Social Responsibility, Corporate Management, Risk Management, Governance/ Compliance</p> |
| <p>8. Mr. TAKASHI NAKAI Gender: Male Age : 51 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> | <p>Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Newly appointed director to replace the ex-director</p> | <p>9 Apr 2025</p> | <p>Governance/ Compliance, Sustainability, Corporate Management, Corporate Social Responsibility, Risk Management</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|---|
| <p>9. Mr. YOTHIN VIMUKTAYON Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</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> | 22 Apr 2008 | Governance/ Compliance, Sustainability, Commerce, Corporate Management, Risk Management |
| <p>10. Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL Gender: Female Age : 69 years Highest level of education : Doctoral degree Study field of the highest level of education : Faculty of 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 : Yes</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> | 21 Apr 2010 | Audit, Governance/ Compliance, Risk Management, Law, Finance |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>11. Mr. PRASERT KITISAKKUL Gender: Male Age : 75 years Highest level of education : Bachelor's 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 : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,000 Shares (0.001858 %) | <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> | 21 Apr 2010 | Audit, Finance, Governance/ Compliance, Accounting, Finance & Securities |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| 12. Assoc.Prof. PISIT VATANASOMBOON Gender: Male Age : 69 years Highest level of education : Master's 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 | Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director | 1 Oct 2017 | Audit, Governance/ Compliance, Sustainability, Risk Management, Public Administration |

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

| List of directors | Position | Date of resignation / termination | Replacement director |
|-------------------|----------|-----------------------------------|----------------------|
|-------------------|----------|-----------------------------------|----------------------|

| List of directors | Position | Date of resignation / termination | Replacement director |
|---|---|-----------------------------------|--|
| <p>1. Mr. RYOJI ABE Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : - 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>Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes</p> | 9 Apr 2025 | <p>Mr. TAKASHI NAKAI Appointment date of replacement director : 9 Apr 2025</p> |
| <p>2. Mr. MASASHI MORIMITSU Gender: Male Age : 51 years Highest level of education : Bachelor's degree Study field of the highest level of education : Faculty of science and Engineer 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 : Yes DCP course : No</p> | <p>Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No</p> | 9 Apr 2025 | <p>Mr. HIROYUKI TAKAHASHI Appointment date of replacement director : 9 Apr 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. Mr. TSUNENORI YOSHIMURA | Chairman of the board of directors | ✓ | | | | ✓ |
| 2. Mr. PORNCHAK MANUTHAM | Director | | ✓ | | ✓ | ✓ |
| 3. POL. MAJ. GEN. SUPCHAN MANUTHAM | Director | | ✓ | | ✓ | ✓ |
| 4. Mr. AKOM KOWTHAN | Director | | ✓ | | ✓ | |
| 5. Mr. SUKTHAE RUENGWATTANACHOT | Director | ✓ | | | | |
| 6. Mr. HIROYUKI TAKAHASHI | Director | ✓ | | | | |
| 7. Mr. HIROSHI JINGUSHI | Director | | ✓ | | ✓ | |
| 8. Mr. TAKASHI NAKAI | Director | | ✓ | | ✓ | ✓ |
| 9. Mr. YOTHIN VIMUKTAYON | Director | | ✓ | ✓ | | |
| 10. Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL | Director | | ✓ | ✓ | | |
| 11. Mr. PRASERT KITISAKKUL | Director | | ✓ | ✓ | | |
| Total (persons) | | 3 | 9 | 4 | 5 | 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 companys certificate of registration |
|-------------------------------------|----------|---------------------|-------------------------|-----------------------|---|--|
| 12. Assoc.Prof. PISIT VATANASOMBOON | Director | | ✓ | ✓ | | |
| Total (persons) | | 3 | 9 | 4 | 5 | 4 |

Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|------------------------------------|------------------|-------------|
| 1. Economics | 1 | 8.33 |
| 2. Finance & Securities | 1 | 8.33 |
| 3. Commerce | 1 | 8.33 |
| 4. Law | 1 | 8.33 |
| 5. Accounting | 1 | 8.33 |
| 6. Finance | 2 | 16.67 |
| 7. Corporate Social Responsibility | 5 | 41.67 |
| 8. Sustainability | 10 | 83.33 |
| 9. Corporate Management | 9 | 75.00 |
| 10. Engineering | 1 | 8.33 |
| 11. Leadership | 1 | 8.33 |
| 12. Risk Management | 10 | 83.33 |
| 13. Audit | 3 | 25.00 |

| Skills and expertise | Number (persons) | Percent (%) |
|----------------------------|------------------|-------------|
| 14. Governance/ Compliance | 12 | 100.00 |
| 15. Public Administration | 1 | 8.33 |

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

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| The chairman of the board and the highest-ranking executive are from the same person | - | Yes | Yes |
| The chairman of the board is an independent director | - | No | No |
| The chairman of the board and the highest-ranking executive are from the same family | Yes | 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 | No | No | No |

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 : Doesnt Have
board of directors and the Management

The Company is in process of considering measures for a balance of power between the board and the management for good governance, as the Chairman and the CEO being the same person and the Chairman is not an independent director.

Information on the roles and duties of the board of directors

Board charter : Doesnt Have

The Company does not have a board charter but has defined the powers, duties, and responsibilities of the board in operating business of the Company in the Corporate Governance Code by setting the following principles for

the Company's directors in accordance with the law and criteria of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

1. Directors must perform their duties with responsibility, due carefulness and honesty and comply with the law, objectives, regulations of the Company and resolution of the board of directors and Shareholders Meeting
2. Considering to set and review the policy, direction of the Company's operation, strategy, supervise to be aligned with the policy effectively and develop the capability of the Company to complete and maximize the economic value and shareholders wealth.
3. The board of directors must be responsible for the shareholders regularly, respectful for the rights of shareholders and stakeholders fairly and operate with protection of shareholders benefits, disclose correct and complete information to investors with standard and transparency
4. The board of directors set the regulations of the Company and code of corporate conduct for internal practice of the organization
5. The board of directors should regularly monitor the operation of the Company and acknowledge the compliance with the law and contractual requirements relating to the Company in order to be effective
6. The board of directors will conduct the effective risk management system, internal control system and internal audit.
7. The board of directors supervises to set the good corporate governance policy, anti-corruption policy clearly and internal and external communication.
8. The board of directors supervises to ensure that there are mechanisms and procedures for handling complaints and protective measures for whistleblowers.
9. The board of directors considers to appoint, amend, remove and terminate the directors.
10. The board of directors considers to select and appoint the Company's auditor as well as determine the remuneration of the Company's auditor.
11. The board of directors appoints the Company Secretary to assist the activities of board of directors and operate in accordance with the law, regulations of the Company or any assigned work.
12. Directors must report to the Company to acknowledge their interests or related person from managing the business of the Company or Subsidiary.
13. Directors supervises the transactions of the Company and Subsidiary without receiving other financial benefits apart from the normal receiving or transactions that do not cause conflict of interests and must not directly or indirectly participate in approving the issue that they are interested or have conflict of interests.
14. The board of directors supervises to make the financial report and disclose the information with correctness, adequacy and punctually in accordance with the standard requirements.
15. Arranging for the disclosure of information regarding the transaction with the related person such as acquisition or sale of asset, other important transaction for capital increase, capital reduction and dissolution of Subsidiary.
16. Arranging for the annual performance assessment of board of directors and sub-committees once a year.
17. The board of directors and sub-committees arrange for the performance assessment both committee and individual by self-assessment and/or the cross-assessment method. The procedures and overall assessment results must be disclosed in the annual report.
18. The board of directors has the duty to assess the performance of Chief Executive Officer, top management and overall employees of the Company.
19. The board of directors monitors and supervises the management and develops knowledge, skills and experiences for employees.
20. The board of directors emphasizes and supports the creation of an organizational culture that promotes innovation for mutual benefits for the business, customers, partners, society and environment.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Audit of financial statements and internal controls
- Risk management
- Sustainability development

Scope of authorities, role, and duties

The scopes under the responsibilities of the directors to consider and approve are as follow: -

- 1) The Board will implement direct the companys policies, as well as monitor and supervise its operations to maximize economic value and shareholders wealth with the awareness of the responsibilities towards society and environment.
- 2) Consider the operation plans and enhance the Companys competency to be competitive in the international level;
- 3) Evaluate the Companys performance and the performance of the Chief Executive Officer;
- 4) The Board will establish effective and efficient Internal Control and Internal Audit systems.
- 5) Independent Directors and external directors will exercise their discretion independently in the consideration of strategies, management, utilization of resources, the appointment of directors and the operational standardization. They are to make objections against other directors or the Management as he or she sees fit in relation to all matters affecting the equitability of the shareholders.
- 6) Select an auditor and propose their fees at each annual shareholders meeting;
- 7) If deemed necessary, the Board has the right to commission external consultants at the companys expense.
- 8) The board will appoint the Company Secretary to supervise the activities of the Board, and to assist the board in working in line with the Companys articles of association.
- 9) Propose the appointment and retirement of the directors
- 10) Consider transactions which could materially affect the Companys financial status, liabilities, business strategy and/or reputation.
- 11) The consideration of connected transactions between the parent company, subsidiaries or affiliates and related individuals requires a resolution from the Board of Directors Meeting or Shareholders Meeting (if there are any subject matters).
- 12) The Board establishes the Code of Corporate Conduct, Code of Business Ethics and Code of Ethics as guidelines for organizational practices.
- 13) Be fully aware of roles, responsibilities and accountabilities of the Board of Directors and be respectful towards the rights of shareholders and stakeholders with fairness.
- 14) The disclosure of the information is accurate and sufficient, ensuring that the operations are transparent.
- 15) Protect the interest of both major and minority shareholders with equity.

Reference link for the charter

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Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

The duties and responsibilities of the Audit Committee is consistent with the roles of the Audit Committee members as specified in the regulations of the Stock Exchange of Thailand. The details are as follows:

- 1) Review the company's financial reporting process to ensure that it is accurate and adequate;
- 2) Review to ensure that the company has appropriate and efficient internal control and internal audit systems. Also consider the independence of internal audit unit, approve an appointment, transfer, or termination of the head of internal audit unit, or any other units in charge of an internal audit;
- 3) Review to ensure that the company is compliance with SECs laws, SETs regulations, and other related business laws;
- 4) Consider, select, and nominate independent persons to act as auditor, suggest the remuneration, and attend non-management meeting with the auditor at least once a year;
- 5) Consider the connected transactions or the transactions that may cause conflicts of interests, making them in line with the laws and SETs regulations. This is to ensure such transactions are reasonable and for the highest benefit of the company;
- 6) Review and offer opinion on the internal control system and the performance of the Internal Control Department as well as coordinate with the Auditor;
- 7) Prepare an audit committee's report and disclose it in the company's annual report. The report must be signed by the audit committee's chairman and consist of at least following information:
 - (1) Opinion on the accuracy, completeness, and reliability of the company's financial reports
 - (2) Opinion on the adequacy of the company's internal control system
 - (3) Opinion on the compliance with SECs laws, SETs regulations, or any other related business laws
 - (4) Opinion on the suitability of the auditor
 - (5) Opinion on transactions which may cause conflicts of interests
 - (6) Number of the audit committee meetings, and attendance of such meetings by each audit committee member
 - (7) Opinion or overview comment received by the audit committee from its performance of duties in accordance with the charter
 - (8) Other transactions which should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the board of directors
- 8) For the operation of Audit Committee, if the following transactions are found and might deliver some significant effects to financial statement and performance of the Company, the Audit Committee should report to the Board of Director to adjust or amend within the period deemed appropriate by the Audit Committee:
 - (1) Transaction that might create conflict of interest
 - (2) Fraud or any irregularity or deficiency in internal control system
 - (3) Violation of the regulation about security and stock market, regulation of SET or any laws related to company businessIf the Board of Directors or the management do not amend within the time as specified by Audit Committees, one of the Audit Committee might report to SEC or SET that there is an action of the above statement.
- 9) Monitor and evaluate the Anti-Corruption Measure to align with the Anti-Corruption Policy of the Company

- 10) Acknowledge the result of investigation according to the Anti-Corruption Policy
- 11) Strictly follow the Anti-Corruption Policy and be the role model for the Company staffs
- 12) Other related matters assigned by the Board of Directors with the consent of the Audit Committee

Reference link for the charter

https://www.yuasathai.com/YUASA_auditCommitteeCharter_en

Remuneration Committee

Role

- Remuneration

Scope of authorities, role, and duties

- 1) To review and if necessary, propose the remuneration of the Companys directors serving on the Board of Directors.
- 2) To review and if necessary, propose changes or additions to senior management welfare, benefit, salary and bonus policies (such as employee stock options and other employee welfare allowances, subsidies and schemes).
- 3) To report to the Board of Directors on the Remuneration Committees activities and findings.
- 4) Report to the Board of Directors and be responsible for explaining and answering any questions regarding the Board of Directors remuneration in Shareholders meeting.
- 5) Responsible for other tasks related to remuneration of Directors and Management as assigned by the Board of Directors.
- 6) The Committee should operate in good faith.

