



# ESG Performance Report for Listed Companies in 2025

**APPLIED DB PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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# ESG Performance

Company Name : APPLIED DB PUBLIC COMPANY LIMITED      Symbol : ADB

Market : mai      Industry Group : Industrials      Sector : SECTOR 0

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## 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, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

The Company has established the following environmental and social policies:

The Company conducts its business with a commitment to maintaining environmental balance and complying with environmental laws and regulations in accordance with international standards or other standards appropriate to each business. The Company places importance on and collaborates with local communities, private organizations, and government agencies to protect the environment in the communities where its operations are located. It takes care to prevent incidents that may impact the environment, with a strong focus on environmental protection.

The Company has implemented the ISO 14001 Environmental Management System and has been certified to ISO 14001:2015 since 2020, covering all three factories, representing 100% coverage. The Company has established policies and operational guidelines in accordance with the ISO 14001 system for 2025 as follows:

1. Control, prevent, treat, and reduce pollution to minimize environmental impacts, including water pollution, air pollution, waste, chemicals, noise, and others, in accordance with laws, regulations, and all relevant requirements, including strict compliance with environmental obligations.
2. Committed to protecting the environment by using resources and energy efficiently, both in terms of consumption, treatment, waste control, and reuse, including planning for various emergencies in an appropriate manner.
3. To strictly comply with all applicable environmental laws, regulations, requirements, and other relevant provisions relating to environmental management.
4. Set objectives and targets for environmental work, monitor, review operations that have environmental impacts, and promote continuous improvement.
5. Provide education and training to employees to stimulate and cultivate environmental awareness, which is the responsibility of all employees.
6. Cooperate with the community and relevant government agencies to improve environmental management.

*(For the complete Environmental Policy, please see*

<https://www.adb.co.th/wp-content/uploads/2026/01/Environmental-PolicyObjectives-EN-Original.pdf>

In terms of energy management, since the company's production process mainly uses electricity, which is in accordance with the criteria of the Ministerial Regulations on Energy Management in Controlled Factories and Controlled Buildings B.E. 2551 according to the Energy Conservation Promotion Act B.E. 2535, which was amended by the Energy Conservation Promotion Act (No. 2) B.E. 2550, the company must have an energy management system with an energy conservation policy as follows:

1. The Company will develop an appropriate energy management system by specifying energy conservation as part of the Company's operations in accordance with relevant laws and other regulations.
2. The Company will continuously improve the energy efficiency of the organization in line with the business, the technology used, and good practices.
3. The Company will set annual energy conservation work plans and targets and communicate them to all employees for their understanding and proper implementation.
4. The Company considers energy conservation to be the responsibility of executives and employees at all levels, who must cooperate in complying with the specified measures, monitor, inspect, and report the results to the Energy Management Working Group.
5. The Company will provide necessary support, including human resources, budget, working time, training, and participation in providing feedback to improve energy work.

Reference link for environmental policy and guidelines : <https://www.adb.co.th/wp-content/uploads/2026/01/Environmental-PolicyObjectives-EN-Original.pdf>

Page number of the reference link : 1

## 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 : Electricity management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

The Company reviews its environmental policy and related practices on an annual basis, with such review conducted at least twice per year in accordance with the ISO 14001 management framework. For the year 2025, the Company has established the following environmental performance targets:

1. Electricity consumption within the Company to be reduced by at least 1% compared to 2022.
2. Water resource consumption within the Company to be reduced by at least 5% compared to 2022.
3. The volume of industrial waste generated from operations to be reduced by at least 2% compared to 2022.
4. Greenhouse gas emissions from factory activities to be reduced by at least 5% compared to 2023.
5. Compliance with environmental laws and regulations to be maintained at 100%.
6. The number of environmental complaints from both internal and external parties to remain at zero (0) cases.

## Information on compliance with environmental management principles and standards

### Compliance with environmental management principles and standards

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

### Compliance with energy management principles and standards

Energy management principles and standards : Other : Energy Conservation Promotion Act, B.E. 2535 (1992)

#### **Compliance with water management principles and standards**

Water management principles and standards : 3Rs or 5Rs

#### **Compliance with waste management principles and standards**

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

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

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

### **Information on other environmental management**

#### **Plans, performance, and outcomes related to other environmental management**

#### **Compliance with Environmental Laws**

To promote long-term business sustainability, ensure business continuity, and prevent adverse impacts on the environment, society, and communities-both now and in the future-the Company is committed to preparing for potentially more stringent environmental regulations. Compliance with environmental laws is therefore not merely a legal obligation, but also an opportunity to enhance sustainable industrial development and strengthen competitiveness in the marketplace. The Company has established a target of 100% compliance with applicable environmental laws. The implementation plans are as follows:

1. Establish environmental monitoring schedules within the Company in conjunction with 5S activities, while addressing unsuitable environmental conditions and potential risk areas that may lead to future issues.
2. Monitor updates and amendments to relevant environmental laws in accordance with the procedures for legal identification and evaluation, and regularly review compliance with laws applicable to the Company's operations.
3. Conduct meetings, reporting, communication, and awareness activities to inform management and relevant personnel across departments and units of environmental performance and related legal requirements, ensuring proper understanding and implementation.

The results for 2025 indicate that the Company achieved 100% compliance with applicable environmental laws.

#### **Number of Environmental Complaints from Internal and External Parties**

The Company recognizes that reducing complaints is not merely a matter of legal compliance, but also of building a Social License to Operate, which is critical to long-term business sustainability. This includes managing reputational risks, serving as a key performance indicator of the effectiveness of internal control systems, and reflecting occupational health and safety standards (internal focus). It also aligns with international standards, particularly ISO 14001 requirements regarding stakeholder communication and continual improvement. In 2025, the Company set a target of zero environmental complaints from both internal and external parties. The implementation plans for 2025 are as follows:

1. **Dust and odor control:** Conduct regular inspections and maintenance of air filtration systems (Bag Filters) and ventilation systems in the mixing areas.
2. **Chemical management:** Establish a controlled storage system for additives and chemicals in enclosed areas to prevent dispersion and leakage into water sources.
3. **Noise reduction:** Study and implement the installation of noise reduction equipment or sound barriers in areas where machinery generates excessive noise, and strictly enforce hearing conservation measures in areas where noise levels exceed regulatory standards.

The results for 2025 indicate that the Company recorded zero environmental complaints from both internal and external parties.

### 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	1	0

#### Details of incidents and corrective measures for significant legal violations or negative environmental impacts

Year of incident	Details	Progress status
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Year of incident	Details	Progress status
2024	<p><b>Incident</b></p> <p>According to Global Environmental Technology Co., Ltd., the operator responsible for wastewater treatment at Bang Pu Industrial Estate, wastewater quality analysis was conducted at Factory Branch 260 for the second time in July 2024. The analysis revealed that the FOG value was 72.8 mg/l, exceeding the standard limit (FOG must be less than 10 mg/l) as stipulated in the Industrial Estate Authority of Thailand's Announcement No. 029/2567 regarding the General Standard for Wastewater Discharge into the Central Wastewater Treatment System in Industrial Estates.</p> <p><b>Impacts that occurred or expected to occur</b></p> <p><u>Non-financial impact</u></p> <p>There has been an excess discharge of wastewater exceeding the standard into the industrial estate's wastewater treatment system.</p> <p><u>Financial impact</u></p> <ul style="list-style-type: none"> <li>• Actual impact on financial statement : 35,800.05 Baht</li> </ul> <p><b>Corrective or remedial measures</b></p> <p>Improve the wastewater disposal system by providing and installing grease traps, establishing a cleaning schedule for the grease traps, and providing training to employees.</p>	Incident no longer subject to action

## 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

The Company has planned the management of electricity power, which is the Company's main energy, by planning to suit the business situation. Originally, the Company installed Solar rooftop at Branch No. 260 since 2022 and the Solar rooftop power purchase agreement project at Branch No. 271 since June 2023. Previously, and in 2024, the Company will focus on the plan for lighting and air conditioning systems, In 2025, the Company has focused its investment on modern machinery incorporating advanced energy-efficient technology, enabling reduced energy consumption and increased production capacity through a continuous and systematic production process. The installation of such machinery is currently underway.

In 2025, the company has the following plans for electricity conservation:

#### 1. Electricity Conservation Plan

- 1.1 Measures for cleaning split-type air conditioners
- 1.2 Measures to modify the air conditioner to be suitable for use and to be an energy-saving system.
- 1.3 Measures to change light bulbs in moonlighting fixtures in factories to energy-saving LED bulbs and measures to survey and modify the lighting system to suit the area of use for each purpose.

**2. Energy Conservation Training Plan by creating energy conservation awareness among employees additional communication is conducted through daily Toolbox Meetings.**

#### 3. Plan of Activities to Promote Energy Conservation

- 3.1 Energy Conservation Public Relations
- 3.2 Switch off lights and air-conditioning during lunch breaks and to turn off lights when not in use to activity.
- 3.3 set point the office air conditioning is set to a minimum of 25 degrees Celsius.
- 3.4 Setting a computer screen break timer.

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

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

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2022 : energy consumption 7,118,376.90 Kilowatt-Hours	2025 : Reduced by 1% or 71,183.77 Kilowatt-Hours

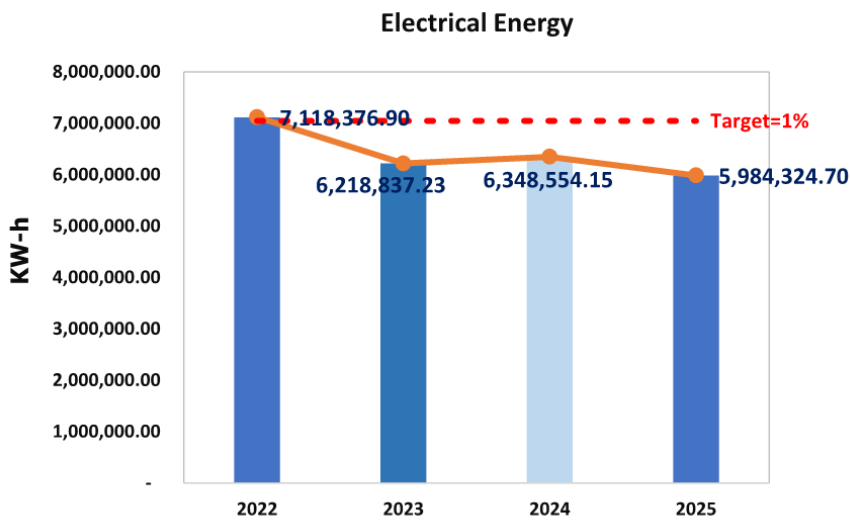
**Information on performance and outcomes of energy management**

**Performance and outcomes of energy management**

Performance and outcomes of energy management : Yes

The company's total electricity consumption compared to the target of reducing more than 1% from the base year (2022) shows that from operating according to the plan in 2025, the company's electricity consumption by 5,984,324.70 kWh decreased from 2022, representing of 15.93%. which is attributable to the implementation of the aforementioned measures. as shown in the graph below.

**Diagram of performance and outcomes in energy management**



**Information on electricity management**

**Companys electricity consumption (\*)**

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	6,218,837.23	6,348,554.15	5,984,324.70

	2023	2024	2025
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	5,314,440.00	5,190,506.66	4,811,360.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	904,397.23	1,158,047.49	1,172,964.70
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	24,292.33	27,482.92	29,050.12

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 <sup>2</sup> )	N/A	N/A	N/A
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product)	313.10652345	283.93565178	288.99065581

### Electricity Expense (\*)

	2023	2024	2025
Total electricity expense (Baht)	27,802,668.87	25,063,021.65	12,363,522.74
Percentage of total electricity expense to total expenses (%) (**)	1.67	2.49	1.49
Percentage of total electricity expense to total revenues (%) (**)	1.70	2.68	1.46
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	108,604.18	108,497.93	60,017.10

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

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

### Information on fuel management

#### Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	38,783.84	33,513.65	31,476.49
Gasoline (Litres)	3,900.32	36,335.93	30,037.69
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	45.00	45.00	15.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

### Company's fuel expense <sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	26,703,194.40	2,443,415.28	2,015,328.01
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	1.60	0.24	0.24
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	1.63	0.26	0.24

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on total energy management (electricity + fuel)

#### Energy Consumption

	2023	2024	2025
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	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	6,059.01	6,348.55	5,984.32

### 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) <sup>(*)</sup>	0.00370104	0.00678312	0.00708680
Intensity of total energy consumption within the organization (Megawatt-Hours / Metric ton of product)	0.31000000	0.28000000	0.28899066

Additional explanation : <sup>(\*)</sup> 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

The company is located in the Bang Pu Industrial Estate, both in the head office and 2 factories, The company uses tap water from the Bang Pu Industrial Estate. The consumption of employees is a significant part of water usage, more than 80 percent of the total water used. The other 20 percent is used for fire extinguishing system testing, and water usage in cooling water systems for production, experiments, and quality testing, which will be a circulating water system.

The company has leak inspections by both the user and the maintenance staff according to the infrastructure maintenance plan regularly. In 2025, the company the company has a water management plan as follows:

1. The company designates a responsible person to oversee and report water usage clearly by assigning the environmental officer to control, collect, and report the results of water usage each month, as well as inspect and monitor problems with the company's wastewater management system.
2. Arrange meetings to report on water usage and water management performance on a monthly basis, along with reporting on other environmental management results from the 5S working group to the management meeting and management review according to the company's ISO14001 system.
3. There has been an improvement in water utilization processes within production, including pilot trials and quality testing, as well as campaigns promoting water conservation in office areas, with the objective of reducing excessive consumption and loss, and integrating efficient water usage across the following areas:
  - 3.1 Water usage in the cooling system.
  - 3.2 Water usage in the cooling system for quality inspection.
  - 3.3 Water usage in the fire extinguishing system, fire extinguishing system testing.
  - 3.4 Water conservation and water-saving measures in the office.
4. Inspection and replacement of necessary or defective equipment with water-efficient devices.

### 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	2022 : Water withdrawal 28,374.42 Cubic meters	2025 : Reduced by 5% or 1,418.72 Cubic meters

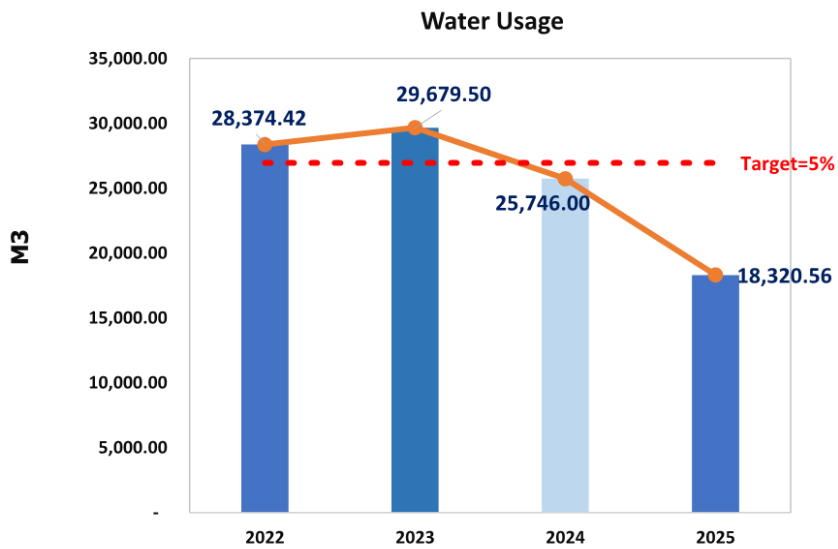
**Information on performance and outcomes of water management**

**Performance and outcomes of water management**

Performance and outcomes of water management : Yes

The company's total water consumption compared to the target of reducing more than 5% from the base year (2022) shows that from operating according to the plan in 2025, the company's water consumption has decreased from 2022 of 35.43%, exceeding the target. This is because the company has implemented more concrete and systematic integration of water utilization in accordance with the established plan. Additionally, the company has been campaigning for water conservation among all employees to raise awareness and encourage cooperation in water saving, as shown in the graph below.

**Diagram of performance and outcomes in water management**



**Information on water management**

**Water withdrawal by source**

	2023	2024	2025

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	29,679.50	25,746.00	18,320.56
Water withdrawal by third-party water (cubic meters)	29,679.50	25,746.00	18,320.56
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	115.94	111.45	88.93
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.02	0.03	0.02

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	0.00	0.00	0.00
<b>Total wastewater discharge (cubic meters)</b>	23,743.60	20,596.80	13,033.01
Wastewater discharged to third-party water (cubic meters)	23,743.60	20,596.80	13,033.01
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00

	2023	2024	2025
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	5,935.90	5,149.20	5,287.55

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00362584	0.00550168	0.00626167
Intensity of total water consumption (Cubic meters / Person (employee))	115.94000000	103.68000000	76.71962617

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	502,484.57	497,798.44	355,633.63
Total water withdrawal expense from third-party water (Baht)	502,484.57	497,798.44	355,633.63

	2023	2024	2025
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.03	0.05	0.04
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.03	0.05	0.04
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	1,962.83	2,154.97	1,726.38

Additional explanation : <sup>(\*)</sup> 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

Reducing industrial waste management is important for the environment and sustainability. The Company focuses on production efficiency by minimizing waste by increasing the efficiency of the production process, recycling and reuse, which involves waste separation, promoting recycling development, storing and managing hazardous materials, and properly maintaining equipment to prevent leakage, etc. The reduction of waste and the promotion of reuse are also interconnected with and aligned to the Company's material sustainability issues (Materiality). In 2025 that the Company's stakeholders prioritize.

In 2025, the company plans to manage waste as follows:

1. Review and assess all waste generated from the company's operations for analysis, both hazardous and non-hazardous waste.
2. Modify the production process to be more automated to reduce the number of chemical containers used in the Manual production process.
3. Implement source waste reduction by collaborating with the purchasing department to reduce waste from packaging materials from suppliers.
4. Systematically sort waste to create value and facilitate management.
5. Train, communicate with, and campaign to employees to be aware of waste reduction and separation in the factory.
6. Inspection and evaluation, along with 5S activities and occupational health according to the ISO45001 system.
7. Collaboration between manufacturing and R&D departments to reduce waste and find appropriate methods for re-processing.

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
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Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2022 : non-hazardous waste 115,015.00 Kilograms	2025 : Reduced by 2% or 2,300.30 Kilograms	• Incineration with energy recovery

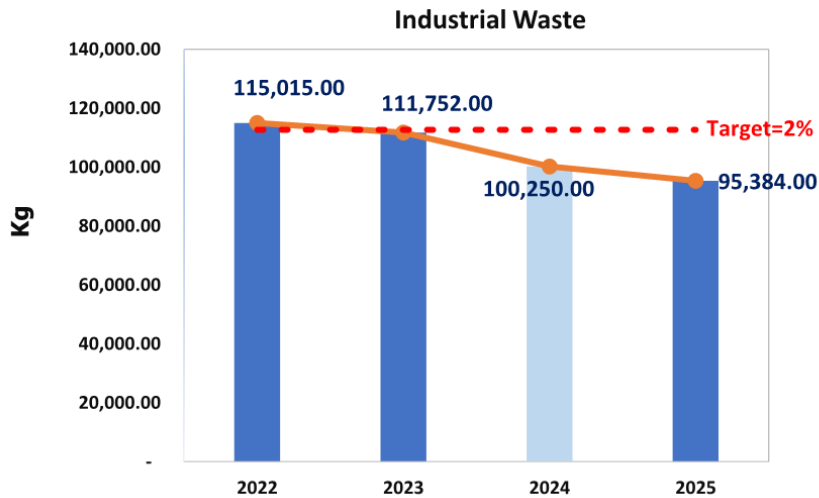
### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

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

In 2025, the Company set a target to reduce its industrial waste (hazardous waste) by more than 2% compared to the base year (2022). Following the implementation of the action plans during 2025, the volume of industrial waste disposed of decreased by 17.00%, which exceeded the target. This achievement was mainly due to improvements in the production process, particularly the increased use of automated weighing and dosing systems in the production lines, reducing reliance on manually handled chemical containers. The Company also worked closely with chemical suppliers by adopting returnable containers and purchasing chemicals via tank trucks (tank-car systems), thereby reducing contaminated packaging that would otherwise be classified as hazardous waste. In addition, appropriate contaminated waste management systems have been implemented, and employees across all departments have received training to strengthen their understanding and ensure proper operational practices.

#### Diagram of performance and outcomes of waste management



### Information on waste management

Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	111,752.00	100,250.00	135,673.12
<b>Total non-hazardous waste (kilograms)</b>	0.00	0.00	40,289.12
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	40,289.12
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
(1) Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
<b>Total hazardous waste (kilograms)</b>	111,752.00	100,250.00	95,384.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	111,752.00	100,250.00	95,384.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
(2) Hazardous waste Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.07	0.11	0.16
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	0.00	0.05
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.07	0.11	0.11

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

Remark: <sup>(1)</sup> Reuse/Recycle

<sup>(2)</sup> Reuse/Recycle

## Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	105,392.00	360,295.00	192,962.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	105,392.00	330,686.00	158,929.00
Reused non-hazardous waste (Kilograms)	73,492.00	140,799.00	73,713.00
Recycled non-hazardous waste (Kilograms)	31,900.00	189,887.00	85,216.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	29,609.00	34,033.00
Reused hazardous waste (Kilograms)	0.00	0.00	30,297.00
<b>Recycled hazardous waste (Kilograms)</b>	0.00	29,609.00	3,736.00
Percentage of total reused/recycled waste to total waste generated (%)	94.31	359.40	142.23
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	N/A	394.47
Percentage of reused/recycled hazardous waste to hazardous waste (%)	0.00	29.54	35.68

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

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

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

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company has accelerated its target for achieving Net Zero greenhouse gas emissions by 15 years, moving the target year forward to 2050 (B.E. 2593) from the original target of 2065 (B.E. 2608). In addition, the Company has advanced its Carbon Neutrality target by 5 years to 2045 (B.E. 2588), from the original target year of 2050 (B.E. 2593). To ensure effective implementation, the Company has consolidated the Climate Change Management Committee with the Energy Management Working Team to enhance integration and operational efficiency. The Company has also formally announced its commitment to achieving Carbon Neutrality and Net Zero Greenhouse Gas Emissions <https://www.adb.co.th/wp-content/uploads/2026/01/Declaration-of-Intent-Commitment-Towards-Carbon-Neutrality-and-Net-Zero-Emission.pdf> and has established the following implementation guidelines:

1. To enhance energy efficiency throughout the supply chain and promote the use of renewable energy.
2. To collaborate with business partners, suppliers, and stakeholders to ensure environmentally friendly operations across the entire value chain.
3. To plan, support, participate in, and implement projects related to carbon sequestration and storage in the future.

The Company regularly reviews and establishes its greenhouse gas management plan in alignment with its sustainability strategy, aiming to reduce greenhouse gas emissions from both its operations and its products. The implementation plan is as follows:

1. Review the survey and collect greenhouse gas emission figures in Scope 1 and 2 of the company.
2. To plan and implement energy management measures to reduce greenhouse gas emissions under Scope 2.
3. To plan for the verification of data by an external certifier for the Organization's Carbon Footprint (CFO), covering all three scopes by 2027 (B.E. 2570).
4. Provide training to employees in the organization, communicate operations and activities to employees.
5. Send employees to participate in various projects and training from associations, institutions, and government agencies to learn and acknowledge information and news to apply to work in this field.
6. Plan to train employees, both environmental officers and staff in the research and development department, in product life cycle assessment (LCA) for the company's carbon footprint in products (CFP) operations.
7. Monitor the progress of laws and regulations related to greenhouse gas management, such as Thailand Taxonomy, CBAM, Carbon Tax, Global Warming Act, etc.

Reference link for company's greenhouse gas management plan : <https://www.adb.co.th/wp-content/uploads/2026/01/Declaration-of-Intent-Commitment-Towards-Carbon-Neutrality-and-Net-Zero-Emission.pdf>

Page number of the reference link : 1

## Information on setting greenhouse gas emission goals

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

### Setting net-zero greenhouse gas emissions targets

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

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2023 : Greenhouse gas emissions 2,891.00 tCO <sub>2</sub> e	2025 : Reduced by 5% or 144.55 tCO <sub>2</sub> e in comparison to the base year	2065 : Reduced by 100% or 0.00 tCO <sub>2</sub> e in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>Science-based Targets (SBTi) : None</li> </ul>

### Setting carbon neutrality targets

#### Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2023 : Greenhouse gas emissions 2,891.00 tCO <sub>2</sub> e	2025 : Reduced by 5% or 144.55 tCO <sub>2</sub> e	None

## Information on performance and outcomes of greenhouse gas management

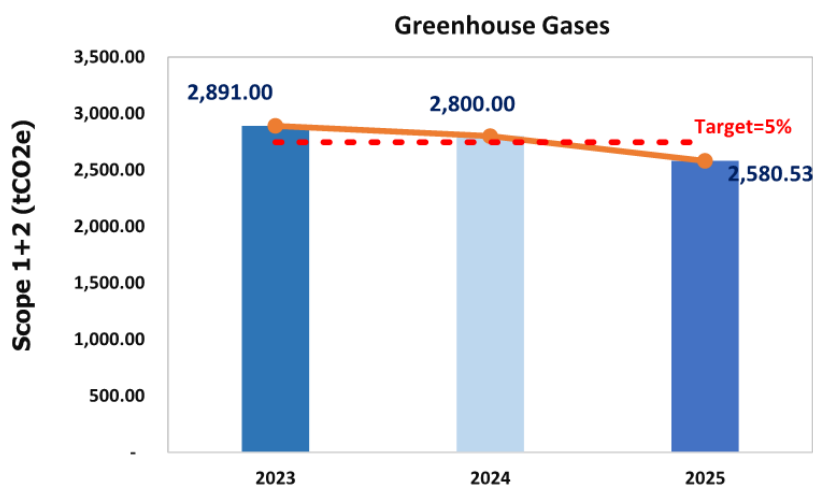
### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes  
management

From the target set in 2025, which stipulates that greenhouse gas emissions from activities within the factory (Scope 1 and 2) must be reduced by more than 5% from 2022 (base year), the results of the operations (graph below)

That in 2025, the company had greenhouse gas emissions of 2,580.53 tons of carbon dioxide equivalent, which is a decrease of 219.47 tons of carbon dioxide equivalent or 11% which resulted in a reduction exceeding the established target. This is in line with the operational plan, which has been effectively implemented. In 2025, the Company was selected to participate in the SET Carbon Sandbox Scope 3 project organized by the Stock Exchange of Thailand. As a result, the Company has been able to accelerate its action plan for the collection and reporting of Scope 3 emissions, achieving progress one year ahead of the original schedule.

### Diagram of performance and outcomes in greenhouse gas management



### Information on greenhouse gas management

#### The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	2,890,609.73	2,799,692.56	2,580.53
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	233,921.17	204,957.20	175.33
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	2,656,688.56	2,594,734.28	2,405.20
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	1.08	0.00

### 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) (*)	1.765676	2.991338	0.003056
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	11,291.44	12,119.88	12.53
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Metric ton of product)	0.14300000	0.12400000	0.12461708

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : SGS (Thailand) Co., Ltd.

## 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,

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# ESG Performance

Company Name : APPLIED DB PUBLIC COMPANY LIMITED      Symbol : ADB

Market : mai      Industry Group : Industrials      Sector : SECTOR 0

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## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

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

Applied DB Public Company Limited recognizes its responsibility to society, the environment, and all stakeholders both within the organization and in society. The Company has adopted the Corporate Social Responsibility guidelines set by the Stock Exchange of Thailand as guidelines for executives and employees. There are 8 important components that must be adhered to as follows:

1. Fair Business Practices
2. Anti-Corruption
3. Respect for Human Rights
4. Fair Labor Practices
5. Consumer Responsibility
6. Environmental Care
7. Community and Social Co-Development
8. Innovation and Innovation Dissemination

Including the company, it will create ideas or find new knowledge. that is different from what has been practiced or known before by being knowledge that covers business, economics, society, technology, and the environment to benefit the company or to benefit society at large. You can study more details of the aforementioned policies on the company's website.

*(For the full Corporate Social Responsibility Policy, please visit*

[https://www.adb.co.th/wp-content/uploads/2025/11/19\\_CSR\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/19_CSR_EN.pdf)

#### Human Rights Policy

Applied DB Public Company Limited and its subsidiaries conduct business and strive to develop the business to progress and are committed to sustainable business operations. It is based on ethics and morals as guidelines and has always been practiced. Not only creating sustainable value for shareholders, but also giving importance to fair treatment of all stakeholders. The Company also supports, promotes, and is committed to conducting business in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs) with the key principles of protection, respect, and remedy. When there is an impact from human rights violations arising from business operations By applying it as a policy in managing human rights comprehensively and using the same standards throughout the organization, the Board of Directors therefore defines it as the responsibility of the Board of Directors, executives, and all employees of the Company. Must comply with and acknowledge As well as informing customers, shareholders, partners, and society, which will have human rights practices. to be used with stakeholders both inside and outside the organization.

#### 1. Human Rights of Employee

**1) Forced Labor** The Company does not engage in or support any form of forced labor and will not demand or accept security deposits, identity cards, or any other identity documents from employees, whether upon employment, after employment, or as a condition of employment, except as exempted by law. Including not using corporal punishment or threats of violence or other forms of physical, sexual, mental, or verbal abuse as disciplinary or control measures.

**2) Child Labor** The Company will not employ or support the employment of children under the age of 15 and will not allow or support child labor that is harmful to health or in an environment that may cause harm to health and safety. hazards to health and safety

**3) Female Labor** The Company must not allow female employees to work that is harmful to their health or body as prescribed by law. The company must also arrange for pregnant female employees to work. or in an environment that is not harmful to health and safety for pregnancy Including the company will not terminate, demote, or reduce the benefits of female employees. because of pregnancy

**4) Discrimination and vulnerable groups** The Company will not discriminate in hiring, compensation and benefits, welfare, training and development opportunities, promotion or position considerations, termination or retirement. and will not interfere with, obstruct, or take any action that affects the exercise of rights or practices of employees. due to differences in nationality, religion, language, age, gender, marital status, sexual orientation, disability, HIV infection, union membership, employee committee membership, political affiliation, or other personal beliefs. Race or socially constructed identity, sexual orientation, gender identity, pregnancy, marital or family status, and health status such as HIV infection as well as trade union membership, employee committee membership, political affiliation, or other personal beliefs: prohibitions against discrimination on these grounds are fundamental principles of international human rights law.

**5) Freedom of Association and Collective Bargaining** The Company will respect the rights of employees to freedom of association, collective bargaining, selection or election of representatives, facilitation, and will treat such representatives equally with other employees.