Reference link for the charter

https://www.yuasathai.com/YUASA_remunerationCommitteeCharter_en

Corporate Governance Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

- 1) To study, prepare and draft the corporate governance, Anti-Corruption Policies and Code of Conduct under current legal framework, criteria, regulations and rules stipulated by organizations that oversee the corporate governance such as the Stock Exchange of Thailand, the Securities and Exchange Commission as well as international standards of corporate governance, and to propose the draft of corporate governance policy to the Board of Directors to approve and use as best practices of the Directors, Management and employees in the form of written corporate governance policy statement.
- 2) To give advice to Directors, Management and employees of Company on how to perform their duties and fulfill their responsibilities in accordance with frameworks and criteria of corporate governance policy, Anti-Corruption policy and Code of Conduct to properly and constantly improve the performance of Directors, Management and employees of Company.
- 3) To review, revise and improve corporate governance and anti-corruption policies continually at least once a year to keep Companys corporate governance and anti-corruption policies up-to-date and well-adjusted to the international standards, laws, criteria, rules and regulations as well as recommendations from internal units that involve the corporate governance and from shareholders.
- 4) To follow up and assess the performance of the Directors and Management in compliance with best practices as

specified in the corporate governance policy at the end of each year and to prepare an annual assessment report on corporate governance and propose to the Board of Directors by January next year, including any necessary opinion and suggestion.

- 5) To propose guideline for best practices in relation to corporate governance and anti-corruption policy for business operation of the Directors, Management and employees of Company.
- 6) To review the Corporate Governance Committee Charter at least once a year to keep the charter up-to-date and well-adjusted to the best practices, laws, criteria and regulations.
- 7) To appoint working groups to support the corporate governance mission as deemed necessary and appropriate.

The Company

would be responsible for the expenses incurred.

- 8) To assess the performance of Corporate Governance Committee and to report the result of assessment to the Board of Director by January next year.

- 9) To perform any other assignment by the Board of Directors such as to consider and review Companys mission under current business environment, to review Companys objective to be in line with current business environment, to review and improve Article of Association to be in line the best practice that stipulated in the Corporate Governance Policy, and expansion of Companys business, etc.

Reference link for the charter

https://www.yuasathai.com/YUASA_corporateGovernanceCommitteeCharter_en

Nomination Committee

Role

- Director and executive nomination

Scope of authorities, role, and duties

- 1) Setting guidelines and policies in nominating Independent Directors by considering what would be the appropriate number, structure and composition of members, and outlining necessary directors qualifications, and proposing these ideas for approval by the Board of Directors and/or Shareholders Meeting as appropriate.
- 2) Searching, selecting and proposing appropriate persons to assume the position of the Companys Independent directors whose terms have expired and/or became vacant, including newly appointed director.
- 3) Executing other tasks related to nominations as assigned by the Board of Directors. The management team and other units have to report or present the relevant information to the NC in order to support the operation of the NC to achieve their assigned tasks.

Reference link for the charter

https://www.yuasathai.com/YUASA_nominationCommitteeCharter_en

Information on each subcommittee

List of audit committee

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|--|--|--|---|
| <p>1. Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL^(*)</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Faculty of Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p> | <p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 27 Jan 2015 | <p>Audit, Governance/ Compliance, Risk Management, Law, Finance</p> |
| <p>2. Mr. PRASERT KITISAKKUL^(*)</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p> | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 21 Apr 2010 | <p>Audit, Finance, Governance/ Compliance, Accounting, Finance & Securities</p> |

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|---|---|--|---|
| 3. Assoc.Prof. PISIT VATANASOMBOON Gender: Male Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No | Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director | 1 Oct 2017 | Audit, Governance/ Compliance, Sustainability, Risk Management, Public Administration |

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

Other Subcommittees

| Subcommittee name | Name list | Position |
|------------------------|---------------------------------------|---|
| Remuneration Committee | Mr. PORNCHAK MANUTHAM | The chairman of the subcommittee |
| | Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL | Member of the subcommittee (Independent director) |
| | Mr. PRASERT KITISAKKUL | Member of the subcommittee (Independent director) |
| | Mr. HIROSHI JINGUSHI | Member of the subcommittee |

| Subcommittee name | Name list | Position |
|--------------------------------|--|--|
| | Mr. MASASHI MORIMITSU | Member of the subcommittee |
| Corporate Governance Committee | Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL | The chairman of the subcommittee (Independent director) |
| | POL. MAJ. GEN. SUPCHAN MANUTHAM | Member of the subcommittee |
| | Mr. YOTHIN VIMUKTAYON | Member of the subcommittee (Independent director) |
| | Mr. TSUNENORI YOSHIMURA | Member of the subcommittee |
| | Mr. HIROSHI JINGUSHI | Member of the subcommittee |
| | Mr. MASASHI MORIMITSU | Member of the subcommittee |
| Nomination Committee | Assoc.Prof. PISIT VATANASOMBOON | The chairman of the subcommittee (Independent director) |
| | POL. MAJ. GEN. SUPCHAN MANUTHAM | Member of the subcommittee |
| | Mr. TSUNENORI YOSHIMURA | 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 |
|--------------------|----------|------------------------|----------------------|
|--------------------|----------|------------------------|----------------------|

| List of executives | Position | First appointment date | Skills and expertise |
|--|--|------------------------|--|
| <p>1. Mr. TSUNENORI YOSHIMURA Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : No Residing in Thailand : No Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | <p>Chief Executive Officer (The highest-ranking executive)</p> | <p>11 Apr 2024</p> | <p>Sustainability, Corporate Management, Leadership, Governance/ Compliance, Risk Management</p> |
| <p>2. Mr. SUKTHAE RUENGWATTANACHOT Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Development Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | <p>Chief Operating Officer</p> | <p>1 Jul 2015</p> | <p>Corporate Management, Sustainability, Risk Management, Governance/ Compliance, Economics</p> |

| List of executives | Position | First appointment date | Skills and expertise |
|--|---|------------------------|---|
| <p>3. Mr. HIROYUKI TAKAHASHI</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : No</p> <p>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | <p>Executive Manager (Engineer)</p> | <p>22 Mar 2022</p> | <p>Engineering, Sustainability, Governance/ Compliance, Corporate Management, Corporate Social Responsibility</p> |
| <p>4. Mr. Sampan Hongwachin</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Science</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>Executive Manager (Factory Division)</p> | <p>6 Jan 2020</p> | <p>Business Administration, Strategic Management</p> |
| <p>5. Mrs. Phanchita Xivivadh</p> <p>Gender: Female</p> <p>Age : 50 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Communication Arts</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>Executive Manager (Sales Division)</p> | <p>6 Jan 2020</p> | <p>Business Administration, Marketing</p> |

| List of executives | Position | First appointment date | Skills and expertise |
|--|-------------------------------|------------------------|--|
| 6. Mrs. Phatcharee Apirak ^(*) Gender: Female Age : 54 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No | Executive Manager (Operation) | 6 Jan 2020 | Business Administration, Accounting, Finance |

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

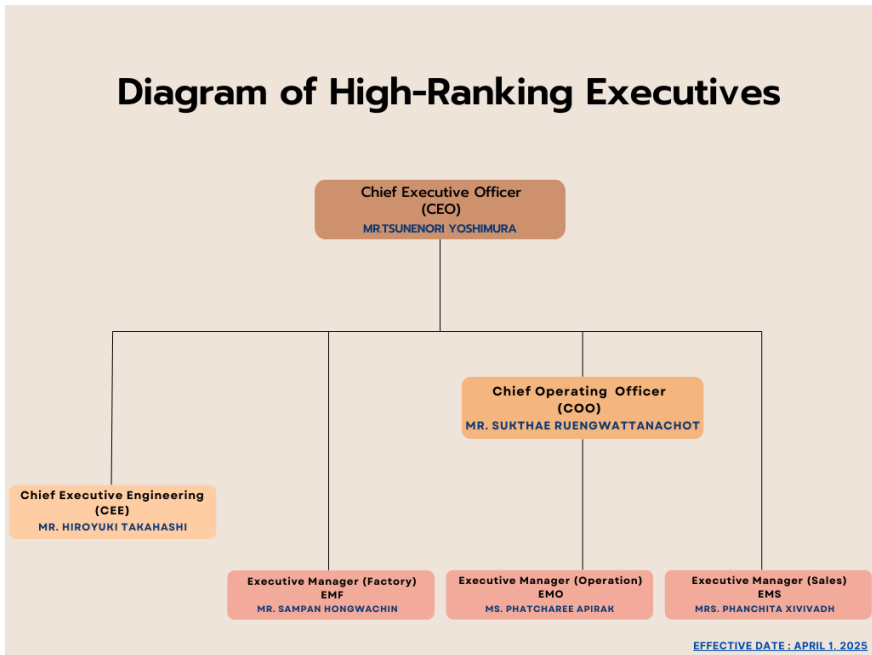
(**) Accounting supervisor

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

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

Organization structure of the highest-ranking executive and the next four executives as of date : 1 Apr 2025

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



Remuneration policy for executive directors and executives

The Company's compensation policy is based on a transparent performance evaluation system designed to support and promote the efficient performance of employees, who are considered the Company's most valuable assets. The primary objective of the compensation policy is to attract, motivate, reward, and retain high-quality employees within the Company. Compensation for employees generally includes a base salary, performance-based bonuses, allowances, and other benefits. When determining the components of employee compensation, the nature of the employee's role and overall market conditions are considered to ensure that the compensation package is competitive within the industry. The Company regularly reviews and adjusts the base salary and other benefits by comparing them with those offered by other companies in the automotive parts industry, in addition to considering the company's performance. The Remuneration Committee evaluates executive bonuses based on performance, within the framework of a budget approved by the Company's Board of Directors in its meeting No. 5/2022 on December 16, 2022. Compensation is provided in accordance with the Company's policies and regulations.