**6) Social and Labor Responsibility** The Company is committed to ensuring that all employees of the Company work to a high standard. under protection and fair treatment on a social basis and in accordance with the provisions of labor law on labor protection, labor welfare, labor relations, and safety, occupational health, and the working environment and relevant practices, which will be reviewed, developed, and improved on a regular basis.

**7) Responsibility for taking care of employees regarding sexual harassment and/or assault** Including violence against women, the Company has measures in place to prevent its employees from being sexually harassed and abused. by expressing in words, gestures, physical contact, or by any other means Including violence against women If an employee is harassed and/or sexually abused, the Company will take disciplinary action against the offender in accordance with the Company's work regulations strictly.

## **2. Human Rights of Customer**

1) Take care of all customers equally. Welcome and communicate with customers politely. Provide information and advice about products, how to use products, and the company's services. to be effective and most beneficial to customers Ready to deliver quality products and services that meet customer expectations at a fair price

2) Strictly comply with the conditions for customers. by acting with equality and equality Regardless of race, nationality, religion, gender, language, age, skin color, education, and social status

3) Protect the personal information of customers to the highest level of security when using the Company's services.

4) Provide channels for customers to complain, provide feedback, suggestions. If customers have any concerns, they can submit them to the company. The complaints are managed appropriately. as well as providing remedies If there is a violation of human rights

## **3. Human Rights of Social and Environment**

1) The Company will continue to operate and give importance to conducting business that is responsible to the community, society, and the environment.

2) Establish an environmental policy as a practice to ensure that the Company's business operations have the least impact on the community, society, and the environment.

3) Comply with laws, regulations, rules, and requirements. on the environment in various activities of the company continuously and strictly

4) The Company gives importance to the rights of all stakeholder groups appropriately. Ready to receive advice from the community for proper development Along with respecting the rights and treating stakeholders fairly to protect actions that may violate the human rights of stakeholders appropriately.

#### **4. Human Rights of Supplier and/or Creditor**

1) Provide opportunities for all partners to present products and services. Equal opportunity to participate in trade partnerships without discrimination

2) Treat trading partners and/or creditors equally and fairly. Regardless of race, nationality, religion, gender, language, age, skin color, education, and social status By considering the best interests of the company and based on receiving a fair return for both parties

3) Protect, protect, do not disclose information on the part of the trading partner and/or creditor. Let the customer or other unrelated parties know. Including protection, care, non-embezzlement or misuse of intellectual property and confidential information of trading partners

4) Adhering to the principles of fair business, advertising, and competition. This includes complying with all laws and regulations.

#### **5. Human Rights of Social and Environment**

1) The Company will continue to operate and give importance to conducting business that is responsible to the community, society, and the environment.

2) Establish an environmental policy as a practice to ensure that the Company's business operations have minimal impact on the community, society, and the environment.

3) Comply with laws, regulations, rules, and requirements. on the environment in various activities of the company continuously and strictly

4) The Company gives importance to the rights of all stakeholder groups appropriately. Ready to receive advice from the community for proper development Along with respecting the rights and treating stakeholders fairly to protect actions that may violate the human rights of stakeholders appropriately.

5) The company supports the procurement of goods and services from local vendors and prioritizes sourcing from areas where its operations are located. This approach aims to support the local economy, create jobs and income for local communities, and offers advantages such as lower costs and faster delivery, while also fostering positive relationships with the community. In addition, the company encourages vendors to act responsibly toward society and the community, and to source goods and services locally as a way to further reduce product costs.

In addition, the Company conducts business with integrity, transparency, fairness, and accountability based on laws and various international standards. It also complies with the law strictly. in terms of labor protection, no forced labor, no employment or support of child labor, the use of female labor in accordance with the law, setting working hours according to the law, and adjusting wages, fair compensation to employees by referencing the law and also take care of, promote, protect to conduct business that does not affect the working environment of employees and does not affect the social environment arising from the Company's business operations. You can study more details of the aforementioned policies on the company's website.

*(For the full Human Rights Policy, please visit*

*[https://www.adb.co.th/wp-content/uploads/2025/11/13\\_HumanRights\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/13_HumanRights_EN.pdf)*

#### **Human Resources Management and Development Policy**

Applied DB Public Company Limited and its subsidiaries are committed to enhancing the quality of employees and the working environment so that employees in the company can perform their duties to their full potential. In order to comply with this commitment, the Company will adhere to and comply with the regulations, labor standards,

the Code of Conduct for Business Partners, the Universal Declaration of Human Rights, and other related labor principles. In order to achieve the objectives mentioned above, the Company has the following personnel management and development policies:

1. Organization Policy
2. Employment Policy
3. Human Resource Development Policy
4. Performance Assessment Policy
5. Promotion Policy
6. Compensation and Welfare Management Policy

## **Employment Practices**

### **1. Use of Forced Labor**

The Company shall not engage in or support the use of forced labor in any form and shall not request, collect or receive any employment guarantee, identity card or any identification document from employees. Whether when entering employment, being accepted into employment, or as a condition for employment, unless the law exempts. This includes not using physical punishment, the threat of violence, or other forms of physical, sexual, mental, or verbal abuse as a measure of discipline or control.

### **2. Use of Child Labor**

The Company will not employ or support the employment of children under the age of 15 and will not allow or support child labor that is harmful to health or in an environment that may cause harm to health and safety.

### **3. Use of female labor**

The Company shall not allow female employees to work in a manner that is hazardous to their health or body as prescribed by law. The Company shall also provide pregnant female employees with a place to work or be in an environment that is not hazardous to their health, hygiene, and safety during pregnancy. The company will not terminate, demote or reduce benefits of female employees due to pregnancy.

### **4. Discrimination**

The Company shall not engage in or support discrimination in employment, wages and compensation, benefits, training and development opportunities, promotion or job position considerations, termination or retirement and not to interfere, obstruct or perform any action that affects the activities, exercise of rights or practices of employees due to differences in nationality, religion, language, age, gender or marital status personal attitudes on gender, disability, trade union membership, employment on the board, political party affiliation, or other personal ideas. The company does not support or tolerate any form of unjust discrimination in employment or occupation on the basis of nationality, ethnicity, skin color, gender, age, religion, political opinions, place of origin, ancestry, social status, language, marital status, sexual orientation or gender identity, disability, HIV status, AIDS, pregnancy, trade union membership, employee committee affiliation, personal beliefs, or any other status.

### **5. Freedom of Association and Collective Bargaining**

The company is committed to respecting employees freedom to form or join organizations in order to promote and protect their work-related rights and interests. The company shall not engage in any actions that interfere with or obstruct the lawful activities of employee organizations, nor shall it take any unfair actions against employees as a result of their exercise of the right to form or join such organizations, or participate in any lawful activities of employees or employee organizations.

### **6. Social and Labor Responsibilities**

The Company is committed to conducting its employees to perform their duties with standards, under protection and fair treatment on a social basis and in accordance with the provisions of the labor law on labor protection, labor welfare, labor relations and safety occupational health and working environment and related regulations will be reviewed, developed and improved to be appropriate at all times.

### **7. Occupational Health, Safety, and Working Environment**

The company is committed to managing and implementing occupational health, safety, and environmental practices that cover all types of work or job characteristics that may pose risks to the health and safety of employees and related parties. The company ensures proper controls and preventive measures are in place in compliance with relevant laws and standards on occupational health, safety, and working environment.

#### **8. Responsibility to take care of employees who are threatened and/or sexually abused, including violence against women**

The Company has channels to report misconduct to employees of the Company who are threatened and sexually abused through words, gestures, physical contact or other methods, including violence against women. If employees are threatened and/or sexually abused, including cases of corruption in hiring and promotion, the company will take disciplinary action against those who violate the company's work regulations strictly. You can report any information to [adb\\_cg@adb.co.th](mailto:adb_cg@adb.co.th).

*(For the full Human Resources Management and Development Policy, please visit*

[https://www.adb.co.th/wp-content/uploads/2026/02/IA1-ADB-03-Human-Resource-Management-and-Development-Policy\\_10-11-2025.pdf](https://www.adb.co.th/wp-content/uploads/2026/02/IA1-ADB-03-Human-Resource-Management-and-Development-Policy_10-11-2025.pdf)

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

With Applied DB Public Company Limited, we care about the lives and health of our employees. Therefore, it is deemed appropriate to have occupational safety, health, and working environment operations. In parallel with the regular duties of employees, the following policies have been set:

1) The Company stipulates that work safety is the first responsibility in the work of all employees. All employees must consider their own safety, colleagues as well as the company's assets importantly at all times while working

2) The Company complies with laws, regulations, and standards related to safety, occupational health, and the working environment. Including safety policies and regulations of stakeholders strictly

3) The Company supports human resources and budget in safety, occupational health, and working environment management. to achieve the goal of zero accidents for employees and stakeholders both within the establishment and employees traveling to work outside the establishment

4) The Company requires all levels of supervisors to set a good example. Be a leader, trainer, encourager, and motivator for employees to work safely.

5) The company supports and promotes the improvement of the environment. and safe working practices continuously By following the 5S principles (Sort, Set in Order, Shine, Standardize, Sustain) together with continuous hazard identification and assessment (Safety Shop Floor Management) as well as the use of appropriate personal protective equipment to prevent fires, accidents at work, occupational diseases, and dangerous communicable diseases. Including the good health of all employees

6) The Company is committed to supporting and encouraging employees, contractors, and external parties. Participate in occupational health and safety activities. to help stimulate the awareness of employees both inside and outside of work such as safety culture, training, motivation, public relations, competitions, safety suggestions, etc.

7) The Company shall have an assessment of compliance with the aforementioned policies at least once a year.

The Company, through the management, will promote and support both time and resources for various tasks. according to policies and objectives Achieve the goals set in the implementation seriously. Communicate policies to employees to be aware of and put into practice.

*(For the full Occupational Health and Safety Policy, please visit*

<https://www.adb.co.th/wp-content/uploads/2026/02/Occupational-Health-and-Safety-Policy.pdf>

Reference link for social and human rights policy and guidelines : [https://www.adb.co.th/wp-content/uploads/2025/11/13\\_HumanRights\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/13_HumanRights_EN.pdf)

Page number of the reference link : 1-4

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

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

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Community and environmental rights

#### 1. Human Rights of Employee

**1.4 Discrimination and Vulnerable Groups** The Company will not interfere with, obstruct, or take any action that affects the exercise of rights or practices of employees, due to differences in nationality, religion, language, age, disability, race or the society that nurtures, gender, sexual orientation, pregnancy, marital or family status, health status such as HIV infection, union membership, employee committee membership, political affiliation, or other personal beliefs, The prohibition of discrimination is a fundamental principle of international human rights law.

#### 2. Human Rights of Social and Environment

5.5 The Company supports the procurement of goods and services from local suppliers and primarily promotes sourcing from the areas where its establishments are located. This is done to support the local economy, create jobs, and generate income for the local population. This approach also provides a competitive advantage due to lower costs and faster transportation, and it fosters good relationships with the community. Furthermore, the company encourages its suppliers to practice social and community responsibility and also promotes the sourcing of local goods and services to further reduce product costs.

The Company has determined that its human rights policies will be reviewed every two years.

## 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 : Yes

The Company mandates a Human Rights Due Diligence (HRDD) process to identify, prevent, and mitigate any human rights impacts that have occurred or may occur from its business operations under the UN Guiding Principles on Business and Human Rights (UNGPR) by referencing the human rights due diligence process, which consists of 5 steps as follows:

#### 1) A statement of Policy commitment to Respect Human Rights

The Company is committed to respecting the human rights of all stakeholders by adhering to international human rights and labor standards, including the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights, which cover the prohibition of forced labor, child labor, non-discrimination, and

harassment or sexual harassment in all forms, freedom of association, the right to collective bargaining, equal pay, and other human rights.

The Company has announced a human rights policy that comprehensively respects international human rights principles and labor standards. The scope of the human rights policy includes the Company's expectations for compliance with human rights not only in the Company's operations but also in its subsidiaries and business partners. *(For more information on the Human Rights Due Diligence Policy, please visit the Company's website. [https://www.adb.co.th/wp-content/uploads/2025/11/26\\_HRDD\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/26_HRDD_EN.pdf))*

In addition, the Company has requested its business partners to complete a questionnaire on the sustainability of its partners, covering economic, social, and environmental aspects, including human rights, to raise awareness among business partners about the importance of human rights.

## **2) Assessment of Actual and Potential Human Rights Impacts of Company Activities and Relationship**

The Company has conducted a human rights risk assessment to identify actual and potential risks from involvement or linkage through business relationships by considering both internal and external stakeholder groups that may be directly or indirectly impacted by the Company's business activities throughout the supply chain. In addition, the Company also considers vulnerable groups such as forced labor, women, children, migrant workers, and local communities that may be involved in business activities in the human rights risk assessment process, including risks related to pay equity and discrimination.

The human rights risk assessment covers all of the Company's business activities, divided into 2 main groups:

### **1) Core business activities, including:**

- 1.1) Production Operations
- 1.2) Procurement Operations
- 1.3) Service and Delivery Operations
- 1.4) Research and Product Development Operations

### **2) Supporting Business Activities**

- 2.1) Partners
- 2.2) Employees
- 2.3) Customers
- 2.4) Society and Community

This includes potential new business processes such as Joint Ventures or Mergers and Acquisitions.

## **3) Incorporating into Company Procedures and Addressing impacts**

### **Step 1: Human Rights Identification**

Identifying human rights issues related to the Company's business activities can be done by comparing the Company to similar businesses in the same industry. The scope of the Company's relevant human rights

### **Step 2: Risk Ranking**

The Company assesses the level of human rights risk by using the Likelihood and Impact Level criteria to rank human rights risks.

### **Step 3: Risk Management**

## **4) Tracking and Reporting Performance**

The Company monitors human rights performance and provides ongoing communication, education, and training to employees on human rights to prevent potential negative impacts through the Company's activities and business relationships.

The Company discloses its human rights performance to the public annually through its annual report or website.

## **5) Remediation and Remedy**

In the event of human rights violations resulting in damage, the Company has measures in place to investigate the facts. If it is legally proven that the Company is at fault, the Company has established fair remediation and compensation measures for affected persons in various forms, such as medical treatment, compensation for damages, and appropriate follow-up support in other relevant aspects.

## Remediation and Corrective Action Procedures (in Cases of Human Rights Risks and Impacted Individuals)

1) Provide remediation to affected stakeholders in accordance with the Company's guidelines.

2) Inform responsible departments, management, and affected stakeholders of the progress of corrective and remediation actions.

3) Monitor the implementation of corrective and remediation measures and adjust the remediation approach as necessary.

4) Continuously implement corrective actions and communicate the outcomes with stakeholders and affected parties until the process is completed and normal conditions are restored prior to the occurrence of human rights risks.

In addition, the Company has established disciplinary measures for human rights violations as follows:

1) If the violator is a Company employee, disciplinary action will be taken in accordance with the Company's work rules and regulations.

2) If the violator is an external party whose actions cause damage to the Company, the Company will consider pursuing legal action in accordance with applicable laws.

Reference link for the information and an HRDD process : [https://www.adb.co.th/wp-content/uploads/2025/11/26\\_HRDD\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/26_HRDD_EN.pdf)

Page number of the reference link : 4-9

### HRDD process diagram



### Information on other social management

#### Plans, performance, and outcomes related to other social management

-

### Information on incidents related to legal or social and human rights violations

#### Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations (cases)</b>	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	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, Migrant/foreign labor, Child labor, Safety and occupational health at work

#### Compensation and Welfare Management

1) The Company has a policy of paying wages according to the salary structure and benefits specified for each job position, based on the individual's knowledge and abilities as defined in the framework of core competencies and/or specific competencies that are necessary and consistent with the Company's responsibilities.

2) Annual salary increases will be determined by the Chief Executive Officer as appropriate each year, taking into account the Company's operating results, economic conditions - inflation rate, and the average salary rate of the labor market in the same or similar industries. Salary increases for employees will depend on the results of the annual performance appraisal of each employee, both in terms of individual performance (KPI & Competency) and the performance of the department or division (in terms of productivity and organizational development activities).

3) The Company will ensure that employees are informed of their wages and compensation received in each pay period in writing and can understand the details of the various components. No other deductions will be made from wages except for deductions for income tax in the amount that the employee is required to pay or other payments as provided by law.

4) The Company has a policy to organize recreational and collective activities for employees to promote relationships among employees, encourage teamwork and a positive work attitude, as well as to enhance health and work-life balance.

5) The company has a Thai labor standards policy in place, ensuring employees are aware of and comply with the law.

In 2025, there were no complaints of unfair compensation.

#### Employee Development Program

The Company believes that the growth of the organization depends on quality employees. Employees are considered one of the factors that will help drive the organization to excellence. Therefore, the Company has a policy to focus on developing and improving personnel management and development systems to be modern, consistent with technology, and in accordance with international standards in order to increase competitiveness and respond to organizational changes. The Company has planned and designed personnel development to be linked to the organization's goals by dividing the courses into 2 types: Hard Skill training and Soft Skill training from the operational level to the executive level.

For 2025, the focus will be on Hard Skill courses more than Soft Skill courses to ensure that the work achieves its goals. There are a total of 242 training courses, consisting of 235 Hard Skill training courses, including on the job training, and 7 Soft Skill training courses.

In 2025, the Company incurred THB 100,000 in expenses related to employee training and development, representing 0.0120% of total expenses and 0.00118% of total revenue.

In 2025, the Company had an average training hour rate of 16.51 hours per person per year, compared to the previous year (in 2024, the average training hour rate was 15.67 hours per person per year), which represents an increase of 7.35% from the base year (2023).

### Employee Engagement

In 2025, the Company had an employee engagement score of 88%, an decreased of 2% compared to the previous year at 90%. This was due to economic volatility, which resulted in a decline in the Companys order volume, making it unable to increase cost-of-living adjustments or provide additional benefits, thereby affecting the employee turnover rate. The turnover rate in 2025 was 1.1%, the rate remained unchanged compared to the previous year at 1.1%.

### Child Labor

The Company will not employ or support the employment of children under the age of 15 and will not allow or support child labor that is harmful to health or in an environment that may be hazardous to health and safety.

In 2025, there was no employment of children under the age of 15 years.

Reference link for employee and labor management : [www.adb.co.th/wp-content/uploads/2026/02/IA1-ADB-03-plan-Human-Resource-Management-and-Development-Policy\\_10-11-2025-1.pdf](http://www.adb.co.th/wp-content/uploads/2026/02/IA1-ADB-03-plan-Human-Resource-Management-and-Development-Policy_10-11-2025-1.pdf)

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## 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)
• Fair employee compensation	Employee Compensation Complaint	2024: No complaints found	2025: No complaints found
• Employee training and development	Average training hours per person per year, not less than 3% compared to the base year	2024: The average training hours is 15.38 hours.	2025: The average training hours are 16.51 hours, an increase of 7.35% compared to the base year.

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Zero work-related accidents	2024: 4 work-related accidents	2025: 4 work-related accidents
• Safety and occupational health at work	There were no employee illnesses related to work activities.	2024: Reduced efficiency: 4 people	2025: Reduced efficiency in 0 people.
<ul style="list-style-type: none"> <li>• Promoting employee relations and participation</li> <li>• Migrant/foreign labor</li> <li>• Child labor</li> <li>• Non-discrimination</li> </ul>	The employee satisfaction rate in each area is over 80%.	2024: 90% of all employees	2025: 88% of all employees
<ul style="list-style-type: none"> <li>• Promoting employee relations and participation</li> <li>• Migrant/foreign labor</li> <li>• Child labor</li> <li>• Non-discrimination</li> </ul>	Employee turnover rate not exceeding 1.5% per year of all employees.	2024: 1.10% per year of all employees	2025: 1.10% per annum of all employees

## 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

#### 1) Employees and Workers

The Company adheres to human rights principles from recruitment to employee and personnel care to ensure that all employees and personnel feel like one family with the organization. In addition, the Company revised and enhanced employee benefits in the Company's work rules in accordance with the Labor Protection Act (No. 9) B.E. 2568 (2025) issued by the Ministry of Labour, to ensure that employees receive benefits as prescribed by law. In 2025, the Company also established the Thai Labour Standards Policy to raise awareness among all employees and personnel of the importance of, and strict compliance with, Thai labour laws.

#### 2) Employee Training

In 2025, the Company organized 242 employee training programs to enhance employees skills and work capabilities (including on-the-job training (OJT) hours for production employees). The average number of training hours or knowledge development activities per employee was 16.51 hours per person per year, representing an increase of 5.36% from the previous year and exceeding the Company's employee learning hour targets. The Company set a KPI for average training hours at 15 hours per person per year. Based on the 2025 performance, the average training hours met the target, and the Company remains committed to continuously developing employee training programs.

#### 3) Occupational Safety, Health and Working Environment

The Company recognizes the importance of safety and the damage caused by accidents and disasters. As the Company's business involves various chemicals used in the production process and stored in the factory, it prioritizes and assesses risks comprehensively, covering personnel capabilities, the adequacy of safety equipment, and the effectiveness of emergency drills. This is to determine appropriate preventive and corrective measures for each situation. The key goal is to have zero work-related fatalities.

The Company continuously develops and improves the efficiency of its safety operations to reduce the risk of illness, injury or death, and to appropriately care for the well-being of employees. The Company has set a corporate goal of reducing the number of incidents or injuries resulting in lost time to zero. In 2025, there were 4 accidents resulting in lost time injuries. The Company has implemented measures to prevent such accidents, including additional risk assessments in the area and safety training in the event of an incident.

#### 4) Employee Engagement

In 2025, the Company's employee engagement score was 88%, a decrease of 2% compared to the previous year's score of 90%. The turnover rate in 2025 was 1.10%, The employee turnover rate remained unchanged compared to the previous year, at 1.10%.

### Information on employment

#### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	256	231	206
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
<b>Total employees (persons)</b>	256	231	206
Male employees (persons)	177	163	141
Percentage of male employees (%)	69.14	70.56	68.45
Female employees (persons)	79	68	65
Percentage of female employees (%)	30.86	29.44	31.55
<b>Total of workers who are not employees (Person)</b>	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00

	2023	2024	2025
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	79	61	59
Percentage of employees under 30 years old (%)	30.86	26.41	28.64
Total number of employees 30-50 years old (Persons)	148	146	130
Percentage of employees 30-50 years old (%)	57.81	63.20	63.11
Total number of employees over 50 years old (Persons)	29	24	17
Percentage of employees over 50 years old (%)	11.33	10.39	8.25

#### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	52	40	35
Percentage of male employees under 30 years old (%)	29.38	24.54	24.82
Total number of male employees 30-50 years old (Persons)	106	105	94
Percentage of male employees 30-50 years old (%)	59.89	64.42	66.67

	2023	2024	2025
Total number of male employees over 50 years old (Persons)	19	18	12
Percentage of male employees over 50 years old (%)	10.73	11.04	8.51

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	27	21	24
Percentage of female employees under 30 years old (%)	34.18	30.88	36.92
Total number of female employees 30-50 years old (Persons)	42	41	36
Percentage of female employees 30-50 years old (%)	53.16	60.29	55.38
Total number of female employees over 50 years old (Persons)	10	6	5
Percentage of female employees over 50 years old (%)	12.66	8.82	7.69

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	172	153	134
Percentage of employees in operational level (%)	67.19	66.23	65.05
Total number of employees in management level (Persons)	74	69	64

	2023	2024	2025
Percentage of employees in management level (%)	28.91	29.87	31.07
Total number of employees in executive level (Persons)	10	9	8
Percentage of employees in executive level (%)	3.91	3.90	3.88

#### Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	131	119	102
Percentage of male employees in operational level (%)	74.01	73.01	72.34
Total number of male employees in management level (Persons)	40	38	33
Percentage of male employees in management level (%)	22.60	23.31	23.40
Total number of male employees in executive level (Persons)	6	6	6
Percentage of male employees in executive level (%)	3.39	3.68	4.26

#### Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	41	34	32
Percentage of female employees in operational level (%)	51.90	50.00	49.23
Total number of female employees in management level (Persons)	34	31	31

	2023	2024	2025
Percentage of female employees in management level (%)	43.04	45.59	47.69
Total number of female employees in executive level (Persons)	4	3	2
Percentage of female employees in executive level (%)	5.06	4.41	3.08

**Number of employees categorized by department over the past year**

Department / Line of work / Unit / Business group	Number of employees (persons)
COO	1
Finance and Accounting	11
Plastic Compound Production Department	144
Technical Department	21
Human Resources and Development	3
Operations Department	15
Information Technology Department	5
Company Secretary	3
Administration Office	3
Total number of employees	206

**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)	132	116	97
Bangkok Metropolitan (Person)	42	37	29
Northern (Person)	30	27	22
Central (Person)	2	2	2
Northeastern (Person)	55	47	42
Southern (Person)	2	2	1
Eastern (Person)	1	1	1

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	77	66	63
Bangkok Metropolitan (Person)	32	29	24
Northern (Person)	9	8	10
Central (Person)	3	1	2
Northeastern (Person)	27	22	22
Southern (Person)	4	4	3
Eastern (Person)	2	2	2

#### Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	47	49	46
Total male employees working abroad (Person)	45	47	44

	2023	2024	2025
Total female employees working abroad (Person)	2	2	2

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities ( persons)</b>	3	3	2
Percentage of disabled workers to total employment (%)	1.17	1.30	0.97
<b>Total number of employees with disabilities (Persons)</b>	3	3	2
Total male employees with disabilities (persons)	2	2	1
Total female employees with disabilities (persons)	1	1	1
Percentage of disabled employees to total employees (%)	1.17	1.30	0.97
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
<b>Contributions to empowerment for persons with disabilities fund</b>	Yes	Yes	Yes

#### Information on compensation of employees

##### Employee remuneration by gender

	2023	2024	2025
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	2023	2024	2025
<b>Total employee remuneration (baht)</b>	113,631,615.65	100,154,732.22	76,600,630.66
Total male employee remuneration (baht)	71,644,012.18	66,597,367.11	50,856,301.41
Percentage of remuneration for male employees (%)	63.05	66.49	66.39
Total female employee remuneration (baht)	41,987,603.47	33,557,365.11	25,744,329.25
Percentage of remuneration for female employees (%)	36.95	33.51	33.61
Average of remuneration of employees (Baht/persons)	443,873.50	433,570.27	371,847.72
Average of remuneration for male employees (Baht/persons)	404,768.43	408,572.80	360,682.99
Average of remuneration for female employees (Baht/persons)	531,488.65	493,490.66	396,066.60
Rate of average of remuneration between female employees and male employees	1.31	1.21	1.10

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The company has a policy for investing in the provident fund as follows:

1) The company chooses to invest with a reputable securities company and establishes an investment plan in funds suitable for employees in the company. There are both medium-risk investment options (mixed funds with no more than 25% stocks) and low-risk options (bond funds).

2) Establishing a provident fund is considered a benefit that helps employees in the company, similar to receiving an increase in salary from the employer's contributions. It helps create savings discipline in a long-term binding format and provides a large sum of money to use for living expenses upon retirement or resignation. It can also serve as family insurance in the event of death.

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

The Company sets the initial employee contribution and employer matching rates at the minimum level required by the Provident Fund (2%) to minimize the financial impact on employees. The Company matches the employee's contribution rate equally. Subsequent adjustments to both contribution rates will be considered as appropriate, primarily based on economic conditions and the Company's business performance.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

### 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)	200	178	178
Number of employees joining in PVD (persons)	130	96	93
Number of PVD members / Total employees (%)	50.78	41.56	45.15
Number of PVD members / Total eligible employees (%)	65.00	53.93	52.25

##### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,169,824.00	954,215.00	1,023,159.00
Total amount of provident fund contributed by employee (baht)	2,655,543.00	2,372,583.00	2,074,667.00

#### 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 (%)
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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 (%)
APPLIED DB PUBLIC COMPANY LIMITED	Yes	206	178	93	45.15	52.25

## Information on employee development

### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	15.38	15.67	16.51
Total amount spent on employee training and development (1) (Baht)	500,000.00	50,000.00	100,000.00
Percentage of training and development expenses to total expenses (%) (*)	0.000300	0.000050	0.000121
Percentage of training and development expenses to total revenue (%) (*)	0.000305	0.000053	0.000118

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

Remark: (1) - The percentage of expenses for employee training and development relative to total expenses in 2025 was 0.01206%. - The percentage of expenses for employee training and development relative to total revenue in 2025 was 0.01184%. Note: Total revenue and total expenses are derived from the financial statements.

## Information on safety, occupational health, and work environment

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	705,710.00	619,582.00	496,503.40
Total number of hours worked by employees (Hours)	705,710.00	619,582.00	496,503.40
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

#### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	2	4	4
Total number of employees that lost time injuries for 1 day or more (Persons)	2	4	4
Percentage of employees that lost time injuries for 1 day or more (%)	0.78	1.73	1.94
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	2.83	6.46	8.06
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.57	1.29	1.61

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

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

#### Information on promoting employee relations and participation

##### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	45	32	31
Total number of male employee turnover leaving the company voluntarily (persons)	29	19	25
Total number of female employee turnover leaving the company voluntarily (persons)	16	13	6
Proportion of voluntary resignations (%)	17.58	13.85	15.05
Percentage of male employee turnover leaving the Company voluntarily (%)	64.44	59.38	80.65
Percentage of female employee turnover leaving the Company voluntarily (%)	35.56	40.63	19.35

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

#### Employee internal groups

- Employee internal groups : Yes
- Types of employee internal groups : Welfare committee, Employee committee, Labor union,  
Others : Occupational Safety, Health and Environment  
Committee (OSHEC)

## 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
- Reference link to consumer data privacy and protection policy and guidelines : [https://www.adb.co.th/wp-content/uploads/2025/11/29\\_PrivacyNotice\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/29_PrivacyNotice_EN.pdf)
- Page number of the reference link : page 1-5

#### Responsible sales and marketing policy and guidelines

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

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

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

### Information on customer management plan

#### Customer management plan

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

The Company has policies and practices towards customers, committed to ensuring customer satisfaction by delivering quality products and services that meet their needs. We disclose complete, accurate, and timely business information without distortion of facts. We provide communication channels for customers to file complaints regarding product quality and unfair practices toward customers. Execute and comply with the contract, agreements, and conditions with customers transparently and fairly. We prioritize the protection of customer confidentiality and refrain from using such information for our benefit or that of related parties. Recognizing the importance of customers, Therefore, customer practice guidelines have been established in the Code of Ethics and Rules of Conduct as following:

1. The Company is committed to developing comprehensive products and services, delivering fast and high-quality products and services to continuously meet customer needs at reasonable prices and in a timely manner. We add value, support the participation of stakeholders in the Value Chain, maintain good relationships with customers, promote innovation, do not limit customer rights, and have fair terms of sale.

2. Implement a system to control and oversee the production process and delivery of high-quality products to customers. Prioritize the improvement and development of production technology and product quality inspection to stay up-to-date.