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

The Remuneration Committee considers the payment of bonuses to executives based on performance within the framework approved by the Company's Board of Directors, in accordance with appropriateness and company regulations.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

| | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|
| Total remuneration of executive directors and executives (baht) | 19,350,511.00 | 20,436,523.00 | 22,912,030.00 |
| Total remuneration of executive directors (1) (baht) | 0.00 | 0.00 | 13,679,924.00 |
| Total remuneration of executives (baht) | 19,350,511.00 | 20,436,523.00 | 9,232,106.00 |

Remark: (1) - The remuneration for executive directors in 2025 consists of the compensation for Mr. Tsunenori Yoshimura, Mr. Sukthae Ruengwattanachot, and Mr. Hiroyuki Takahashi. - The remuneration of executive directors in 2023-2024 were included in the remuneration of executives reported.

Other remunerations of executive directors and executives

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Company's contribution to provident fund for executive directors and executives (Baht) | 338,568.00 | 345,840.00 | 260,184.00 |
| Employee Stock Ownership Plan (ESOP) | No | No | No |
| Employee Joint Investment Program (EJIP) | No | No | No |

Other remuneration of executives is the Company's contribution to the provident fund.

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. Neeranut Wongdaungpa | Neeranut@yuasathai.com | 027697350 |

List of the company secretary

| General information | Email | Telephone number |
|------------------------------|------------------------|------------------|
| 1. Mr. Peerasak Khantavichai | Peerasak@yuasathai.com | 027697344 |

List of the head of internal audit or outsourced internal auditor

| General information | Email | Telephone number |
|---------------------|-------|------------------|
|---------------------|-------|------------------|

| General information | Email | Telephone number |
|-------------------------|-----------------------|------------------|
| 1. Ms. Darawan Suksawat | Darawan@yuasathai.com | 027697323 |

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

Company's auditor

Details of the companys auditor

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|---|------------------|--------------------|---|
| DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED No. 111 AIA Sathorn Tower, 23rd-27th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number +66 2034 0000 | 1,790,000.00 | - | 1. Mrs. DARUNEE CHANTRA Email: dchantra@deloitte. com License number: 8625 2. Mr. MONGKOL SOMPHOL Email: msomphol@deloitte.com License number: 8444 3. Ms. KORNTHONG LUANGVILAI Email: kluangvilai@deloitte. com License number: 7210 4. Ms. WARAPORN KRIENGSUNTORNKIJ Email: wkriengsuntornkij@deloitte. com License number: 5033 |

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

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 directors | Position | First appointment date of director | Skills and expertise |
|------------------------|----------|------------------------------------|--|
| Mr. HIROYUKI TAKAHASHI | Director | 9 Apr 2025 | Engineering, Sustainability, Governance/ Compliance, Corporate Management, Corporate Social Responsibility |
| Mr. TAKASHI NAKAI | Director | 9 Apr 2025 | Governance/ Compliance, Sustainability, Corporate Management, Corporate Social Responsibility, Risk Management |

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

Selection of independent directors

Criteria for selecting independent directors

The selection of independent directors is carried out by the Nomination Committee, which is responsible for establishing the criteria and policies for selecting independent directors. This includes considering the appropriateness of the number, structure, and composition of the Board of Directors, as well as defining the qualifications required for

independent directors. The Committee will submit these recommendations to the Board of Directors and/or present them for approval at the shareholders' meeting, as appropriate. The Nomination Committee will also review, select, and propose suitable candidates for the position of independent director when the term of an existing director ends, when there is a vacancy, or when additional independent directors are needed.

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) : 5

Rights of minority shareholders on director appointment

The nomination of persons to be appointed as the board members must be approved by the shareholders meeting. The Company grants the opportunity for all shareholders to nominate persons to be elected as directors. For 2024, they were allowed to nominate the persons via the Company's website in advance on September 22nd, 2024 to December 31st, 2024. At the Annual General Shareholders Meeting (AGM), the Company will provide personal profiles of each nominated person for shareholders, from which they can decide based on the information obtained.

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

| List of directors | Participation in training in the past financial year | History of training participation |
|--|--|-----------------------------------|
| 1. Mr. TSUNENORI YOSHIMURA (Chairman of the board of directors) | Non-participating | - |
| 2. Mr. PORNCHAK MANUTHAM (Director) | Non-participating | - |
| 3. POL. MAJ. GEN. SUPCHAN MANUTHAM (Director) | Non-participating | - |
| 4. Mr. AKOM KOWTHAN (Director) | Non-participating | - |
| 5. Mr. SUKTHAE RUENGWATTANACHOT (Director) | Non-participating | - |
| 6. Mr. HIROYUKI TAKAHASHI (Director) | Non-participating | - |
| 7. Mr. HIROSHI JINGUSHI (Director) | Non-participating | - |
| 8. Mr. TAKASHI NAKAI (Director) | Non-participating | - |
| 9. Mr. YOTHIN VIMUKTAYON (Director, Independent director) | Non-participating | - |

| List of directors | Participation in training in the past financial year | History of training participation |
|---|--|---|
| <p>10. Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Director, Independent director)</p> | <p>Participating</p> | <p>Other</p> <ul style="list-style-type: none"> • 2025: CRP - Company Reporting Program • 2025: M-DB - Director Briefing: Fiduciary Duty in Action: How Independent Directors navigate Family Ownership Conflicts in the Boardroom • 2025: R-ACF - Audit Committee Forum: A New Era for Audit Committees: Adapting to Emerging Risks and Evolving Competencies • 2025: R-IDF - ID Forum: Role of Independent Directors in Overseas Expansion & International Markets |
| <p>11. Mr. PRASERT KITISAKKUL (Director, Independent director)</p> | <p>Participating</p> | <p>Other</p> <ul style="list-style-type: none"> • 2025: M-DB - Director Briefing: Fiduciary Duty in Action: How Independent Directors navigate Family Ownership Conflicts in the Boardroom • 2025: R-ACF - Audit Committee Forum: A New Era for Audit Committees: Adapting to Emerging Risks and Evolving Competencies |
| <p>12. Assoc.Prof. PISIT VATANASOMBOON (Director, Independent director)</p> | <p>Participating</p> | <p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: M-DB - Director Briefing: Fiduciary Duty in Action: How Independent Directors navigate Family Ownership Conflicts in the Boardroom • 2025: R-ACF - Audit Committee Forum: A New Era for Audit Committees: Adapting to Emerging Risks and Evolving Competencies • 2025: R-IDF - ID Forum: Role of Independent Directors in Overseas Expansion & International Markets |

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company conducts the evaluation on the performance of the Board of Directors every year. The entire board will be evaluated collectively. The Company Secretary is responsible for forwarding the evaluation form to all directors from which they are to evaluate the performance of the board. The Company Secretary will gather and proceed with finalizing the appraisal, after which the results will be submitted to the Chairman of the Board, and later to the Board of Directors Meeting. The evaluation follows the six-item criteria issued by the Stock Exchange of Thailand consisting of the structure and qualifications of the Board of Directors; roles, responsibilities and accountabilities of the Board of Directors; the Board of Directors Meeting, the Board of Directors discharge of duties, the relationship with the Management and the self-development of the directors and the executives.

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

Summarizing the results of the Board of Directors Performance Evaluation of 2025:

Average score was 3.65, categorized as Good.

In this regard, the board members are urged to consider the results, adopt and apply them to benefit the efficiency enhancement of the boards performance.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The remuneration of the executives and all level of employees is considered based on the result of performance evaluation. In addition to the economic performance, the performance evaluation framework includes corporate performance indicators of other aspects such as sustainability performance, code of conduct compliance, human resource development, and social and environmental responsibility.

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 : 5
past year (times)

Date of AGM meeting : 09 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|--|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 1. Mr. TSUNENORI YOSHIMURA (Chairman of the board of directors) | 5 | / | 5 | 1 | / | 1 | | / | |
| 2. Mr. PORNCHAK MANUTHAM (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 3. POL. MAJ. GEN. SUPCHAN MANUTHAM (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 4. Mr. AKOM KOWTHAN (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 5. Mr. SUKTHAE RUENGWATTANACHOT (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 6. Mr. HIROYUKI TAKAHASHI (Director) | 4 | / | 4 | 0 | / | 0 | | / | |
| 7. Mr. HIROSHI JINGUSHI (Director) | 4 | / | 5 | 1 | / | 1 | | / | |
| 8. Mr. TAKASHI NAKAI (Director) | 4 | / | 4 | 0 | / | 0 | | / | |
| 9. Mr. YOTHIN VIMUKTAYON (Director, Independent director) | 5 | / | 5 | 0 | / | 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) |
| 10. Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 11. Mr. PRASERT KITISAKKUL (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 12. Assoc.Prof. PISIT VATANASOMBOON (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 13. Mr. RYOJI ABE (Director) | 1 | / | 1 | 0 | / | 1 | | / | |
| 14. Mr. MASASHI MORIMITSU (Director) | 1 | / | 1 | 1 | / | 1 | | / | |

Summary of the board of directors meeting attendance rate

| Names of directors | Board of directors meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|--|--|-----------------------------|-----------------------------|
| 1. Mr. TSUNENORI YOSHIMURA (Chairman of the board of directors) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 2. Mr. PORNCHAK MANUTHAM (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 3. POL. MAJ. GEN. SUPCHAN MANUTHAM (Director) | 5/5 (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. AKOM KOWTHAN (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 5. Mr. SUKTHAE RUENGWATTANACHOT (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 6. Mr. HIROYUKI TAKAHASHI (Director) | 4/4 (100.00%) | N/A | N/A |
| 7. Mr. HIROSHI JINGUSHI (Director) | 4/5 (80.00%) | 1/1 (100.00%) | N/A |
| 8. Mr. TAKASHI NAKAI (Director) | 4/4 (100.00%) | N/A | N/A |
| 9. Mr. YOTHIN VIMUKTAYON (Director) | 5/5 (100.00%) | 0/1 (0.00%) | N/A |
| 10. Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 11. Mr. PRASERT KITISAKKUL (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 12. Assoc.Prof. PISIT VATANASOMBOON (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 13. Mr. RYOJI ABE (Director) | 1/1 (100.00%) | 0/1 (0.00%) | N/A |
| 14. Mr. MASASHI MORIMITSU (Director) | 1/1 (100.00%) | 1/1 (100.00%) | N/A |
| Average meeting attendance rate | 98.57% | 83.33% | N/A |

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The remuneration shall be considered and determined by the Remuneration Committee and proposed to the Board of Directors to consider the criteria based on the role, duty, responsibility, experience, remuneration of listed company in the same industry, performance, size of business and appropriateness of current economic situation. The remuneration of Board of Directors must be approved by the shareholders at the Annual General Shareholders Meeting of every year.