3. Implement a system to strictly monitor compliance with agreements made with customers with honesty, care, and consistency.

4. Implement a system to safeguard customer confidentiality rigorously and appropriately, treating it with the same level of confidentiality as company secrets, and refrain from using it for personal gain or the benefit of related parties improperly.

5. Not soliciting or accepting money, gifts, rewards, or any other benefits from customers or other persons, except for acceptance due to customary practices.

6. Uphold and maintain integrity as a core business principle and safeguard customer confidentiality. Refrain from using information for personal gain or the benefit of related parties improperly.

7. Prioritize the best interests of customers to ensure their satisfaction and meet their needs promptly and punctually with attentive, responsible service. Maximize customer satisfaction by providing information on quality and efficient products.

8. Conduct business in accordance with laws and regulations and will not aid, promote, or support any illegal activities or transactions.

9. Comply with contracts and agreements made with customers. Refrain from any actions that violate and/or breach contracts with customers. In cases of inability to fulfill contracts or agreements, promptly notify customers to jointly find solutions and prevent damages.

10. Listen to problems/complaints from customers and take action to provide prompt responses. Conduct customer satisfaction evaluations to improve and develop products and services further.

In 2025, the Company has planned customer management in terms of responsible production and service, and customer satisfaction development as follows:

### Responsible Production and Service

The Company has established 1 responsible production plans is Encourage customers to switch to environmental friendly formulas in accordance with the RoHS (Restriction of Hazardous Substances) standard, which is the European Union (EU) Regulation No. 2011/65/EU issued on January 27, 2003, concerning the restriction of the use of certain hazardous substances in electrical and electronic equipment as a basis for defining environmentally friendly products. The operations are divided into two product groups as follows:

**1.1 Wire Product Group:** The Company has planned meetings with customers to present testing and study results in order to communicate the impacts, enhance understanding of product application and quality, and gain customer acceptance. The Company also manages cost and pricing appropriately to encourage customers to increasingly adopt the adjusted applications. In the case of new customers who have not specified the type of Heat Stabilizer, the Company will automatically propose an environmentally friendly Heat Stabilizer formulation to the customer.

**1.2 Other Product Groups apart from Wire & Cable for Construction Applications:** The Company plans to further expand its business in this segment in order to reduce the risk of reliance on a single customer group or major customers. The Company has stipulated that all products in this group must comply with RoHS standards.

### Customer Satisfaction Development and Relationship Building

To create continuous customer satisfaction and mitigate risks from increasing market competition, in 2024, the Company plans to enhance customer satisfaction as follows:

1. Focus on building strong and continuous relationships with customers by strategically planning customer care for each individual with diverse needs in terms of quality, service, and delivery. Provide team-based customer care,

including sales, quality assurance, and technical services, Emphasize product and service differentiation, such as quality-focused innovation. Establish concrete action plans for customer visits for each client.

2. Build customer confidence in quality, reasonable cost, and timely delivery, complemented by sustainability in all three aspects (ESG). Ensure product safety and prioritize employee safety, fostering employee morale. Promote environmentally friendly production processes and products and uphold ethical business practices by operating under the ISO9001 Quality Management System, ISO14001 Environmental Management System, and ISO45001 Occupational Health and Safety Management System as a foundation.

3. The Company improves operational efficiency to reduce costs and enhance production efficiency by procuring new machinery that reduces labor-intensive processes, minimizes waste, and saves energy.

4. The Company has developed products to cover the usage levels of each product category to increase customer choices and create a competitive advantage.

5. The Company allocates an appropriate budget to the technical department and takes action to improve equipment, testing tools, and testing methods to ensure they are up-to-date, further enhancing customer confidence.

## 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)
• Responsible production and services for customers	Sales of environmentally friendly products >45%	2024: 43.49%	2025: 44.57%
• Development of customer satisfaction and customer relationship	Customer satisfaction of no less than 92% in 2025	2024: 97.00%	2025: 97.00%

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

### Responsible Production and Services

In 2025, the Company set a target for sales of environmentally friendly products to exceed 45%, representing a 5% increase from the 2024 target (the 2024 target was set at >40%). The operating results for 2025 indicate that sales of environmentally friendly products accounted for 44.57%, which was higher than in 2024 (43.49%), but still below the established target of over 45%. This shortfall was primarily due to the continued demand from certain major customers for products containing Heat Stabilizers that are not yet environmentally friendly, with such customers placing orders in

significant proportions. The Company recognizes this issue and will need to further strengthen its proposals and alternative solutions to build greater customer confidence, in order to collaboratively achieve its sustainability goals going forward.

**Customer satisfaction**

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

**Channels for receiving complaints from customers/consumers**

Companys channels for receiving complaints from : Yes  
customers/consumers

Telephone : (+66)2709-4040

Fax : (+66) 2709-4396

Email : adb\_cg@adb.co.th

Companys website : www.adb.co.th

Address : Head Office

252 M.4 Bangpoo Industrial Soi 3C., Sukhumvit Rd., Prakasa,  
Muang,  
Samutprakarn 10280

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

- Community development and engagement policies : Yes
- Reference link for community development and engagement policies : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)
- Page number of the reference link : Page 6

### 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, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

The company recognizes its role as a part of the community and has a policy of operating with social responsibility by striving to develop sustainable business growth alongside caring for the environment and community safety. The company has a corporate social responsibility plan in place, which includes: supporting the recruitment of employees from the community, participating in community activities through industrial estate authorities and various medical agencies.

With regard to responsibility toward internal employees, in 2025 the Company provided scholarships for employees high-achieving children with a total value of THB 50,000, as well as annual health check-ups and other welfare benefits in strict compliance with legal requirements. Regarding responsibility toward the external community, in 2025 the Company supported Childrens Day gift donations to schools in community areas within the Bangpoo Industrial Estate and Samut Prakan Province, with a total value of THB 17,500. This initiative aimed to encourage children to participate in activities that promote self-confidence and various skill development, in recognition of the Companys belief that children are the future of the nation.

- Reference link for company's community and social management plan : [https://www.adb.co.th/wp-content/uploads/2025/11/19\\_CSR\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/19_CSR_EN.pdf)
- Page number of the reference link : 3-4

### 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 : Yes

#### Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development	Hiring at least 1 local employee per year	2024: 47 people	2025: 50 people (increased by 3 employees)
• Occupational health, safety, health, and quality of life	No complaints were found regarding the company's environmental impact.	2024: No complaints found.	2025: No complaints found.
• Disadvantaged and vulnerable groups	Employing people with disabilities in compliance with legal requirements.	2024: 3 people	2025: 2 people
• Water and sanitation management	No complaints regarding the company's environmental impact were found.	2024: No complaints found	2025: No complaints found

## 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

### Social and Environmental Contribution Activities (After Process)

The company is committed to conducting its business in parallel with fostering active participation and strengthening positive relationships with communities and society. In recent years, the company has continuously implemented various projects and activities on an annual basis to support social and environmental development. These initiatives aim to instill a strong sense of social responsibility among all employees. In 2025, the Company incurred expenses related to social and environmental development projects totaling THB 150,000, representing 0.0181% of total expenses and 0.0178% of total revenue. The details are as follows:

#### 1. Activities to Support and Develop within the Organization.

**1) Industrial Waste Management Activities** The company has promoted and organized industrial waste management activities and waste segregation guidelines to protect the environment within the factory, in support of achieving the Net Zero goal by reducing greenhouse gas emissions.



**2) Employee Birthday Gift Activity** The company organized a monthly birthday gift initiative for employees according to their birth month. This activity has been continuously implemented for the sixth consecutive year, reflecting the company's care and appreciation for its employees while strengthening positive relationships on their special occasions. As part of the initiative, the company provided multipurpose fabric bags to employees to promote the reduction of plastic bag usage and encourage environmentally responsible behavior.



**3) Scholarship Grant Activity** On 19 September 2025, Mr. Wei Kai Wang, Senior Director of Compounded Plastics Products, represented the company in awarding scholarships to high-achieving children of employees for the year 2025. A total of 16 scholarships were granted to students ranging from primary education to undergraduate level who met the company's selection criteria, with a total value of approximately THB 50,000.



**2. Activities for the Benefit of Society and the Environment outside the Organization.**

The company also focuses on conducting business while giving importance to participation and building good relationships between the companies. with community and society In the past time, the company has organized various projects and activities that promote social and environmental development every year, with the main objective of making all employees aware of social development. The details are as follows:

**1) Blood Donation Activity** On 16 July 2025, the company participated in a blood donation activity in collaboration with the Thai Red Cross Society at the Bangpoo Industrial Estate Office, Samut Prakan Province. This activity is conducted annually as part of the companys commitment to helping save lives and supporting humanitarian efforts.



**2) Mangrove Forest and Canal Conservation and Restoration Project** On 17 September 2025, the company participated in a CSR activity under the Mangrove Forest and Canal Conservation and Restoration Project to assess mangrove biodiversity. The activity was led by the Bangpoo Industrial Estate Office and held at the Royal Thai Army Nature Study Center (Bangpoo), organized in honor of Her Majesty the Queens 72nd Birthday Anniversary, Samut Prakan Province (Bangpoo Recreation Center). The project was carried out under the concept of industrial development toward carbon neutrality, with the objective of demonstrating the companys corporate social and environmental

responsibility (CSR corporate image). The initiative reflects the company's values and organizational culture through increasing green areas, enhancing biodiversity in terms of ecosystems and species, and showcasing approaches to greenhouse gas and carbon dioxide management in the industrial sector.



**3) Flood Relief Assistance** On 28 November 2025, Applied DB Public Company Limited provided consumer goods and daily necessities to support flood victims in the southern region of Thailand. The assistance was delivered at the Bangpoo Industrial Estate Office.



**Benefit from implementing social development project**

Financial benefits

Does the company measure the financial benefits : No

from social development?

Non-financial benefits

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

	2023	2024	2025
Hiring local employees (Persons)	45.00	47.00	50.00
Community forest (Rais)	10.00	10.00	3.00
Educational beneficiaries (Persons)	21.00	17.00	16.00

**Expenses from social and environmental development project**

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	110,000.00	110,000.00	150,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	0.006602	0.010941	0.018097
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	0.006719	0.011753	0.017763

Additional explanation : <sup>(\*)</sup> Total revenues and total expenses from total financial statement

**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 : APPLIED DB PUBLIC COMPANY LIMITED      Symbol : ADB

Market : mai      Industry Group : Industrials      Sector : SECTOR 0

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Applied DB Public Company Limited and Subsidiaries realize the importance of good corporate governance as an important factor that will help promote the Company's operations to be efficient and have sustainable growth, which will lead to the utmost benefit to all parties involved, including employees, shareholders and other stakeholders. Therefore, the Board of Directors has agreed to establish a better corporate governance policy, covering important principles from the structure, roles, duties and responsibilities of the Board of Directors to the principles of transparent, clear and auditable management of executives as a guideline for the organization's management, ensuring that any operations of the Company are fair and take into account the utmost benefit of shareholders and all stakeholders. For sustainable growth and to increase confidence among shareholders, investors and all related parties. The company has always adhered to conducting business in accordance with the principles of good corporate governance and strictly complied with the requirements of the law, the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand by continuously approving the principles of good corporate governance and providing knowledge to employees about the principles of good corporate governance and the company's ethics to create sustainable value for the business. The company has set a good corporate governance policy for the board of directors, executives and employees to adhere to as a guideline for their operations with the aim of achieving results and as a guideline for working to achieve results in 4 areas as follows:

1. Be competitive and have good performance with long-term impact in mind
2. Conduct business ethically, respect rights and be responsible to shareholders and stakeholders
3. Be beneficial to society and develop or reduce negative impacts on the environment
4. Be able to adapt to changing factors

In order for the Company to be credible to shareholders and all stakeholders, and for the benefit of creating sustainable value for the Company, the Company has established a good corporate governance policy based on the principles of good corporate governance for listed companies in 2017, which were established by the Securities and Exchange Commission (SEC) to serve as guidelines for the Company's corporate governance, as a guideline for the Board of Directors to apply as a guideline for creating sustainable value for the Company. The CG Code 2017 has established 8 principles for the Board of Directors, as follows:

#### **Practice 1: Establish Clear Leadership Role and Responsibilities of the Board**

The Board of Directors is a group of persons with knowledge, ability, skills and diverse experiences that enable them to exercise independent judgment and leadership. They are responsible for determining the Company's vision, mission, strategies, goals, business plans and budgets, as well as supervising the management to operate in accordance with the business plans and budgets efficiently and effectively in order to maximize the economic value of the business, including monitoring the performance results in order to achieve objectives and to act in accordance with relevant policies, rules, laws and regulations. The Board of Directors, executives and all employees are committed to implementing the important principles of good corporate governance of the Company. The Directors have the following duties and responsibilities as leaders of the organization:

1. The duty to supervise the company to have good management, covering:

1.1 Determining the company's objectives and goals .

1.2 Determining strategies, operating policies and allocating key resources to achieve objectives and monitoring targets, overseeing performance reporting and performance evaluation.

2. The duty of corporate governance to lead to the results (Governance Outcome) As follows:

2.1 Responsibility for one's own decisions and actions, able to explain and explain such decisions (Accountability).

2.2 Responsibility for performing duties with sufficient capability and efficiency (Responsibility).

2.3 Treating stakeholders equally, fairly and with explanation (Equitable Treatment).

2.4 Transparency in operations that can be verified and transparently disclose information to those involved (Transparency).

2.5 Having a vision to create added value for the organization in the long term (Vision to Create Long Term Value).

2.6 Having ethics and business ethics (Ethics) in operations.

3. Duties to ensure that the Board of Directors, sub-committees and executives perform their duties with due care (Duty of care) and loyalty to the Company (Duty of loyalty), including ensuring that operations are in accordance with laws, regulations and resolutions of the Board of Directors and shareholders' meetings.

4. Be aware and understand the scope of duties and responsibilities as a board of directors, clearly define the scope, assign duties and responsibilities to the board of directors, CEO and management, and monitor the performance of assigned duties periodically.

#### **Management structure with fair relationship between the board of directors and shareholders**

1. The Board of Directors shall perform its duties with dedication and responsibility, with independence, and the roles and responsibilities of the Chairman of the Board of Directors and the Chief Executive Officer shall be clearly separated.

2. The Board of Directors shall play an important role in determining the Company's vision, strategies, policies, and important plans, and shall consider risk factors and establish appropriate management guidelines, as well as ensure that the accounting system, financial reports, and auditing systems are reliable.

3. The Board of Directors shall be a leader in ethics and an example in operating in accordance with the principles of good corporate governance.

4. Establish internal control and audit systems to enhance corporate governance, prevent risks, and give importance to unusual items and warning signs that may occur.

5. Provide a report of the Board of Directors stating the Board's responsibilities in preparing financial reports, as shown in the report.

6. The Board of Directors may appoint specific committees as appropriate to help consider and screen important work thoroughly.

7. The Board of Directors shall consider and determine the Company's code of ethics for the Board of Directors, executives, and all employees to use as a guideline for their conduct, in conjunction with the Company's rules and regulations.

8. The Board of Directors, executives, and employees who are persons who know or have the opportunity to know the Company's inside information, which is material to the change in the price of securities, shall refrain from trading, transferring, or receiving transfers of securities issued by the Company that refer to the Company's common shares. Before disclosing financial information to the public during the period of 30 days before the disclosure of quarterly and annual financial statements and within 24 hours after the disclosure of such financial statements, including no meeting to provide information, holding group meetings or answering any questions related to the operating results for shareholders, investors, securities analysts and the media, and to comply with the internal control regulations set by the Company by having the Investor Relations Unit and/or the Company Secretary be the unit to publicize the quarterly trading suspension period to the relevant parties officially.