Remuneration of the board of directors⁽²⁾

Details of the remuneration of each director over the past year

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 1. Mr. TSUNENORI YOSHIMURA (Chairman of the board of directors) | | | 491,875.00 | | 0.00 |
| Board of Directors (Chairman of the board of directors) | 75,000.00 | 416,875.00 | 491,875.00 | No | |
| Nomination Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| Corporate Governance Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 2. Mr. PORNCHAK MANUTHAM (Director) | | | 682,500.00 | | N/A |
| Board of Directors (Director) | 62,500.00 | 575,000.00 | 637,500.00 | No | |
| Remuneration Committee (The chairman of the subcommittee) | 45,000.00 | 0.00 | 45,000.00 | No | |
| 3. POL. MAJ. GEN. SUPCHAN MANUTHAM (Director) | | | 637,500.00 | | 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) | 62,500.00 | 575,000.00 | 637,500.00 | No | |
| Corporate Governance Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| Nomination Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 4. Mr. AKOM KOWTHAN (Director) | | | 637,500.00 | | N/A |
| Board of Directors (Director) | 62,500.00 | 575,000.00 | 637,500.00 | No | |
| 5. Mr. SUKTHAE RUENGWATTANACHOT (Director) | | | 637,500.00 | | N/A |
| Board of Directors (Director) | 62,500.00 | 575,000.00 | 637,500.00 | No | |
| 6. Mr. HIROYUKI TAKAHASHI (Director) | | | 50,000.00 | | N/A |
| Board of Directors (Director) | 50,000.00 | 0.00 | 50,000.00 | No | |
| 7. Mr. HIROSHI JINGUSHI (Director) | | | 218,750.00 | | N/A |
| Board of Directors (Director) | 50,000.00 | 143,750.00 | 193,750.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|----------------------|-----------------------------------|---------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Remuneration Committee (Member of the subcommittee) | 25,000.00 | 0.00 | 25,000.00 | No | |
| Corporate Governance Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 8. Mr. TAKASHI NAKAI (Director) | | | 50,000.00 | | N/A |
| Board of Directors (Director) | 50,000.00 | 0.00 | 50,000.00 | No | |
| 9. Mr. YOTHIN VIMUKTAYON (Director, Independent director) | | | 637,500.00 | | N/A |
| Board of Directors (Director) | 62,500.00 | 575,000.00 | 637,500.00 | No | |
| Corporate Governance Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 10. Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Director, Independent director) | | | 1,040,000.00 | | N/A |
| Board of Directors (Director) | 62,500.00 | 575,000.00 | 637,500.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Audit Committee (Chairman of the audit committee) | 225,000.00 | 140,000.00 | 365,000.00 | No | |
| Corporate Governance Committee (The chairman of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| Remuneration Committee (Member of the subcommittee) | 37,500.00 | 0.00 | 37,500.00 | No | |
| 11. Mr. PRASERT KITISAKKUL (Director, Independent director) | | | 982,500.00 | | N/A |
| Board of Directors (Director) | 62,500.00 | 575,000.00 | 637,500.00 | No | |
| Audit Committee (Member of the audit committee) | 187,500.00 | 120,000.00 | 307,500.00 | No | |
| Remuneration Committee (Member of the subcommittee) | 37,500.00 | 0.00 | 37,500.00 | No | |
| 12. Assoc.Prof. PISIT VATANASOMBOON (Director, Independent director) | | | 945,000.00 | | N/A |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Board of Directors (Director) | 62,500.00 | 575,000.00 | 637,500.00 | No | |
| Audit Committee (Member of the audit committee) | 187,500.00 | 120,000.00 | 307,500.00 | No | |
| Nomination Committee (The chairman of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 13. Mr. RYOJI ABE (Director) | | | 587,500.00 | | N/A |
| Board of Directors (Director) | 12,500.00 | 575,000.00 | 587,500.00 | No | |
| 14. Mr. MASASHI MORIMITSU (Director) | | | 600,000.00 | | N/A |
| Board of Directors (Director) | 12,500.00 | 575,000.00 | 587,500.00 | No | |
| Remuneration Committee (Member of the subcommittee) | 12,500.00 | 0.00 | 12,500.00 | No | |
| Corporate Governance Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |

Summary of the remuneration of each committee over the past year

| Names of board members | Meeting allowance | Other monetary remuneration | Total (Baht) |
|-----------------------------------|-------------------|-----------------------------|--------------|
| 1. Board of Directors | 750,000.00 | 6,310,625.00 | 7,060,625.00 |
| 2. Audit Committee | 600,000.00 | 380,000.00 | 980,000.00 |
| 3. Remuneration Committee | 157,500.00 | 0.00 | 157,500.00 |
| 4. Corporate Governance Committee | 0.00 | 0.00 | 0.00 |
| 5. Nomination Committee | 0.00 | 0.00 | 0.00 |

Summary of the remuneration of the board of directors

| | 2023 | 2024 | 2025 |
|------------------------------------|--------------|--------------|--------------|
| Meeting allowance (Baht) | 737,500.00 | 1,750,000.00 | 1,507,500.00 |
| Other monetary remuneration (Baht) | 4,850,000.00 | 7,160,000.00 | 6,690,625.00 |
| Total (Baht) | 5,587,500.00 | 8,910,000.00 | 8,198,125.00 |

Remark: ⁽²⁾ - Director remuneration is disclosed on a cash basis. Other monetary remuneration totalling 589,375.00 baht is not reported in the table, as it pertains to two directors who retired in 2024. In 2025, the actual total of other monetary remuneration paid to directors amounted to 6,900,000.00 baht. - In addition to the Board of Directors' remuneration, the Company paid remuneration for executive directors - namely Mr. Tsunenori Yoshimura, Mr. Sukthae Ruengwattanachot, and Mr. Hiroyuki Takahashi - for the year 2025 in the amount of 13,679,924.00 baht.

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

The Company has set a policy that the Board of Directors, executives and employees must perform their duties in the best interests of the Company. In the event that any person has any stakes or is involved in any item under consideration, such person must notify the Human Resources Department or the Company Secretary who is in charge of such matters for the acknowledgment.

In the previous year, the Company has examined cases that may cause conflicts of interest, and did not find any conflict-of-interest transactions of directors, executives and employees.

Number of cases or issues related to conflict of interest

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to conflict of interest (cases) | 0 | 0 | 0 |

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

The board of directors supervises the use of internal information and the security of information of the Company; therefore, the guidelines are set for data usage, confidentiality and prevention of data usage to seek wrongful benefits as follows:

- Directors, management and external auditor as well as spouses and underage children must prepare, disclose reports on securities holding and changes in the holding of the Company's securities and send a copy of the reports to the Company on the same day as the report submission date to the Securities and Exchange Commission, Thailand (SEC) and The Stock Exchange of Thailand (SET) as follows: -

- Report of securities holding (Form 59-1) : within 30 days from the closing date of the offer for sale of securities or the date of appointment as management.
- Report of change in holding (Form 59-2) : every purchase, sale, transfer or acceptance of transfer within 3 business days from the date of purchase, sale, transfer or acceptance of transfer.
- Directors, management and employees of the Company must keep secret of the Company and/or internal information.
- Directors, management and employees of the Company who receive internal information are prohibited to use that information for trading in securities and disclose that information to other people who may use for wrongful benefit and no matter what they receive a return or not.
- Supervising the channel of providing information to third party equally, punctually, an acceptable channel, protection of confidential information and information that affects stock price.

In the past year, there was no record of directors, executives, or employees trading securities during the period when the company prohibited trading.

Number of cases or issues related to the use of inside information to seek benefits

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to the use of inside information to seek benefits (cases) | 0 | 0 | 0 |

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company expressed its intention to participate in the Thai Private Sector Collective Action against Corruption (CAC) on November 16, 2020, and was officially certified as a member of the program on April 4, 2022. The following actions have been taken in line with the anti-corruption policy:

1) The Board of Directors, executives, employees, contractors, and stakeholders of the Company are prohibited from engaging in any actions related to corruption and bribery in all forms, whether direct or indirect, for their own benefit or for the benefit of their family, friends, or others. This includes involvement as recipients, givers, or offerers of bribes, whether monetary or non-monetary, to government agencies or private organizations with which the Company conducts business or has dealings.

2) The Company provides channels for reporting whistleblower tips or submitting complaints through various means to the Chairman of the Board, the Chairman of the Audit Committee, the Board of Directors, and the Chief Executive Officer. Employees can also fill out forms via the company website and submit them to the designated personnel responsible for handling complaints through the established reporting channels.

The Company has published its anti-corruption policy on its website. In 2025, the Company implemented the following measures to combat corruption:

1. Received the 1st renewal of CAC membership certification on March 31, 2025.
2. Reviewed the anti-corruption policy to ensure its alignment with the current situation.

Additionally, the Audit Committee assigned the Internal Audit Department to review the adequacy of the anti-corruption processes. In 2025, the results of the review were as follows:

1. The assessment of corruption risks in various departments revealed that the internal control systems are adequate to prevent potential corruption.
2. The review of the procurement and sales processes was conducted in accordance with the Company's established regulations and procedures.
3. The review of compliance with the anti-corruption policy and potential conflicts of interest in the supplier selection process was conducted in line with the established guidelines.

Number of cases or issues related to corruption

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to corruption (cases) | 2 | 0 | 0 |

Details of cases or issues related to corruption

| Year of event | Details | Progress status |
|---------------|---------|-----------------|
|---------------|---------|-----------------|

| Year of event | Details | Progress status |
|---------------|--|--------------------------------------|
| Apr 2023 | <p>Case or issue Received a notification from the suggestion box about a violation of regulations.</p> <p>Investigation results A full-time employee left the company premises during break time and scanned out at the end of the day.</p> <p>Corrective actions Disciplinary action will be taken in accordance with the regulations. The regulations on fraud and corruption will also be reviewed every 2 years via online training, and pamphlets will be distributed to employees to enhance awareness of these regulations.</p> | Incident no longer subject to action |
| Dec 2023 | <p>Case or issue Received a notification from the suggestion box about a violation of regulations.</p> <p>Investigation results A contracted employee left the company premises during break time and scanned out at the end of the day.</p> <p>Corrective actions Disciplinary action will be taken in accordance with the regulations. The regulations on fraud and corruption will also be reviewed every 2 years via online training, and pamphlets will be distributed to employees to enhance awareness of these regulations.</p> | Incident no longer subject to action |
| Jan 2022 | <p>Case or issue Received a notification from the suggestion box about fraud in the workplace.</p> <p>Investigation results An employee accepted a bribe from the company's business partner.</p> <p>Corrective actions Disciplinary action will be taken in accordance with the regulations. The regulations on fraud and corruption will also be reviewed every 2 years via online training, and pamphlets will be distributed to employees to enhance awareness of these regulations.</p> | Incident no longer subject to action |

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : No / In progress
procedures over the past year

The Company has provided the channels for stakeholders to report clues and file complaints through the channels provided by the Company, via E-mail, website, post-mail; by delivering it to Human Resources Department, Legal Department or Company Secretary. After that, the complaint will be further considered.

Channels to submit complaints are as follows:

1. E-mail: company_secretary@yuasathai.com
2. Companys website: www.yuasathai.com >> Menu >> Company Profile >> Organizational Sustainability
3. Suggestion Postbox: Suggestion and complaint postbox
4. Post-mail: Yuasa Battery (Thailand) PLC, 164 Moo 5 Soi Thedsaban 55, Sukhumvit Road, Tambol Taibanmai, Amphur Muangsamutprakan, Samutprakan 10280

Number of cases or issues related to whistleblowing

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of cases or issues received through whistleblowing channels (cases) | 2 | 0 | 0 |

Details of cases or issues received through whistleblowing channels

| Year of event | Details | Progress status |
|---------------|---|--------------------------------------|
| Apr 2023 | <p>Case or issue Received a notification from the suggestion box about a violation of regulations.</p> <p>Topics or issues about Compliance with laws, regulations, and rules</p> <p>Investigation results A full-time employee left the company premises during break time and scanned out at the end of the day.</p> <p>Corrective actions Disciplinary action will be taken in accordance with the regulations. The regulations on fraud and corruption will also be reviewed every 2 years via online training, and pamphlets will be distributed to employees to enhance awareness of these regulations.</p> | Incident no longer subject to action |

| Year of event | Details | Progress status |
|---------------|--|--------------------------------------|
| Dec 2023 | <p>Case or issue Received a notification from the suggestion box about a violation of regulations.</p> <p>Topics or issues about Compliance with laws, regulations, and rules</p> <p>Investigation results A contracted employee left the company premises during break time and scanned out at the end of the day.</p> <p>Corrective actions Disciplinary action will be taken in accordance with the regulations. The regulations on fraud and corruption will also be reviewed every 2 years via online training, and pamphlets will be distributed to employees to enhance awareness of these regulations.</p> | Incident no longer subject to action |
| Jan 2022 | <p>Case or issue Received a notification from the suggestion box about fraud in the workplace.</p> <p>Topics or issues about Anti-corruption</p> <p>Investigation results An employee accepted a bribe from the companys business partner.</p> <p>Corrective actions Disciplinary action will be taken in accordance with the regulations. The regulations on fraud and corruption will also be reviewed every 2 years via online training, and pamphlets will be distributed to employees to enhance awareness of these regulations.</p> | Incident no longer subject to action |

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) : 15

| List of Directors | Meeting attendance of audit committee | | | Average meeting attendance |
|--|---------------------------------------|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Chairman of the audit committee) | 15 | / | 15 | 15/15 (100.00%) |
| 2 Mr. PRASERT KITISAKKUL (Member of the audit committee) | 15 | / | 15 | 15/15 (100.00%) |
| 3 Assoc.Prof. PISIT VATANASOMBOON (Member of the audit committee) | 15 | / | 15 | 15/15 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of the audit committee

The Audit Committee of Yuasa Battery (Thailand) Public Company Limited consists of three independent directors: Assoc. Prof. Dr. Lawan Thanadsillapakul, a legal expert; Mr. Prasert Kittisakkul, an accounting and financial expert; and Assoc. Prof. Pisit Vatanasomboon, an environmental expert. In 2025, the Audit Committee performed its duties covering the following areas:

- 1) Approved the annual audit plan and monitored the performance of the Internal Audit Department, including acknowledging audit reports. Any significant issues identified were presented to the Board of Directors on a quarterly basis.
- 2) Regularly monitored the Companys operating performance by inviting executives from the Finance and Accounting Department to attend the meetings.
- 3) Acknowledged the results of the auditor's review of financial statements and held joint meetings every quarter.
- 4) In 2025, the Committee considered engaging Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. to witness the destruction of claimed batteries, categorized as inventory write-off. This engagement was deemed to have no impact on the auditor's independence regarding the audit of the Company's financial statements.
- 5) Maintained a "Birds Eye View" awareness of potential business risks by identifying issues and providing solutions, particularly concerning credit risk and sales to customers in neighboring countries amid border conflicts.
- 6) Acted as the designated recipient of complaints as stipulated in the Companys Anti-Corruption Policy, including monitoring the progress and results of subsequent investigations.
- 7) In 2025, the Company engaged in related party transactions concerning supporting normal business operations under general commercial conditions for the procurement of automotive and motorcycle batteries. The Audit Committee oversaw these transactions, with the Finance and Accounting Department providing quarterly reports on operating results, including sales, costs, and profits specifically for the sale of batteries purchased from related companies.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Remuneration Committee

Meeting Remuneration Committee (times) : 3

| List of Directors | Meeting attendance of Remuneration Committee | | | Average meeting attendance |
|---|--|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. PORNCHAK MANUTHAM (The chairman of the subcommittee) | 3 | / | 3 | 3/3 (100.00%) |
| 2 Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Member of the subcommittee, Independent director) | 3 | / | 3 | 3/3 (100.00%) |
| 3 Mr. PRASERT KITISAKKUL (Member of the subcommittee, Independent director) | 3 | / | 3 | 3/3 (100.00%) |
| 4 Mr. HIROSHI JINGUSHI (Member of the subcommittee) | 2 | / | 2 | 2/2 (100.00%) |
| 5 Mr. MASASHI MORIMITSU (Member of the subcommittee) | 1 | / | 1 | 1/1 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of Remuneration Committee

The Compensation Committee allocates net profits to stakeholders, including shareholders, directors, executives, and all employees, with fairness and transparency.

Meeting attendance of Corporate Governance Committee

Meeting Corporate Governance Committee : 0
(times)

| List of Directors | Meeting attendance of Corporate Governance Committee | | | Average meeting attendance |
|-------------------|--|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |

| | | | | |
|---|---|---|---|------------|
| 1 Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (The chairman of the subcommittee, Independent director) | 0 | / | 0 | N/A |
| 2 POL. MAJ. GEN. SUPCHAN MANUTHAM (Member of the subcommittee) | 0 | / | 0 | N/A |
| 3 Mr. YOTHIN VIMUKTAYON (Member of the subcommittee, Independent director) | 0 | / | 0 | N/A |
| 4 Mr. TSUNENORI YOSHIMURA (Member of the subcommittee) | 0 | / | 0 | N/A |
| 5 Mr. HIROSHI JINGUSHI (Member of the subcommittee) | 0 | / | 0 | N/A |
| 6 Mr. MASASHI MORIMITSU (Member of the subcommittee) | 0 | / | 0 | N/A |
| Average meeting attendance rate | | | | N/A |

The results of duty performance of Corporate Governance Committee

In 2025, the Corporate Governance Committee supported the Companys application for the renewal of its membership in the Thai Private Sector Collective Action against Corruption (CAC) program and reviewed the anti-corruption policy to ensure its alignment with the Companys current situation.

Meeting attendance of Nomination Committee

Meeting Nomination Committee (times) : 0

| List of Directors | Meeting attendance of Nomination Committee | | | Average meeting attendance |
|---|--|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Assoc.Prof. PISIT VATANASOMBOON (The chairman of the subcommittee, Independent director) | 0 | / | 0 | N/A |
| 2 POL. MAJ. GEN. SUPCHAN MANUTHAM (Member of the subcommittee) | 0 | / | 0 | N/A |
| 3 Mr. TSUNENORI YOSHIMURA (Member of the subcommittee) | 0 | / | 0 | N/A |
| Average meeting attendance rate | | | | N/A |

The results of duty performance of Nomination Committee

The Board of Directors will establish the Nomination Committee when it is necessary to appoint new directors. The Nomination Committee consists of 3 directors who are responsible for determining the criteria and policies for the selection of independent directors, by considering the suitability of the number, structure and composition of the Board of Directors, determining the qualifications of independent directors to propose to the Board of Directors and/or propose for the approval of the Annual General Shareholders' Meeting, case by case and considering the selection and nomination of suitable persons for the position of independent directors who complete their terms and/or vacant positions and/or appoint more.

Lastly, the Board of Directors no.1/2020 on February 12, 2020 had the resolution to appoint the Nomination Committee temporarily for nominating Audit Committee members. Mr. Sukthae Ruengwattanachot served as the secretary of Nomination Committee.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company is determined to develop and operate the business to create sustainable growth for the organization according to the vision, mission and values of the organization, and strives to meet stakeholders' expectations while upholding the principles of good governance and corporate ethics. In today's dynamic landscape, various challenges and risks may directly or indirectly impact the Company's short- and long-term objectives. Therefore, the Company places great importance on fostering engagement and strengthening relationships with stakeholders to assess potential business impacts, forming a foundation for policy and strategy development.

The sustainability framework is established with consideration and approval from the Company's management. Strategies and operational plans are developed within this framework and reviewed annually. Serving as a key guideline for driving tangible sustainable development, the framework encompasses business unit activities. These plans are submitted by management to the Board of Directors for approval, with continuous monitoring of progress against set objectives.

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company has set sustainability management targets in the areas of economic and governance, environment, and society, aligned with global sustainability standards such as the United Nations Sustainable Development Goals (UNSDGs), Creating Shared Value (CSV), the United Nations Guiding Principles on Business and Human Rights (UNGP), sustainability assessments, and ISO standards such as ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety). These targets developed with consideration of stakeholders' expectations align with the Company's vision and strategy. Business units are responsible for defining direction and operational steps to achieve objectives within the specified timeframe, with progress periodically reported to management and the Board of Directors.

The Company's sustainability management targets for the years 2025-2028 in each dimension are as follows:

Economic

- Sales Revenue Growth (%): Target growth from the previous year is 5-10%
- Customer Satisfaction: Target customer satisfaction level for products and services is 80%

Social

- Creating safe work environment and minimizing absence due to occupational accidents: Target zero absences due to occupational accidents
- Employee Satisfaction and Engagement with the Organization: Target high levels of employee satisfaction and engagement at a score of 3.68 or higher out of 5.00, equivalent to 74%

Environmental

- Reduction in electricity consumption per product unit: Target to reduce electricity consumption per product unit from the base year 2024 (4.19 kWh per battery) by 10%, 13%, 17%, and 20% for the years 2025-2028, respectively
- Reduction in LPG fuel consumption per product unit: Target to reduce LPG consumption per product unit from the base year 2024 (215.6 g per battery) by 17%, 19%, 21%, and 24% for the years 2025-2028, respectively

- Reduction in greenhouse gas emissions intensity: Target to reduce greenhouse gas emissions intensity from its primary sources - electricity and LPG consumption - from the 2024 baseline of 1.02 to no more than 0.89 by 2028
- Control of city water usage: Target to reduce city water withdrawal from 2024 baseline of 164,605 cubic meters to no more than 124,198 cubic meters by 2028

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

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

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

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

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

In 2025, the Company reviewed its corporate sustainability targets regarding the environment. This included setting specific greenhouse gas (GHG) emission reduction targets for primary sources, namely electricity and LPG consumption. These emissions are measured relative to the unit of the primary raw material, lead. Furthermore, the Company revised its external water consumption and employee satisfaction and engagement targets. These updates are integral components of the Company's Mid-Term Strategic Plan for 2026 - 2028.