9. The Company discloses sufficient, reliable and timely information on both financial and non-financial matters so that shareholders and stakeholders of the Company receive information equally, with the Investor Relations Unit being responsible for providing information to investors and the general public.

10. The Company's shareholders will be treated equally, have the right to access information and have appropriate channels to communicate with the Company.

11. The Company has a system for selecting personnel to take responsibility for important management positions at all levels appropriately, with a transparent and fair selection process that complies with the Company's policy on succession of key personnel.

## **Principle 2: Define Objectives that Promote Sustainable Value Creation**

The Board of Directors is responsible for providing opinions and approving the main objectives and goals of the Company each year during the preparation of the annual operating plan and budget in order to ensure continuous operations. The guidelines for compliance with the following good practices are in place:

1. The Board has set and supervised the main objectives and goals of the Company (Objectives) to be sustainable with objectives and goals that are consistent with creating value for the Company, customers, stakeholders and society as a whole.

2. In order to achieve the main objectives or goals, the board of directors determines the business model that can create value for the business, stakeholders and society as a whole, taking into account:

(1) The environment and changes in various factors, including the appropriate use of innovation and technology;

(2) The needs of customers and stakeholders;

(3) The readiness, expertise and competitiveness of the business.

3. The organization's values will partly reflect the characteristics of good corporate governance: accountability, integrity, and transparency.

4. The board promotes communication and reinforces the organization's main objectives and goals, reflecting them in the decisions and operations of personnel at all levels until they become organizational culture.

The Board shall ensure that the Company's objectives and targets, medium-term and/or annual strategies are consistent with the achievement of the Company's main objectives and goals, with appropriate and safe use of innovation and technology, and practices to comply with the following principles:

1. The Board of Directors shall supervise the preparation of the annual strategy and plan to be consistent with the Company's vision and mission, taking into account the Company's environment, opportunities and acceptable risks, and shall support the preparation or review of objectives, goals and strategies for the medium term of 3 years.

2. In determining the annual strategy and plan, the Board of Directors shall oversee the analysis of the environment, risk factors and opportunities that may affect stakeholders throughout the Value Chain, including factors that may affect the achievement of the Company's main goals, with a mechanism to understand the needs of stakeholders, and create shared value with stakeholders.

3. In setting the strategy, the Board of Directors shall supervise the promotion of innovation and the use of innovation and technology to create competitiveness and respond to the needs of stakeholders, while still being based on social and environmental responsibility.

4. The set goals shall be appropriate to the business environment and the Company's potential, with the Board of Directors setting both monetary and non-monetary goals. In addition, it shall be aware of the risk that setting goals may lead to illegal or unethical conduct.

5. The Board of Directors will oversee the communication of objectives and goals through strategies and action plans throughout the organization.

6. The Board of Directors will oversee the allocation of resources and appropriate operational controls. It will also monitor the implementation of annual strategies and action plans by ensuring that there are responsible persons to oversee and monitor performance.

### **Practice 3: Strengthen Board Effectiveness**

#### **Responsibilities of the Board of Directors**

The Board of Directors is responsible to shareholders regarding the Company's business operations, supervising the business to achieve the goals and guidelines that will create the highest benefit for shareholders, taking into account the benefits of all stakeholders, with the following working principles:

1. Review the structure of the board of directors, in terms of size, composition, and proportion of independent directors that are appropriate and necessary for leading the organization to achieve its main objectives and goals.
2. Consider and select individuals with appropriate qualifications to hold positions as directors and select an appropriate chairman of the board of directors. Oversee that directors exercise their discretion in making decisions independently.
3. Supervise the selection and selection of directors to ensure that the process is transparent, clear, and that they have qualifications, skills, knowledge, and experience that are beneficial to the company and enable them to perform their duties efficiently.
4. Consider appropriate compensation structures and rates for both the organization and the directors and management, and supervise that the directors are responsible for performing their duties and allocate sufficient time.
5. Supervise that there is a framework and mechanism for supervising the policies and operations of the subsidiary appropriately.
6. Arrange for an annual performance evaluation of the board of directors and subcommittees, both individually and as a group.
7. Supervise that the directors have knowledge and understanding of the company's business, relevant laws, and promote that the directors gain skills and knowledge for performing their duties as directors.
8. Supervise that the operations of the board of directors proceed smoothly and that they can access necessary information with support from the management.

#### **The Board of Director Meeting.**

1. The Board of Directors shall hold no fewer than 6 meetings per year. The meeting schedule and agenda shall be planned in advance for the entire year to ensure that directors can allocate their time to attend all meetings. Additional special meetings may be convened as necessary.
2. The Board of Directors meetings, notices must be sent to the directors at least 7 days in advance of the meeting date, except in urgent cases where it is necessary to protect the rights or interests of the company. In such cases, the meeting may be called by other means and scheduled earlier. The Company Secretary is responsible for providing appropriate and timely information to the Board of Directors and ensuring that all directors receive relevant information at least 3 days in advance of the meeting. This allows sufficient time for review, consideration, and informed decision-making on matters presented at the meeting. However, in the case of highly confidential or particularly sensitive matters, the Chief Executive Officer may consult with the Chairman of the Board and the Chairman of the Audit Committee to decide whether to distribute documents on the day of the meeting, prior to its commencement.
3. In the meeting of the Board of Directors, at least half (1/2) of the total number of directors must attend the meeting to constitute a quorum. In voting, at least half of the total number of directors must be present at the meeting.
4. Setting the meeting agenda, the Chairman of the Board shall consult with the Chief Executive Officer and the Company Secretary. In cases where the Chairman of the Board and the Chief Executive Officer are related parties, the Chairman of the Audit Committee shall be assigned to review the completeness of the Board meeting agenda in order to ensure a balance of power between the Board and management.
5. Directors should attend no less than 75% of all Board of Directors meetings held during the year.
6. The Board of Directors ensures there is a mechanism allowing each director, as well as the management team, the independence to propose matters that benefit the company for inclusion in the meeting agenda.

7. The Board of Directors encourages the Chief Executive Officer to invite senior executives to attend Board meetings to provide additional relevant information related to specific issues and to allow directors to become familiar with senior management, which supports succession planning considerations.

8. All members of the Board of Directors have access to additional necessary information through the Chief Executive Officer, the Company Secretary, or other assigned executives, within the boundaries of established policy. When necessary, the Board may seek independent opinions from external advisors or professionals, with such expenses borne by the company.

9. Resolutions at Board meetings are passed by a majority vote, with each director having one vote. Directors who have a conflict of interest in any matter being considered are not entitled to vote and must not be present during the relevant agenda item. In the event of a tie, the Chairman of the meeting shall have the casting vote.

10. The Board ensures disclosure of its roles and responsibilities, the roles of sub-committees, the number of meetings held, and each directors attendance over the past year. This includes reporting the performance of all sub-committees in the Annual Registration Statement/Annual Report (Form 56-1 One Report).

11. The Board of Directors has established a policy allowing non-executive directors to meet among themselves, as necessary, to discuss management-related matters of interest without management being present. The outcome of such meetings shall be reported to the Chief Executive Officer.

### Remuneration of Directors and Executives

1. Arrange the remuneration of the directors to be comparable to the level practiced in the same industry in terms of experience, duties, scope of roles and responsibilities (Accountability and Responsibility), including the benefits expected from each director. Directors who are assigned additional duties and responsibilities, such as being a member of a subcommittee, should receive appropriate additional compensation.

2. Arrange the compensation of the CEO and senior executives in accordance with the principles and policies determined by the Board of Directors and for the maximum benefit of the Company. The compensation levels in the form of salary, bonuses and incentives shall be consistent with the performance of each executive and shall take into account the benefits received by shareholders.

3. All non-executive directors shall evaluate the performance of the directors and executives annually for consideration of the remuneration of the directors and executives using criteria agreed in advance with the directors and executives based on concrete criteria including financial performance, performance in accordance with long-term strategic objectives, executive development, etc. and submit the above evaluation results for the Board of Directors to consider and approve and the Chairman of the Board shall communicate the consideration results to the Chief Executive Officer.

### Term of office and election of Directors

1. The Board of Directors assigns the Executive Committee to select and nominate qualified persons to serve as directors of the Company and submit the names of such persons to the shareholders meeting for consideration and approval of the election.

2. The shareholders meeting shall elect the Companys directors. However, in the case of election of directors to replace vacant director positions due to reasons other than expiration of term, the Board of Directors shall select persons nominated by the Executive Committee to serve as directors of the Company. In such cases, persons who assume directorship positions shall serve only the remaining term of office of the director they replace.

3. At every annual general meeting of shareholders, one-third of the total number of directors shall vacate their positions. If the number of directors cannot be divided into three parts, the number nearest to one-third shall vacate their positions. Directors who have vacated their positions may be re-elected to resume their positions. Directors who are to vacate their positions in the first and second years after the company is registered shall be drawn by lot. In subsequent years, the director who has held the position the longest shall vacate his position.

4. In addition to leaving the position according to the aforementioned term, a director may leave the position when:

- (a) Death

(b) Resignation

(c) Lacking the qualifications to be a director of the company or having prohibited characteristics under the law on public limited companies and related laws or having characteristics indicating a lack of suitability to be trusted to manage a business with the public as shareholders under the law on securities and exchange.

(d) The shareholders' meeting resolves to remove him from the position.

(f) The court orders to remove him.

5. Any director who wishes to resign from the position must submit a resignation letter to the chairman of the board of directors.

#### **Self-Assessment of the Board of Director**

The Company has had the Board of Directors conduct a self-evaluation, which is organized into 3 types: 1) a self-evaluation form for the entire Board of Directors, 2) a self-evaluation form for each subcommittee, and 3) an evaluation form for each subcommittee at least once a year. The evaluation criteria are consistent with the self-evaluation form of the Stock Exchange of Thailand (SET), which consists of 6 main topics:

1. Structure and characteristics of the Board of Director
2. Roles, duties and responsibilities of the Board of Director
3. The Board of Director meeting
4. Duties of Board of Directors
5. Relationship with Management
6. Self-development of the board and development of executives

The performance evaluation of all committees shall be conducted by the Company Secretary at the third quarter meeting, along with the distribution of the performance evaluation form to each committee member. The committee members shall conduct self-evaluations, both as a group and individually, at least once a year and submit the evaluation results to the Company Secretary before the next meeting. The Secretary shall summarize the evaluation results of each committee member at the fourth quarter meeting of each year. The summary of the results may be presented in an open or confidential manner, depending on the Boards approval of the presentation format. The evaluation results and recommendations shall be released as a resolution of the Board members for consideration in improving the performance and composition of the Board of Directors and subcommittees, including disclosing the criteria, procedures, and overall evaluation results in the annual report.

#### **Governance of subsidiaries and Investment**

The Board of Directors has supervised to have a time frame and mechanism to supervise the policies and operations of subsidiaries in which they have invested significantly at a level appropriate to each business, including having a mutual understanding of the subsidiaries in which they have invested, with the following practices:

1. Determine investment policies and supervise the operations of subsidiaries and associates in a clear document.
2. Consider appointing appropriate executives as directors with the same tenure as the parent company.
3. Determine the scope and authority to approve important internal controls and communicate them to the directors before performing their duties
4. Disclose financial information and financial transaction results in accordance with the regulations of the Stock Exchange of Thailand.

#### **Development of Director and Executives**

The Board of Directors has a policy to promote and facilitate training and education for the Companys directors and executives to continuously improve and perform their duties, both internal and external training courses. All directors must receive training to understand their duties as directors. The Board of Directors and senior executives give importance to their participation in training or seminars in various courses or to develop their knowledge and skills in the following ways:

1. The Board of Directors promotes and facilitates training and education for those involved in the Company's corporate governance system, such as directors, audit committee members, executives, and company secretaries, to continuously improve their performance. Training and education may be conducted within the Company or by using the services of external institutions.

2. Every time a new director is appointed, the management provides documents and information that are useful for the new director's performance, including introducing the nature of the Company's business and business operations to the new director.

3. The Board of Directors requires the CEO to regularly report on the development and succession plan, which the CEO and senior executives should prepare as a continuous plan for successors in the event that they are unable to perform their duties.

4. The Board of Directors should establish a project for executive development, requiring the CEO to regularly report on what has been done during the year, and it should be considered in conjunction with the consideration of the succession plan.

#### Orientation for new Board of Director

Arrange orientation for all new directors to inform them of the company's expectations for the roles, duties and responsibilities of directors, the company's overall operations, and the company's good corporate governance practices, as well as create knowledge and understanding of various business operations to prepare them for their duties as directors. The company also has a policy to enhance knowledge and new perspectives for all directors in learning about corporate governance, the state of the industry, technology, and innovation, so that directors can assume their positions as soon as possible and efficiently. The company secretary will coordinate the following matters:

1. Things to know: business structure, board structure, board powers and duties, laws related to the company's business, etc.

2. General knowledge of the business, operating guidelines, work policies, various good corporate governance policies, and factory visits in the production process and laboratories.

3. Arrange meetings and discussions with the entire board to exchange ideas and ask for in-depth information for the benefit of working together.

#### Company Secretary and Support

The Board shall ensure that the Board's operations are carried out smoothly, that it has access to necessary information, and that it has a Company Secretary with the necessary and appropriate knowledge and experience to support the Board's operations, with the following guidelines:

1. The Board has determined the qualifications and experience of the Company Secretary to be appropriate to perform the duties of providing advice on laws and regulations that the Board must be aware of, and to manage documents for Board meetings. In addition, the qualifications and experience of the Company Secretary are disclosed in the annual report and on the Company's website.

2. The Company Secretary is supported to continuously receive training and develop knowledge that will be beneficial to the performance of duties, including courses that are certified and paid by the Company.

#### **Practice 4: Ensure Effective CEO and People Management**

The Company has good self-development of directors and executives. Directors understand the roles, duties and responsibilities of being directors and senior executives, have sufficient knowledge and understanding of the Company's business, and are attentive in finding information or following important news about the economic and industrial situation, changes in regulations and competition, which will help the directors perform their duties effectively. The directors and executives have received training to understand their duties as directors and executives. Executives at all levels are preparing personnel to create a succession plan so that they can perform their duties in important executive positions of the Company continuously.

#### Recruitment of important Directors and Executives

The Board of Directors shall set the criteria for the consideration of the Company's directors and senior executives by setting written guidelines and regularly reviewing their suitability at least once a year. Since the Company does not have a nomination committee, the Board of Directors has been assigned to make preliminary considerations for the selection and appointment of directors who are due to retire by rotation, the search for replacements or additions, including the appointment, transfer, reward or punishment of senior executives. The consideration shall be screened for suitability and presented to the Board of Directors for review and submission to the shareholders meeting for the appointment of directors on an annual basis. Directors with vested interests shall not vote and shall not participate in the consideration of this agenda item.

The Company also provides an opportunity for shareholders to nominate suitable persons to be directors every year during October - December of each year via the Company's website and announcing to the Stock Exchange of Thailand.

#### **Development of Director and Executive**

1. Promote and facilitate training and knowledge provision for those involved in the Company's corporate governance system, such as directors, audit committee members, executives, senior executives and the Company Secretary, etc., to ensure continuous improvement of operations. Training and knowledge provision may be conducted within the Company or by using the services of external institutions.