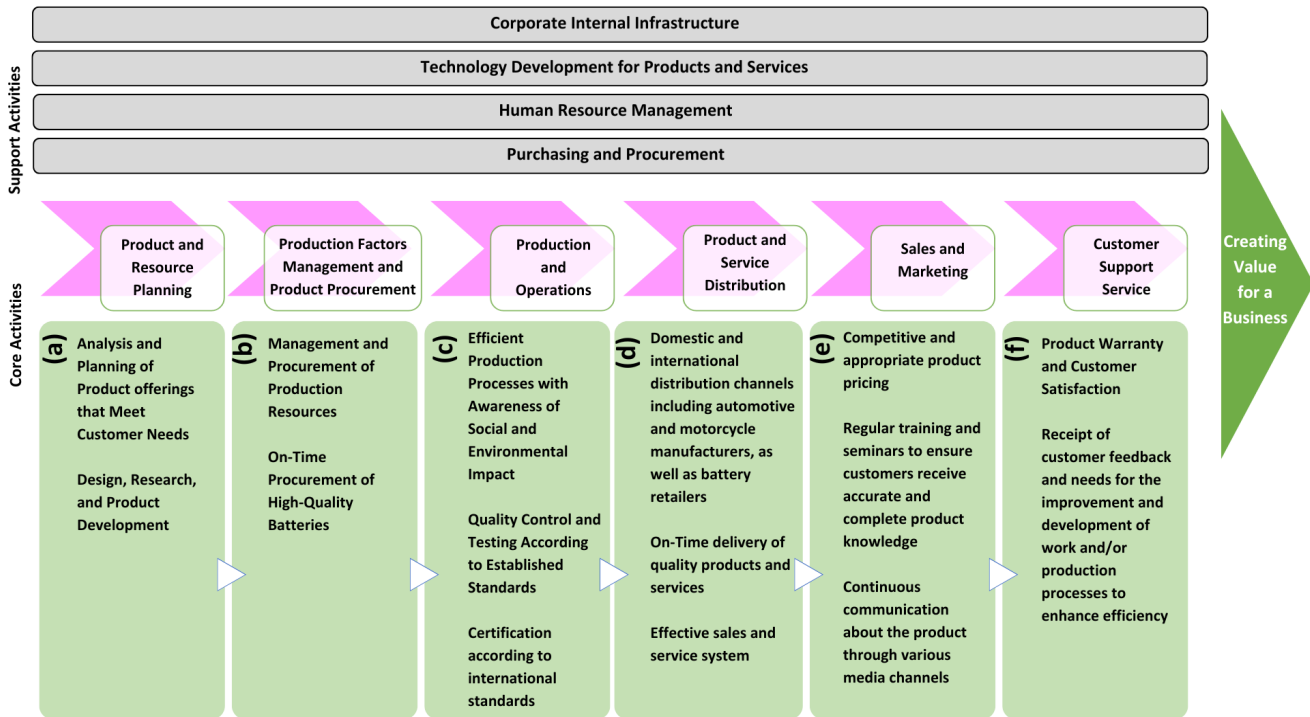
Information on impacts on stakeholder management in business value chain

Business value chain

Main Activities: The Company is the manufacturer, importer and distributor of automobile batteries, motorcycle batteries, and other types of batteries, such as deep cycle batteries, for customers in the domestic REM, OEM and

export markets. The production is facilitated with technology transfer from GS Yuasa International Ltd., Japan (GYIN), a joint venture partner, with the core activities that are initiated from planning of product offerings to ensure that it aligns with customer needs for resource allocation, procurement of raw materials and finished goods of high quality, and product design and development. The raw materials and production supplies are procured from both domestic and foreign supplies, and the Company also imports batteries for sale apart from production by its own factory. The Customer Service Department was established to provide after-sales services on both products and distribution, defected product claims and complaint and suggestions; all of which will be used in the improvement of the Company's operation.

Support Activities: These support activities drive the Company's main activities towards continual and effective operations. They consist of Human Resources Management, Procurement and Purchasing, Technology and IT Development for Products and Services, and Business Infrastructure.



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

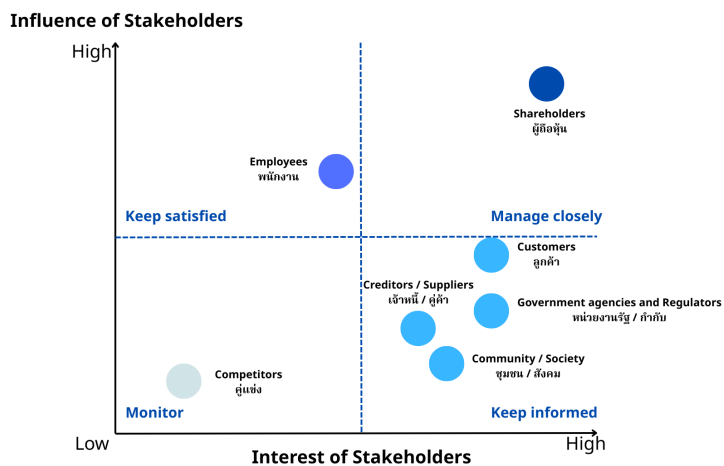
| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|--|---|--|--|
| <u>Internal stakeholders</u> | | | |
| <ul style="list-style-type: none"> Shareholders | <p>Continuous growth in performance, return from investments, good governance management and up-to-date and transparent information</p> | <p>Compliance with good governance code and development of communication channels for shareholders and institutional investors</p> | <ul style="list-style-type: none"> Visit Online Communication Annual General Meeting (AGM) Complaint Reception Satisfaction Survey |
| <ul style="list-style-type: none"> Employees | <p>Reasonable salary and benefits, good quality of life and occupational safety, career path and stable job, skill, knowledge and capability development for work and employee treatment according to human rights principles</p> | <p>Organizational engagement activities, stability and growth opportunity in career path, fair compensation and decent benefits, good and safe work atmosphere and training in skills related to areas of work</p> | <ul style="list-style-type: none"> Internal Meeting Complaint Reception Employee Engagement Survey Training / Seminar Others <ul style="list-style-type: none"> Internal communication via announcement and intranet system |
| <u>External stakeholders</u> | | | |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|--|---|---|
| <ul style="list-style-type: none"> • Customers | <p>Products with community, social and environmental responsibilities, good quality with reasonable prices, product safety and services, after-sales services, easy and convenient access to products and services, concise product communication and complaint handling</p> | <p>Production, import and sale of quality, standard and safe products, development of sales and service channels, management of complaints with fast and effective actions and offering of equitable before- and after-sales services</p> | <ul style="list-style-type: none"> • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Communication media |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|---|
| <ul style="list-style-type: none"> • Creditor • Suppliers | <p>Transparent and fair trade, reasonable price comparison, development and support for trade partners and compliance with terms and conditions specified in contracts and agreements</p> | <p>Ethical business conduct, cooperation in development and improvement of quality, equal treatment of all trade partners, clearly defined procurement process, compliance with trading terms and conditions and arrangement of legally valid and transparent contracts</p> | <ul style="list-style-type: none"> • Visit • Online Communication • External Meeting • Complaint Reception • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Business policies and ethics |
| <ul style="list-style-type: none"> • Competitors | <p>Fair competition and non-violation of intellectual properties</p> | <p>Business conduct with morals and ethics</p> | <ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Business policies and ethics |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|--|--|--|--|
| <ul style="list-style-type: none"> • Community • Society | <p>Business operation based on safety and social responsibilities, community engagement and support, community development and employment of community members</p> | <p>Participation in activities that promote community culture, promotion of career opportunities of community members and employment in the communities, receipt of feedback from community members and conservation of significant ecosystem of communities surrounding the Company</p> | <ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Contact via Operation Departments or other relevant departments |
| <ul style="list-style-type: none"> • Government agencies and Regulators | <p>Support and compliance with all rules and regulations and participation in activities held by government agencies</p> | <p>Compliance with relevant laws and participation in activities as requested</p> | <ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Contact via Operation Department or other relevant departments |

Diagram of the stakeholder analysis in the business value chain



Stakeholder analysis matrix

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

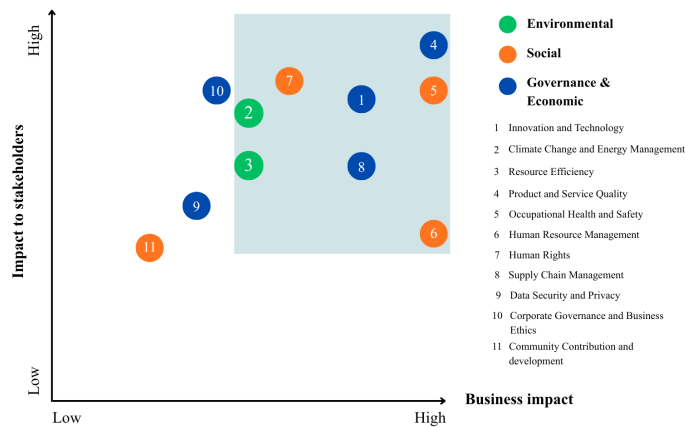
Over the past year, the company has reviewed its : No
sustainability materiality topics

Details of organization's material sustainability topics

| The names of the sustainability materiality topics | Subjects related to the sustainability materiality topics |
|--|--|
| Innovation and Technology | <ul style="list-style-type: none"> • Innovation Development |
| Climate Change and Energy Management | <ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Greenhouse Gas Management • Sustainability Risk Management |
| Resource Efficiency | <ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Water Management • Waste and Waste Management |

| The names of the sustainability materiality topics | Subjects related to the sustainability materiality topics |
|--|--|
| Product and Service Quality | <ul style="list-style-type: none"> • Customer / Consumer Responsibility • Good Governance |
| Occupational Health and Safety | <ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Fair Labor Practices |
| Human Resource Management | <ul style="list-style-type: none"> • Human Rights • Fair Labor Practices |
| Human Rights | <ul style="list-style-type: none"> • Human Rights |
| Supply Chain Management | <ul style="list-style-type: none"> • Sustainable Supply Chain Management |

Diagram of organizations material sustainability topics



Materiality matrix

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt 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

- **Establishment of risk management policy:** The definition of scopes, responsibilities, and risk management guidelines to be in line with the Company's strategies and corporate goals.
- **Risk identification:** The identification of all risks that are possible to occur and affect the Company's ability to achieve its objectives. The identification of risks is based on internal and external factors associated with the Company and covers strategic risks, operational risks, financial risks, compliance risks and emerging risks (if any).
- **Risk assessment:** The assessment of potential risks conducted on the basis of addressed criteria concerning the risk likelihood and the impact on the Company's ability to accomplish the objectives in case such risk occurs. It is aimed at prioritizing risks and determining the process to handle such risks.
- **Risk Mitigation:** The essential process of designing risk management plan aimed at reducing the likelihood of a risk happening or the impact should it occur, bringing risks down to a tolerable level.
- **Risk Monitoring:** The process which tracks the results of risk management as addressed in the plan. This also includes the evaluation on risk mitigation to ensure that the right and appropriate responses are being implemented. The Management is responsible for monitoring and reporting the results to the Audit Committee and the Board of Directors for acknowledgement.

Information on ESG risk factors management standards

ESG risk factors management standards

- Standards on ESG risk management : Yes
- Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks from technological advancement and replacement products

- Related risk factors : Strategic Risk
 - Volatility in the industry in which the company operates
 - Behavior or needs of customers / consumers
 - Changes in technologies
- Operational Risk
 - Product obsolescence

- ESG risk factors : Yes

Risk characteristics

At present, risks from technological changes and substitute products continue to be a significant factor for the battery industry, particularly the transition from lead-acid batteries to the increasingly popular lithium-ion batteries in the automotive and renewable energy sectors. Additionally, the growth of the electric vehicle (EV) market and the development of new technologies, such as sodium-ion and solid-state batteries, could serve as alternatives to lithium-ion batteries in the future. This may result in a decline in the use of lead-acid batteries across various sectors.

Risk-related consequences

Although the shift towards electric vehicle (EV) technology is gaining momentum, supported by government policies for the automotive manufacturing and related parts industries, this transition is unlikely to significantly affect the company's operations in the short term. This is due to the fact that the transition is still in its early stages, with uncertainties surrounding the rapid pace of technological advancements. Furthermore, barriers such as the readiness of the EV ecosystem including the availability of charging stations, the pricing and terms of EV insurance, as well as the second-hand car market and intense price competition are causing consumers to delay their purchasing decisions.

Possible impact from the risk

- Revenue and Market Share

Change of risk level from Year 2024

- Trending upwards

Risk management measures

In the event of a significant increase in battery demand, the Company can procure products from its parent company or affiliated entities, which have already invested in the production of batteries for electric vehicles. These products will then be imported and distributed domestically. Additionally, the Company must review its strategies for exploring new markets, developing, producing, and sourcing products to maintain consistent market share and revenue, in order to respond to changing market demands and sustain long-term competitiveness.