2. Every time a new board of directors is appointed, the management shall provide documents and information that are beneficial to the performance of the new board of directors, including providing an introduction to the nature of the Company's business and business operations to the new board of directors so that they can perform their duties honestly, carefully and for the greatest benefit of the Company and shareholders as a whole.

For executives who are designated as successors, in addition to being equipped with appropriate qualifications and work experience, they must also receive knowledge and experience transfer by rotating to other related departments and attend additional necessary training courses to prepare for future duties in higher positions and ensure smooth handover and continuous management.

For the Company's human resource management, a human resource management system has been established with adequate allocation, control, monitoring and evaluation, both in terms of the recruitment process to obtain knowledgeable and capable personnel, using a performance appraisal system to consider compensation that is appropriate for their abilities and performance.

Compensation and performance evaluation structure The Company has established a compensation structure that is an incentive for the CEO, senior executives and other personnel at all levels to perform their duties in line with the organization's main objectives and goals and in line with the long-term benefits of the Company, including:

1. Consider the appropriateness of the proportion of compensation in the form of salary, short-term performance such as bonuses, performance-based management compensation, and long-term compensation such as being a business unit executive and receiving appropriate compensation.

2. Set a compensation policy that is consistent with the industry level and takes into account the Company's performance.

3. Set a performance evaluation policy and communicate it to the entire organization.

4. Non-executive directors play a role in and evaluate the performance of the CEO.

5. The Board of Directors approves the criteria and factors for performance evaluation, as well as approves the compensation structure of senior executives and monitors the CEO to evaluate senior executives in accordance with the evaluation principles.

6. The Board of Directors plays a part in overseeing the determination of criteria and factors for performance evaluation for the entire organization.

#### **Shareholding Structure and Shareholder Relationships**

The Board of Directors has understood the shareholding structure of the Company which may affect the management and operation of the business and there is no agreement within the family business which will significantly affect the power to control the management of the business and in the future if there is an agreement within the family business, the Board of Directors will take part in ensuring that such agreements do not become

obstacles to the performance of the duties of the Board of Directors or conflicts in selecting a suitable successor and the Directors are required to disclose information if such agreements are made.

#### **Human resource monitoring and development**

The Committee has monitored the management and development of personnel to ensure that the size of employees, knowledge, skills, experience and motivation are appropriate by supervising:

1. Monitoring the management to ensure that human resources are managed in line with the organization's direction and strategy, that employees at all levels have the appropriate knowledge, skills and motivation and are treated fairly in order to retain the organization's capable personnel.

2. Supervising the establishment of a provident fund or other mechanism to ensure that employees save sufficiently for retirement, as well as supporting employees to have knowledge and understanding of financial management, and to select investment policies that are consistent with their age range and risk levels.

#### **Principle 5: Nature Innovation and Responsible Business**

The Board of Directors places importance on and supports innovations that create value for the controlled business along with creating benefits for customers or stakeholders and being responsible for society and the environment by emphasizing the following:

1. The Board of Directors places importance on creating an organizational culture that promotes innovation and ensures that the management uses it as part of the strategy review, development planning, operation improvement and performance monitoring.

2. The Board of Directors promotes innovations to add value to the business in line with the ever-changing environment, covering business models, thinking and perspectives in designing and developing products and services, research, improving production processes and work processes, and cooperation with business partners.

**The Board of Directors has duties in accordance with the principles to achieve sustainable objectives and goals** as follows:

1. Support innovation that creates value for the business, with social and environmental responsibility.

2. Supervise the management to conduct business ethically, with social and environmental responsibility reflected in the operational plan.

3. Supervise the management to allocate and manage resources efficiently and effectively, taking into account the impact and development of resources throughout the value chain.

4. Supervise and manage information technology that is consistent with the needs of the business, including ensuring that it is used to increase business opportunities and develop operations appropriately.

#### **Principle 6: Strengthen Effective Risk Management and Internal Control**

The Company places importance on an effective internal control system by establishing internal control guidelines to effectively prevent and reduce potential risks and to comply with relevant laws and standards. The Board of Directors participates in risk management supervision as follows:

1. Supervise the Company to have a risk management and internal control system, approve and review risk management policies and analyze risks at least once a year.

2. Appoint a risk management committee that can perform its duties efficiently and independently.

3. Supervise and manage conflicts of interest between the Company and management, the Board of Directors or shareholders.

4. Supervise compliance with anti-corruption measures within the Company.

5. Supervise the Company to have a mechanism to receive complaints and appropriate procedures.

#### **Practice 7: Ensure Disclosure and Financial Integrity**

The Company places importance on good corporate governance by disclosing important information that may or may have an impact on changes in the Company's securities prices or on investment decisions or on the rights and benefits of shareholders so that shareholders and general investors are informed of important news equally and promptly.

The Company has a guideline for disclosing important information related to the Company to the public correctly, completely, timely, transparently and in accordance with the criteria set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) through channels that are easily accessible, such as publishing various information via the websites of the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC) and the Company's website in both Thai and English. The Board of Directors has duties according to the following practices:

1. Supervise the preparation of financial reports and disclosure of important information to be correct, sufficient, timely, and in accordance with relevant criteria, standards, and practices.
2. Supervise the Company to have sufficient financial liquidity and debt repayment capability.
3. Supervise the Company to have a plan to solve financial problems or a management plan in case the Company encounters problems or is likely to encounter financial problems.
4. Establish an investor relations unit to disseminate information to the public at the appropriate time, with correct information and benefits to shareholders and investors.
5. Promote the use of information technology to disseminate information.
6. Promote the preparation of sustainability reports as appropriate.
7. Maintain confidentiality of information, storage, and destruction of documents.

The Company places importance on the protection and maintenance of confidential information of the Company, customers, business partners and shareholders, whether it is information, documents, technology, academic knowledge, rights, copyrights, patents, as well as inventions, including personal information of directors, employees, customers, shareholders or visitors, unless the Company has given consent to perform duties according to the contract criteria or the owner of the information has given consent. The regulations and measures for the protection and maintenance of the Company's confidential information are specified in the Code of Business Ethics. The acquisition, use, storage of confidential information, the shelf life of documents and the destruction of important documents must be in accordance with the relevant work manuals according to the internal control system.

#### **Practice 8: Ensure Engagement and Communication with Shareholders**

The Board of Directors has given importance to ensuring that shareholders exercise their rights and have a duty to take care of the interests of all shareholders equally, whether institutional investors or major or minor shareholders, as investors in the Stock Exchange of Thailand and as shareholders who own the company in accordance with the principles of good corporate governance of the Stock Exchange of Thailand, which are widely accepted. The Board of Directors has important duties according to the following practices:

1. Supervise shareholders to participate in decision-making on important matters of the Company.
2. Supervise the operations for the shareholders' meeting, both before the meeting and on the meeting day, to be ready in all aspects and to conduct the meeting smoothly, transparently and efficiently.
3. Supervise the disclosure of the shareholders' meeting resolutions and the preparation of the shareholders' meeting report to be correct, complete and timely.

Reference link for the full version of corporate governance policy and guidelines : [https://www.adb.co.th/wp-content/uploads/2025/11/1\\_CG\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/1_CG_EN.pdf)

Page number of the reference link : 2-13

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

### **Nomination of directors**

In order to comply with the good corporate governance policy of the Stock Exchange of Thailand, in terms of the selection and determination of remuneration of the Company's directors, subcommittees and senior executives to be transparent and fair to all stakeholders, the Board of Directors has appointed the Executive Committee to be responsible for determining the policy, criteria and methods for selection and determination of remuneration, including performing other tasks assigned and presenting them to the Board of Directors and/or the shareholders meeting, as the case may be, and has determined the criteria and methods for the selection of the Company's directors, subcommittees and senior executives.

In selecting and appointing directors, the Executive Board has established a policy on diversity in the structure of the Board of Directors and has set criteria for selecting new directors, a process for appointing new directors, and methods for selecting persons who are suitable to be nominated as directors of the Company and subcommittees, as follows:

#### **Recruitment and Appointment of Directors**

The board should ensure that the selection and selection process for directors is transparent and clear in order to obtain directors with qualifications that are in line with the specified composition, as follows:

1. Provide an opportunity for minority shareholders to nominate qualified persons to be considered for election as directors and to nominate from major shareholders.

2. Qualifications in accordance with relevant laws and regulations, including the Public Limited Companies Act, the Securities and Exchange Act B.E. 2535, the Company's regulations and the Company's principles of good corporate governance.

3. Consider according to the criteria for selecting directors of the Stock Exchange of Thailand.

4. Give importance to those who have skills, professional experience, and specific qualifications in various fields that the Board of Directors still lacks and are essential to the Company's business in order to make the Board's composition complete and of maximum benefit.

5. The company prioritizes appropriate inclusion of diverse gender identities to ensure equitable board selection. The company is committed to supporting a proportion of at least 30% of the total board members from diverse gender identities. However, the determination of this proportion will primarily depend on the skills and experience of the board members that align with the company's business strategy.

6. Consider knowledge, skills and experience related to the business to be consistent with the Company's business strategy, including using the Director Pool database of the Thai Institute of Directors Association (IOD) as a component in selecting new directors.

7. Consider the qualifications of the directors to be in line with the Company's business strategy by creating a (Board Skill Matrix) by specifying the qualifications of the directors to be recruited by considering skills and expertise in various fields such as law, accounting, finance, economics, engineering and management to integrate knowledge and skills that are beneficial to the Company's operations.

8. Consider the time commitment of the directors. If they are former directors who will return to serve another term, they may consider their performance during their tenure. They should also consider the number of companies that each director will serve in, which should be appropriate for the nature or business of the company, which should not exceed 5 registered companies, to ensure that work efficiency is not reduced.

9. The appointment of independent directors will consider the independence of the person proposed to be an independent director according to the criteria set by the Securities and Exchange Commission (SEC), with the independence qualifications as specified in the Good Corporate Governance Manual.

10. Performance results for the past year (if any)

11. Providing useful feedback

Reference link for Nomination of directors : [https://www.adb.co.th/wp-content/uploads/2025/11/14\\_Re-cruitmentCompensation\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/14_Re-cruitmentCompensation_EN.pdf)

Page number of the reference link : 2-3

### **Determination of director remuneration**

The Company has established a remuneration structure for Directors, Senior Executive, and Employees of the Company to incentivize all levels to perform in accordance with the objectives and main goals of the organization and in line with the long-term interests of the business, as follows:

1) Provide remuneration for directors at a level comparable to that prevailing in the same industry, taking into account experience, responsibilities, scope of roles and responsibilities, and the expected benefits to be received from each director. Directors who are assigned additional roles and responsibilities, such as being members of subcommittees, should receive appropriate additional remuneration.

2) Provide remuneration for the Chief Executive Officer and senior management in accordance with the principles and policies set by the Board of Directors and in the best interests of the Company. The level of remuneration in the form of salary, bonuses, and incentives will be commensurate with the performance of each executive and must take into account the benefits received by shareholders.

3) All non-executive directors will evaluate the performance of directors and executives annually for use in considering the remuneration of directors and executives, using benchmarks agreed in advance with directors and executives based on objective criteria, including financial performance, performance against long-term strategic objectives, management development, etc., and submit the above evaluation results to the Board of Directors for approval, and the Chairman of the Board will communicate the results of the consideration to the Chief Executive Officer.

The Board of Directors approves the performance appraisal criteria and factors, as well as the remuneration structure for senior management, and monitors the Chief Executive Officer to evaluate senior management in accordance with the said appraisal principles and participates in overseeing the establishment of performance appraisal criteria and factors for the entire organization. It has been considered that the remuneration structure for directors, senior management, and employees of the Company is comparable to that of companies in the same industry.

Reference link for Determination of director remuneration : [https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives_24-02-2025.pdf)

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### **Independence of the board of directors from the management**

#### **Combination or separation of positions**

The Board of Directors has established a separation of powers and duties to decentralize decision-making and ordering authority, with clear checks and balances and oversight of management, which has been continuously reviewed and improved to be appropriate and cover the Company's various activities, as well as in line with changes in announcements or regulations of various regulators. The Company has established operating authority for management under the regulations on authorization and execution.

#### **Independence of the Board of Directors and Management**

##### **1) Separation of the Position of Chairman of the Board and Chief Executive Officer.**

The Board of Directors promotes good corporate governance by having the Board of Directors appoint a Chairman of the Board who is not the same person as the Chief Executive Officer. Although the Chairman of the Board is not the

same person as the Chief Executive Officer, they are related by blood and are therefore not independent. Therefore, the Chairman of the Audit Committee has been appointed to act as an inspector, to provide opinions on the agenda of the Board of Directors' meetings and shareholders' meetings, as well as to have a clear separation of powers and duties, in accordance with the regulations on authorization and execution approved by the Board of Directors, to enable the Board of Directors to perform its duties of inspection and balance of the management's work independently.

## 2) Balance of Directors

The Board of Directors ensures that the composition of the Board of Directors is appropriate and that there is a clear separation of roles, responsibilities, and accountability between the Board of Directors and management. All directors are independent in expressing their opinions on the Company's operations with honesty and integrity, safeguarding the interests of the Company without being dominated, and are responsible for performing their duties in accordance with the law, the Company's Articles of Association, resolutions of the Board of Directors' meetings, and resolutions of the shareholders' meetings.

Reference link for Independence of the board of directors from the management : [https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives_24-02-2025.pdf)

Page number of the reference link : 2

## Director development

The Company has supported all directors to attend training courses as recommended by the Securities and Exchange Commission, organized by the Thai Institute of Directors Association (IOD), such as the Directors Accreditation Program (DAP), the Directors Certification Program (DCP), and the Advanced Audit Committee Program (AACP). Most of the Company's directors have already completed these training courses.

The Board of Directors places importance on attending training courses or seminars in various fields or developing their knowledge and abilities through the following methods:

1) The Board of Directors promotes and facilitates training and education for those involved in the Company's corporate governance system, such as directors, audit committee members, executives, and the company secretary, in order to continuously improve their performance. Training and education may be conducted internally or through the use of external institutions.

2) Each time a new director is appointed, management will provide documents and information useful for the performance of the new director's duties, including an introduction to the nature of the business and the Company's business operations.

3) The Board of Directors requires the Chief Executive Officer to report regularly on the succession planning, which the Chief Executive Officer and senior management should prepare as a continuous plan for successors in the event that they are unable to perform their duties.

4) The Board should establish a management development program, with the Chief Executive Officer reporting annually on what has been done during the year and should be considered in conjunction with succession planning.

Reference link for Director development : [https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives_24-02-2025.pdf)

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## Board performance evaluation

The Company has implemented a self-assessment process for the Board of Directors, which is conducted in 3 formats: 1) Self-assessment of the Board of Directors as a whole, 2) Self-assessment of each subcommittee, and 3) Individual assessment of each subcommittee at least once a year. The assessment criteria are in line with the self-assessment model of the Stock Exchange of Thailand (SET), which consists of 6 main topics:

1. Structure and Qualifications of the Board of Directors.
2. Roles, Responsibilities, and Accountabilities of the Board of Directors.

3. Board Meetings.
4. Duties of Directors.
5. Relationship with Management.
6. Director Self-Development and Management Development.

For the performance evaluation of all Board committees, the Company Secretary will explain the evaluation form to the Board meeting in the third quarter meeting, along with distributing the Board performance evaluation forms to each director. Directors conduct self-evaluations both as a committee and individually at least once a year and submit the evaluation results to the Company Secretary before the next meeting. The Company Secretary will summarize the evaluation results of each committee at the fourth quarter meeting of each year. The summary may be presented in a manner that discloses or conceals the evaluator, at the discretion of the Board of Directors. The evaluation results and suggestions will be issued as a resolution of the Board of Directors for consideration to improve the performance and composition of the Board of Directors and subcommittees, including disclosing the criteria, process, and overall evaluation results in the annual report.