Risk 2 Risk from intense competition

Related risk factors : Strategic Risk

- Competition risk

ESG risk factors : No

Risk characteristics

The vehicle battery business is straightforward, with new entrants consistently competing for market share both domestically and internationally. These entrants may establish local manufacturing plants, import batteries from abroad for domestic distribution, or offer lower prices to capture market share in international markets. Furthermore, there is an increasing likelihood of collaborations among major players, which could lead to shifts in the competitive landscape in the future.

Risk-related consequences

Increased competition is resulting in higher selling expenses for the company, particularly due to price reductions and customer incentives, which impact profitability and may lead to the loss of market share. Additionally, the need to maintain competitiveness may require the company to boost investments in research and development (R&D) as well as improve manufacturing processes, potentially increasing product costs.

Possible impact from the risk

- Revenue, Expenses, and Market Share

Change of risk level from Year 2024

- No Change

Risk management measures

Currently, the Company's products are recognized by customers in both the OEM market (new car market) and the REM market (domestic replacement market) as high-quality batteries. The Company has implemented measures to counter increasing competition, including: (1) Continuously upgrading production technology to stay current, (2) Controlling production losses and reducing machinery waste to lower production costs and maintain competitive pricing, (3) Developing new products to meet customer demands, (4) Maintaining relationships with raw material

suppliers and existing customers, along with signing contracts with certain manufacturing partners, (5) Expanding distribution channels through physical and online stores, (6) Increasing production flexibility to consistently meet customer demands, (7) Importing batteries from affiliated companies to offer a broader range of products that meet customer needs, and (8) Reducing product prices to compete with other market players and maintain market share.

Risk 3 Risk from reliance on the joint-venture

Related risk factors : Strategic Risk
 • Other : Reliance on the joint-venture

ESG risk factors : No

Risk characteristics

The Company depends on joint ventures in two main areas: technology and marketing. In terms of technology, the Company receives technology transfer for production from GS Yuasa International Ltd. (GYIN), with an annual agreement for technical assistance in production and product development. If no modifications are made to the agreement, it automatically renews on a yearly basis. Regarding international marketing, the Company is authorized to distribute products within the territories assigned by GYIN, such as Laos and Myanmar. To sell in other regions, the Company must obtain approval from GYIN to avoid conflicts with other 'YUASA' affiliates in different countries.

Risk-related consequences

The risk of relying on joint ventures could affect the Company's operations. If the technology transfer agreement cannot be renewed, it may impact the Company's ability to manage product quality, which could ultimately affect performance. In terms of marketing, if the Company is unable to expand into countries beyond those assigned by GYIN, it could restrict growth opportunities.

Possible impact from the risk

• Business Operations and Revenue

Change of risk level from Year 2024

• No Change

Risk management measures

The Company has consistently paid royalty fees under its agreement for technical assistance in battery production and product development. The royalty is calculated per unit produced for all types of basic batteries and trademarks, and as a percentage of sales for maintenance-free batteries. The Company has continuously renewed its agreement with GS Yuasa International Ltd., Japan, for over 60 years. Regarding limitations in foreign markets, the Company is permitted to export to countries without a 'YUASA' affiliate. Currently, some of the Company's overseas customers are not affiliated with 'YUASA.' The Company benefits from the GS Yuasa network, which provides a diverse range of battery products to sell in the market.

Risk 4 Risks from reliance on a small number of customers

Related risk factors : Strategic Risk
 • Reliance on large customers or few customers

ESG risk factors : Yes

Risk characteristics

In 2025, the Company continued to supply automotive batteries to the same group of OEM customers as in the previous year, with over 90% of sales generated from one client. However, the Company ceased sales to said customer in July 2025 due to a strategic shift. Consequently, compared to 2024, automotive battery sales for the OEM market decreased significantly. Regarding motorcycle batteries, over 60% of total OEM sales were attributed to a single group of customers serving both domestic and international markets. Consequently, any termination of transactions by this specific customer would materially impact the Company's operating performance.

Risk-related consequences

If the existing motorcycle battery customer group in the OEM market were to terminate their purchases, or if the Company is unable to achieve sufficient customer base expansion, it could significantly impact the Company's revenue and overall performance.

Possible impact from the risk

- Revenue

Change of risk level from Year 2024

- No Change

Risk management measures

The Company has a policy of producing batteries for selected customers in the OEM market as an indirect promotional tool. At the same time, the customers - motorcycle manufacturers - demand high-quality, reliable batteries at competitive prices that are widely accepted. Given the long-standing relationship between the Japanese joint venture and the customer's parent company, as well as the strong ties with the customers themselves, the likelihood of order cancellations is minimal. However, to diversify the risk of relying on a limited number of customers, the Company is actively working to expand its customer base in motorcycle battery markets by developing new battery types in collaboration with GS Yuasa International Co., Ltd. (GYIN).

Risk 5 Risks from environmental management and occupational safety

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

ESG risk factors : Yes

Risk characteristics

The Company's vehicle battery manufacturing business is closely linked to environmental and workplace safety management. The battery production process in the factory carries risks of accidents due to machinery or equipment failure, fire hazards, and the generation of waste or pollution, such as noise from machinery, lead-contaminated wastewater, dust from lead powder production, and gas emissions from lead melting if combustion is incomplete. Without effective control and management, these risks could negatively impact employees, nearby communities, and the surrounding environment.

Risk-related consequences

The Company may face an impact on its reputation, potentially losing customer and public trust if it fails to effectively manage pollution and environmental risks. Additionally, this could affect the safety and occupational health of employees, leading to injuries from workplace accidents or illnesses caused by pollution, which may result in disruptions to the production process.

Possible impact from the risk

- Corporate image, and safety & occupational health of employees

Change of risk level from Year 2024

- No Change

Risk management measures

In terms of the environment, the Company has implemented waste disposal and treatment processes for by-products from production, along with regular maintenance. This includes a wastewater treatment system to remove lead dust before releasing the water outside the factory, dust collector systems in areas where lead dust may spread, an efficient combustion system to reduce gas odours from production, and noise protection equipment for machines that exceed the legal noise standards.

In addition, regarding workplace safety and fire prevention, the Company has implemented various measures to ensure that employees are well cared for and safe at work. The Company emphasizes the importance of strictly adhering to safety protocols, including the regular maintenance and upkeep of equipment to ensure its readiness at all times. The Company also provides ongoing safety training and emergency response plans for employees. Furthermore, safety-enhancing equipment, such as surveillance cameras, has been installed. Continuous hazard identification activities and emergency drills are also conducted to reduce workplace accidents and maintain the safety of all employees.

Risk 6 Risk from natural disasters

Related risk factors :

Operational Risk

- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

The Company is located on a lowland that is not so far from the sea. It is at risks of the floods in the factory during the sea surge and heavy rains. This poses the possibilities on affecting the Companys assets and information technology system. Moreover, the humidity from the water impacts on the manufacturing process, especially the plates, one of the main raw materials of battery production.

Risk-related consequences

If flooding occurs, it will impact the production process, especially the plates, which are the main raw material for battery production. Additionally, machinery or equipment in use may be damaged by moisture, causing production to halt. This will result in delays in manufacturing products and could lead to delays in delivering goods to customers. Furthermore, it may affect the information technology systems, potentially causing delays in management and decision-making due to data loss.

Possible impact from the risk

- Business discontinuity

Change of risk level from Year 2024

- No Change

Risk management measures

Over the past year, the Company has continuously improved the drainage system within the factory and at connection points between the factory and the external drainage network. The Company has also enhanced the rooftop piping system to ensure efficient rainwater drainage during the rainy season without impacting the internal drainage system. Furthermore, sandbags and water pumps have been prepared as a precaution during the rainy season to facilitate faster water drainage within the factory in case of emergencies.

In production areas where machinery is installed at lower levels and is prone to frequent water accumulation, the Company has taken steps to improve machine placement and drainage systems to mitigate the issue.

Regarding the Companys information systems that may be affected by flooding, a backup database has been established to prevent data loss. In the event of damage, data can be restored. The backup system is installed on the second floor of the office building, offering added protection against potential flooding or natural disasters.

Risk 7 Risk from IT security

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

The Company faces information security risks, including risks of IT system failures due to regular operations or natural disasters, cyberattacks, and security vulnerabilities. Such risks may stem from both internal and external factors.

Risk-related consequences

If the Company's IT systems are compromised or subjected to a cyberattack, business operations may experience temporary disruptions to facilitate data recovery and system restoration. This could lead to workflow delays, potentially impacting customer service and strategic decision-making. Additionally, if critical information is stolen, it could lead to the loss of essential business data, affecting the Company's credibility and reputation.

Possible impact from the risk

- Business discontinuity

Change of risk level from Year 2024

- No Change

Risk management measures

The Company has implemented an information security system with regular maintenance and monitoring of server computers and software. A firewall serves as a primary security measure, ensuring that only authorized personnel can access the company's IT systems. All computers are equipped with antivirus software for added protection.

Additionally, the Company has implemented network usage and data security policies, including requiring employees to use individual passwords for computer access. A business continuity plan is in place to mitigate cyberattack risks.

To reduce risks from IT system failures caused by natural disasters or other unforeseen events, an internal data centre backup site has been established, allowing for system restoration and ensuring business continuity in the event of data-related disruptions.

Risk 8 Risk from corruption

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Corruption

ESG risk factors : Yes

Risk characteristics

The Company upholds integrity, honesty, and transparency in its business operations within a framework of strong corporate governance and robust internal controls. However, the Company faces risks of non-compliance with its anti-corruption policy and corporate governance framework. These risks may arise from violations of the code of conduct or inadequate adherence to workplace policies, potentially leading to fraudulent or corrupt practices within business operations.

Risk-related consequences

Corruption can substantially affect the Company's financial standing due to potential asset losses or exposure to legal actions, including lawsuits or penalties. Additionally, the company's reputation may suffer from being seen as lacking transparency, engaging in dishonest business practices, or treating stakeholders unfairly. This can undermine trust among key stakeholders such as customers, business partners, and regulatory authorities.

Possible impact from the risk

- Financial position, and corporate image

Change of risk level from Year 2024

- No Change

Risk management measures

In addition to adhering to the anti-corruption policy and business ethics, the Company has implemented strict operational procedures within a solid internal control framework to mitigate such risks, conducts regular reviews and

monitoring of operations by the internal audit department while raising awareness of anti-corruption practices among employees.

Furthermore, the Company has established a whistleblowing process, encouraging all stakeholders to report issues and detect corruption. This ensures thorough and detailed investigations. Concerns or complaints can be submitted through the Company's website at www.yuasathai.com under the Whistleblower and Complaint Submission section or via email to the Legal or Human Resources departments at peerasak@yuasathai.com or nattapat@yuasathai.com.

Risk 9 Human rights risk

Related risk factors : Strategic Risk
• ESG risk

Operational Risk
• Impact on human rights

ESG risk factors : Yes

Risk characteristics

Since the Company is a manufacturer and distributor of batteries, it relies on labour in its factories, which may pose human rights risks to the Company. These risks include unfair labour practices, insufficient health and safety protection for employees, violations of personal data privacy, or restrictions on freedom of expression and communication. Furthermore, there is a risk of using illegal labour in the supply chain, which may arise from ineffective monitoring and policy enforcement.

Risk-related consequences

If human rights violations occur within the business, it could severely damage the Company's reputation, leading to a loss of trust from customers and stakeholders. Such violations may also result in penalties from regulators or legal authorities, including fines or lawsuits, which could negatively impact the Company's financial standing and reputation.

Possible impact from the risk

• Corporate image, and penalty from regulators

Change of risk level from Year 2024

• No Change

Risk management measures

The Company is committed to respecting human rights and adhering to its human rights policy to prevent violations impacting employees, customers, business partners, creditors, shareholders, and communities throughout the supply chain. A feedback channel, the Red Box (for employee suggestions and complaints), has been established. In the past year, no human rights violations have been reported in the Company's operations.

Risk 10 Risk from income and expenses in foreign currencies

Related risk factors :

Financial Risk
• Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The Company is exposed to exchange rate risk due to transactions in foreign currencies, such as exports and imports of raw materials. This can lead to changes in the value of assets and liabilities denominated in foreign currencies, particularly in cases where exchange rates are unstable or experience significant fluctuations during the transaction period.

Risk-related consequences

Exchange rate fluctuations may impact the Company's income and expenses. If the foreign currencies involved in the Company's transactions depreciate or appreciate against the Thai baht, the value of the related income or expenses in foreign exchange will change. This may result in lower income or higher expenses due to currency conversion, which could reduce the Company's profits.

Possible impact from the risk

- Revenue, and expense

Change of risk level from Year 2024

- No Change

Risk management measures

For the sales of goods to foreign countries, the Company's overseas sales department plans sales in Thai Baht and incorporates a buffer of approximately 5-10% to account for fluctuations in foreign exchange rates. Additionally, the Company's management plans to adjust the standard currency value used in the price estimation process. Furthermore, for foreign exchange transactions related to sales revenue and debt settlements in foreign currencies, the Company has implemented a risk management policy to mitigate the impact of exchange rate fluctuations. Furthermore, the Company regularly conducts stress testing on revenue, costs, and cash flow under various scenarios. This allows for proactive situational assessment and the preparation of contingency measures to mitigate potential impacts in advance.

Risk 11 Risk from offering credits to local customers

Related risk factors :

Financial Risk

- Default on payment or exchange of goods

ESG risk factors : No

Risk characteristics

In 2025, The overall Thai economy shows a distinct decelerating trend, in line with declining consumption and income levels. High household debt remains a significant pressure on private consumption. The automotive industry experienced a slight growth rate compared to the previous year. This presents a risk to the Company in extending credit to customers, as both existing and new customers may face difficulties in repaying their debts, making debt collection more challenging.

Risk-related consequences

Such risks could affect the Company's revenue if customers are unable to repay their debts as scheduled, leading to difficulties in collecting payments or loss of sales income. This may impact the Company's cash flow and short-term financial performance.

Possible impact from the risk

- Revenue

Change of risk level from Year 2024

- Trending upwards

Risk management measures

The Company has implemented risk control measures by setting appropriate credit policies and procedures. For new customers, the Company initially requires cash sales before considering extending credit to them, which helps reduce the risk. In addition, the Company regularly reviews the credit regulation to align credit rules with regulatory requirements and mitigate risks associated with collections.

Risk 12 Risk associated with the compliance with existing laws and new laws going into effect

Related risk factors : Strategic Risk

- ESG risk

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

The laws, regulations, and rules related to the Company's business operations are diverse, including those issued by ministries, departments, and regulations of companies listed on the stock exchange. These laws may be subject to changes or additions in the future, requiring the Company to adapt and comply with these evolving requirements.

Risk-related consequences

If the Company is unable to comply with existing regulations or those that may arise in the future, it could impact the Company's operations, potentially leading to disruptions or limitations. Additionally, it may affect the Company's image, resulting in a loss of confidence from investors or stakeholders. The Company may also face penalties from regulatory authorities, such as fines or legal sanctions, which could negatively impact its financial performance.

Possible impact from the risk

• Business operation, corporate image, and penalty from regulators

Change of risk level from Year 2024

• No Change

Risk management measures

The Company places great importance on complying with regulations related to its business operations. The management has assigned the legal department to compile and maintain a register of relevant laws, review any amendments or changes to these laws, and assess compliance with these regulations in collaboration with the relevant departments to ensure their operations align with the law within the specified time frame.

Additionally, the internal audit department has been tasked with gathering, analyzing, and evaluating compliance for laws related to various departments to determine if there are any legal requirements that the Company has not yet addressed, and to make necessary adjustments for continued compliance.

Risk 13 Risk associated with the compliance with the Personal Data Protection Act

Related risk factors : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Systems or internal control system
- Information security and cyber-attack
- Impact on human rights

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

The Personal Data Protection Act B.E. 2562 (2019) is a law that grants rights to data subjects and establishes standards for safeguarding personal data, ensuring that it is used only for the purposes consented to by the data subjects. The law has been effective since June 1, 2022. Since the Company's operations involve the personal data of various stakeholders, including customers, business partners, and employees, the Company may face risks if it does not comply with the measures set forth by the law.

Risk-related consequences

Failure to comply with the Personal Data Protection Act may impact the company's reputation by causing a loss of trust from customers, business partners, and employees. It could also lead to penalties from regulatory authorities, such as fines or legal actions, which may negatively affect business operations and the company's credibility.

Possible impact from the risk

- Corporate image, and penalty from regulators

Change of risk level from Year 2024

- No Change

Risk management measures

The Company has established a working group to implement measures and monitor compliance with the legal requirements, such as notifying the privacy policy and obtaining consent for data usage, responding to data owners' rights, and appointing a data protection officer to carry out duties as mandated by the law. The Company has also communicated with its employees regarding compliance with the Personal Data Protection Act.

Additionally, the Company's Information Technology department has been tasked with creating a data backup system, installing security systems and devices (Firewall), and monitoring and providing alerts to ensure that important data is not lost or leaked. This will help mitigate operational risks for the Company.

Risk 14 Climate Change Risk

Related risk factors : Strategic Risk

- Government policy
- ESG risk
- Climate change and disasters

ESG risk factors : Yes

Risk characteristics

The Company's business faces risks from climate change, such as natural disasters that could affect assets and goods, as well as supply chain disruptions that may arise from flooding, wildfires, droughts, or heatwaves. Additionally, there are risks associated with changes in government policies regarding greenhouse gas emissions control, which may impact business operating costs and the need to adapt to the goal of achieving net-zero greenhouse gas emissions.

Risk-related consequences

The risks associated with climate change may affect the business in several areas, such as damage from natural disasters that impact assets and products, as well as disruptions in supply chain activities, including transportation and production processes. Furthermore, changes in government regulations and policies may lead to increased operational costs, along with shifts in consumer behaviour prioritizing environmental concerns, which could influence revenue from adjustments in purchasing decisions toward environmentally friendly products. Additionally, the Company's efforts to control greenhouse gas emissions are closely tied to the confidence of all stakeholders.

Possible impact from the risk

- Business operation, and corporate image

Change of risk level from Year 2024

- Trending upwards

Risk management measures

The Company operates through two approaches: carbon reduction from business operations (Mitigation) by saving energy and using renewable energy, which also helps reduce production costs, and adaptation to changes (Adaptation) by improving infrastructure and preparing for natural disasters through the development of a business continuity management plan. In addition, the Company has established a greenhouse gas inventory for direct emissions (Scope 1) and emissions from electricity usage (Scope 2), which will lead to the setting of long-term quantitative goals.

Risk 15 Geopolitical Risk

Related risk factors : Strategic Risk

- Policies or international agreements related to business operations

ESG risk factors : Yes

Risk characteristics

Geopolitical risks arise from internal or international conflicts, wars, terrorism, or political changes. These can cause a slowdown in global trade and lead to the relocation of production bases or shifts in international trade routes.

Risk-related consequences

Geopolitical risks may impact the Company's business in various ways, such as disruptions in the supply chain due to conflicts or political issues in different countries, which can halt production and transportation or create barriers from trade policy restrictions. Additionally, there may be an impact from rising production costs and delays or interruptions in international investments.

Possible impact from the risk

- Business operation

Change of risk level from Year 2024

- Trending upwards

Risk management measures

The Company places great importance on regularly monitoring and assessing situations that could impact the business, such as from the customer and trade partner network, in order to be prepared and adjust strategies and operational plans. Additionally, the Company continuously strives to expand sales to markets in various countries as an alternative in case there is a need to adjust distribution channels and employs multi-sourcing strategies to manage and mitigate supply chain risks.

Risk 16 Demographic Change Risk

Related risk factors : Strategic Risk

- ESG risk
- Other : Emerging Risk

Operational Risk

- Shortage or reliance on skilled workers
- Impact from population structure

ESG risk factors : Yes

Risk characteristics

Demographic shifts are identified as a significant emerging risk for the Company, particularly the transition towards an aging society, declining birth rates, and generational workforce transitions. These factors could directly impact long-term business operations, affecting workforce management, operational practices, and shifting consumer behavior. As a slow-onset risk with long-term structural changes, the actual impact is expected to become increasingly clear and severe over time.

Risk-related consequences

Demographic shifts may lead to a decline in the working-age population, making it increasingly difficult for the Company to recruit candidates with the appropriate skills, particularly in specialized fields or skilled labor. With a limited labor pool, intensified competition for talent will drive up salaries and benefits, directly impacting the Company's personnel costs. Furthermore, potential declines in productivity associated with an aging workforce could affect overall financial performance. Additionally, the mass retirement of employees poses a risk of losing critical institutional knowledge if systematic transfer processes are not in place. The transition between generations also introduces disparities in skills, values, and work methodologies, necessitating strategic management to maintain operational efficiency and the Company's competitive advantage.

Possible impact from the risk

- Business operation

Risk management measures

The Company has established measures to mitigate risks arising from demographic shifts through Knowledge Management (KM) initiatives, facilitating the transfer of expertise from senior employees to the next generation. This is

complemented by Succession Planning to develop and recruit talent for key executive roles. Furthermore, the Company is investing in automation to reduce reliance on manual labor in repetitive production and service processes, while concurrently upskilling and reskilling the current workforce to work effectively with new technologies, thereby enhancing per-capita productivity. The Company will also refine personnel management policies to be more flexible and inclusive, addressing diverse generational needs such as varied work arrangements and communication styles.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

The Company had developed Business Continuity Plan at procedural levels, namely Logistics and Supply Chain Management and Cyber Security, and is under consideration process of developing the Business Continuity Plan (BCP) at corporate level. The objective of corporate BCP is to prepare for situations that could significantly affect business operation, such as fire, natural disaster, terrorism, including public health risks such as pandemic and contagious disease, and to address key risks of the Company.

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 : No
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : No
plan

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No
criteria with new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : No

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 : No
acknowledge compliance with the supplier code of
conduct?

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) | 10.26 | 20.08 | 18.38 |

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

The Company is committed to operating business with the utilization of innovations and technologies in enhancing effectiveness in business operations, leading to the new business development. A designated business unit - Technical Development Department - has been established with the objective to research and develop new products, improve efficiency and resource utilization of manufacturing process, thereby reinforcing business competitiveness. The research and development cost in 2025 amounted to 18.38 million baht which includes development of new model of batteries including design and development for the renewed product line, process improvement such as to reduce use of resource in manufacturing process, development relating to tools and equipment such as 3D print and data logger, and technical development concerning parts and chemicals in production.

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

The Company is committed to operating business with the utilization of innovations and technologies in enhancing effectiveness in business operations, leading to the new business development. A designated business unit - Technical Development Department - has been established with the objective to research and develop new products, improve efficiency and resource utilization of manufacturing process, thereby reinforcing business competitiveness. In addition, the Company organizes Quality Control Circle (QCC) every year to promote collaboration of employees in studying and proposing projects for improvement of efficiency in their operations, by applying quality control or other techniques.

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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