Reference link for Board performance evaluation : [https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives_24-02-2025.pdf)

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### **Corporate governance of subsidiaries and associated companies**

The Company will invest in companies with the same business objectives as the Company's core business or businesses with similar characteristics or businesses that support the Company's business, which will result in the Company's performance or profits increasing or invest in businesses that provide benefits (Synergy) to the Company by supporting the Company's core business operations to be more comprehensive in order to increase competitiveness.

In supervising subsidiaries and/or affiliated companies, the Company will send directors or executives who have qualifications and experience suitable for the business operation to be representatives in the management of the subsidiaries and/or affiliated companies to set important policies and control the business operations of such subsidiaries and/or affiliated companies. The directors who are the Company's representatives must perform their duties in supervising the subsidiaries and/or affiliated companies to manage or operate in accordance with the policies set by the Company, including exercising discretion in accordance with the resolutions of the board of directors meeting approving important matters of the subsidiaries and/or affiliated companies in order to create the utmost benefit to the Company and for the Company's sustainable growth.

Reference link for Corporate governance of subsidiaries and associated companies : [https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives_24-02-2025.pdf)

Page number of the reference link : 6

### **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 Company always remembers that shareholders are the owners of the business and the Company has a duty to create added value for shareholders in the long term. It gives importance to the rights of shareholders to receive

correct, complete, sufficient, timely and equal information of the Company to be used in making decisions on all matters of shareholders.

The Company has a duty to promote and facilitate shareholders to exercise their rights according to all laws, as well as to provide other rights even if not specified by law, by following reliable standards and disclosing important information that may affect shareholders by means that are easily accessible. In shareholder meetings, the Company will provide shareholders with an opportunity to ask questions or express additional opinions before voting on each agenda item, by providing relevant persons to answer questions or provide explanations to shareholders. Therefore, the Company has set the following guidelines for shareholders:

- 1) The Company is committed to conducting business with good performance and can generate continuous and stable profit growth to enhance competitive potential and create added value for shareholders in the long term.
- 2) Perform duties with honesty, integrity and fairness to all shareholders for the greatest benefit of all.
- 3) Manage by applying knowledge and management skills to the fullest extent of ability in every case, including any decision-making that will be made transparently, carefully and comprehensively.
- 4) The Company will treat all shareholders equally, both in shareholder meetings, giving shareholders the opportunity to propose meeting agendas and nominate persons to be elected as directors of the Company and other rights that shareholders should receive in accordance with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission and related laws.
- 5) Report the Company's financial status, operating results and non-financial information to shareholders in an equal, consistent and complete manner based on truth.
- 6) Do not seek benefits for yourself and your related persons by using any internal information of the Company that has not yet been disclosed to the public, disclosing it to outsiders, or taking any action in a manner that may cause a conflict of interest with the Company.
- 7) The Company shall perform its duties with honesty and integrity and shall make any decisions with fairness towards major and minor shareholders for the utmost benefit of shareholders as a whole.
- 8) The Company shall manage the organization by adhering to morality and ethics, including promoting morality and ethics at all levels of the organization, monitoring and managing conflicts of interest that may arise in the organization.

Reference link for Shareholder : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

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## **Employee**

All of the company's personnel are the most important part of the business operation that the company must prioritize without discrimination. The company promotes unity and trust among its personnel, without division, treating each other with courtesy, respecting human dignity, and creating pride in the organization. Employees are the key to success and achieving the company's goals, which are invaluable. The company will take care of its employees fairly, both in terms of opportunities, compensation, appointments, transfers, and skills development, along with developing the best possible work safety and organizational environment. To comply with this policy, the following are the practices towards employees:

- 1) Arrange for a process for considering the recruitment, appointment and transfer of the Company's personnel with honesty and based on the knowledge, ability and suitability of the personnel, including the termination and punishment of personnel that is transparent, verifiable and conducted with honesty.
- 2) Treat employees with courtesy and respect for their individuality.
- 3) Provide fair compensation to employees, including the establishment of employee provident funds and giving importance to employee welfare.

4) Establish an employment management system to ensure that employees are protected and treated fairly by establishing a human rights policy as a guideline for compliance with the requirements of Thai labor standards and labor laws, including other related regulations.

5) The Company has established a personal data protection policy to protect the personal data and privacy of all personnel of the Company.

6) Maintain a working environment that is safe for employees' lives and property.

7) Promote and give importance to the development of employees' knowledge and abilities by providing equal and consistent opportunities to develop employees' abilities to achieve their potential to perform professionally.

8) Respect the rights and listen to the opinions and suggestions of employees at all levels equally and without interference.

9) Strictly comply with laws and regulations regarding labor laws and employee welfare.

Reference link for Employee : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

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## Customer

The Company is committed to creating customer satisfaction by delivering quality products and services according to customer needs, disclosing complete, accurate, timely and non-distorted information about management, providing communication channels for customers to complain about product quality and unfair management, complying with contracts, agreements or conditions with customers transparently and fairly, giving importance to maintaining customer confidentiality consistently and not using such information for the benefit of oneself and/or related persons.

The Company realizes the importance of customers and has therefore established the following guidelines for treating customers:

1) The company is committed to developing complete products and services, delivering products and services quickly and with quality to continuously meet customer needs at reasonable prices, in time for demand, adding value, supporting the participation of various stakeholders in the Value Chain, maintaining good relationships with customers, promoting innovation, not limiting customer rights and having fair trading conditions.

2) Establish a system to control and supervise the production process and delivery of quality products to customers, including giving importance to improving and developing production technology and checking product quality to be up-to-date at all times.

3) Establish a system to strictly and consistently monitor compliance with agreements made with customers, with honesty, care and consistency.

4) Provide a tight and appropriate system for keeping customer confidential information as if it were a company secret and not use it for personal gain or the benefit of others inappropriately.

5) Do not request or accept money, gifts, prizes or other compensation from customers or other persons, except when receiving in accordance with traditional giving.

6) Adhere to and maintain honesty as the main principle in conducting business and maintain customer confidentiality. Do not use information for the benefit of oneself or others inappropriately.

7) Protect the highest interests of customers as a priority, so that customers receive satisfaction and respond to customer needs quickly and punctually, with attentive, responsible service and create maximum customer satisfaction by presenting quality and efficient product information.

8) Conduct business in accordance with the law and government regulations and will not assist, promote or support any illegal activities and transactions.

9) Comply with the contracts and agreements made with customers. Do not perform any acts that are a violation and/or breach of contract with customers. If the contract or agreement cannot be complied with, the customer must be notified immediately to jointly find a solution to prevent damage.

10) Listen to problems/complaints from customers and take corrective action to ensure that customers receive a quick response, as well as evaluate customer satisfaction in order to improve/develop products and services.

Reference link for Customer : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

Page number of the reference link : 2-3

### **Business competitor**

A trade competitor is an external person or juristic person with whom the Company must compete according to the general procurement process in order to gain benefits for the business. The competition must be fair, without distorting information, deceiving or using any other methods that are not in accordance with good competition practices, without violating the confidentiality or knowing the trade secrets of competitors through fraudulent means. The Company has set the following practices:

- 1) Conduct business in accordance with the law, with fair competition, and conduct business within the framework of good competition rules equally. Do not distort information, deceive, or use any other methods that are not in accordance with good competition rules.
- 2) Do not seek confidential information of competitors by dishonest or improper means.
- 3) Do not intentionally damage the reputation of competitors by making defamatory accusations, making untrue accusations, or taking any action that is unfair to competition.
- 4) Do not perform any action that infringes on the intellectual property of others or business competitors and comply with intellectual property laws.
- 5) Do not prevent others from participating in business competitions.

Reference link for Business competitor : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

Page number of the reference link : 4-5

### **Business partner**

The company takes into account equality, honesty and mutual benefits with its business partners. Therefore, it has sustainable practices with its business partners, along with supply chain management, so that the company's business partners operate ethically, are socially responsible, respect human rights, take care of occupational health and safety of customers and consumers of its products, and have good environmental management. The guidelines for business partners are as follows:

- 1) Promote good and sustainable relationships between the company and its business partners to be good, friendly and satisfying to all parties, leading to quality, correct, fast, relevant and efficient services.
- 2) Refrain from receiving or paying any dishonest benefits in contacting or negotiating business with partners. Treat partners transparently, fairly, equally, honestly and do not take advantage of them, taking into account the company's highest benefits based on receiving fair returns for both parties.
- 3) Establish clear and fair procurement policies in selecting business partners with the potential to conduct business sustainably and strictly comply with contracts/trade terms and conditions agreed upon with partners. In the event that the terms and conditions cannot be complied with, the partners will be immediately notified to jointly consider solutions using the principle of reasonableness.
- 4) Establish policies/guidelines for promoting potential and sustainability together with business partners. The company emphasizes on building good relationships and jointly developing potential for sustainable supply chain management by effectively communicating with business partners about integrated supply chain management, planning potential development, promoting, supporting and pushing business partners to have good management together in order to make operations most efficient.
- 5) Keep confidentiality and do not use information for the benefit of yourself and those involved inappropriately.

6) Communicate to business partners about the company's anti-corruption policy to create mutual understanding and find common ground to fight against corruption on a wider scale.

Reference link for Business partner : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

Page number of the reference link : 3-4

### **Creditor**

The Company realizes the importance of creditors and has therefore established the following policies for treating creditors:

- 1) Strictly maintain and comply with the conditions agreed upon with creditors, both in terms of repayment, maintenance of collateral and other conditions, including not using the funds obtained from the loan in a way that conflicts with the objectives of the agreement made with the lender.
- 2) Report the Company's financial status honestly, accurately and on time to creditors regularly.
- 3) Treat trade creditors equally and fairly, based on the principle of receiving fair returns for both parties.
- 4) In the event that the obligations in the contract cannot be fulfilled, the creditor must be notified in advance to jointly find a solution and prevent any possible damage.

Reference link for Creditor : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

Page number of the reference link : 4

### **Government agencies**

The Company stipulates that transactions with government agencies must strictly comply with local laws and regulations and must not perform any actions that may induce government agency employees to take improper actions.

Reference link for Government agencies : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

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### **Community and society**

- 1) Conduct business responsibly, adhering to moral principles and ethics, taking into account negative impacts on communities, society and the environment throughout the supply chain.
- 2) Provide products and promote the development of environmentally friendly innovations, including supporting and encouraging partners to produce products and services that reduce resource use and are environmentally friendly.
- 3) Focus on sustainable business operations, with responsibility towards the community, society and the environment, both in terms of developing quality of life, safety and use of natural resources, including taking care of the interests of stakeholders.
- 4) Promote organizations to have awareness of social, community and environmental responsibility, cooperate with entrepreneurs in the industrial area and community in providing facts of operations and cooperate with investors, shareholders and interested persons in general.
- 5) Promote projects or activities for society and the environment regularly. These activities are activities that truly benefit the community and society, using the company's resources efficiently and cost-effectively, and communicating and publicizing projects or activities for society and the environment to stakeholders.
- 6) Campaign for the efficient use of resources and promote energy conservation for the benefit of the public.
- 7) Do not perform any actions that harm natural resources and the environment beyond what is permitted by law.

8) Provide channels for complaints, grievances and suggestions that may affect the community, society and the environment.

9) Report the results of operations in terms of community, social and environmental responsibility to stakeholders in the annual information form/annual report (Form 56-1 One Report).

Reference link for Community and society : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

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## Information on business code of conduct

### Business code of conduct

Business code of conduct : Yes

Applied DB Public Company Limited and its subsidiaries give importance to conducting business along with conducting oneself in accordance with the principles of good governance, which is considered a tool to enhance the transparency of the Company's operations, which will create confidence and credibility from all stakeholders. Therefore, the Company has prepared a code of ethics and work practices in writing so that directors, executives, and employees at all levels of the Company and its subsidiaries are aware of and understand the ethical principles that the Company uses in conducting business and adhere to them as guidelines for working in accordance with the same standards throughout the organization, including setting measures to supervise and monitor everyone's compliance with the practices in the code of ethics, along with setting penalties if any actions that violate the ethical principles occur.

However, this Code of Ethics and Working Practices is reviewed annually or as appropriate to suit the business situation and environment that may change with the times. The contents have been filtered by the Executive Committee and submitted to the Board of Directors for approval and announced to all relevant parties.

Reference link for the full version of business code of conduct : [https://www.adb.co.th/wp-content/uploads/2025/11/2\\_CodeofEthics\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/2_CodeofEthics_EN.pdf)

Page number of the reference link : 2-21

### Policy and guidelines related to business code of conduct

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

### Prevention of Conflicts of Interest

Applied DB Public Company Limited and its subsidiaries prioritize the consideration of various items transparently and beneficially to the Company. Therefore, it emphasizes the prevention of items that may be a conflict of interest, related items or inter-company items by setting guidelines, prohibitions and considerations to enable the Company's directors, executives and employees to understand how to comply with the Conflict of Interest Policy. In addition, the words used in this policy shall have the meanings specified in the Public Limited Company Act, the Securities and

Exchange Act and the rules, announcements and orders of the Securities and Exchange Commission, the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand ("Securities Act")

The Company has therefore established a policy to prevent conflicts of interest of the Company's personnel in contacting business partners and other persons, which will affect the Company's operations. In order to maintain the highest benefits of the Company, shareholders and stakeholders of the Company.

The Board of Directors has taken precautions against potential conflicts of interest and has strictly complied with the rules and guidelines of the Securities and Exchange Commission of Thailand. The Audit Committee has considered the purchase and sale of goods of the Company between related persons on a quarterly basis and presented the results and comments to the Board of Directors. It has guidelines to prevent benefits arising from related transactions or business operations or interests from performing duties by requiring the Company's directors or executives to comply with and report their interests. In the event that any director has an interest in any item or agenda, that director will not participate in the consideration of that agenda and will not have the right to vote on such matter.

In 2025, there were no conflicts of interest among the Company's directors, executives and employees.

Reference link for Prevention of Conflicts of Interest : [https://www.adb.co.th/wp-content/uploads/2025/11/11\\_ConflictOfInterest\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/11_ConflictOfInterest_EN.pdf)

Page number of the reference link : 3-4

### **Anti-corruption**

Applied DB Public Company Limited and its subsidiaries, collectively referred to as the Company, have a policy of conducting business with transparency, honesty, integrity and accountability in order to comply with laws and regulations, including implementing the principles of good corporate governance, which the Company has established and adhered to. The Company therefore aims to promote all personnel in the Company to have a good sense of honesty and integrity in performing their duties.

The Company is aware of the damage caused by corruption, which not only affects the good reputation of the Company but also has a great impact on the Company's management system and especially good social practices. The Company has therefore established an anti-corruption and corruption policy. This anti-corruption and corruption policy (Policy) is an additional part of the Company's Code of Ethics and has been approved by the Board of Directors.

The Company has been a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) since December 2023. The certified membership lasts 3 years from the certification date. To affirm its intention to operate with concerns about governance principles, transparency, verifiability, and non-involvement with all forms of corruption, direct or indirect, when dealing with the public or private sectors. All personnel from the Board of Directors to executives and employees are prohibited from asking for, receiving or committing any fraudulent/corrupt act.

The Board of Directors outlined the anti-fraud and corruption risk management framework and the internal control system and defined the responsibilities of responsible persons, guidelines, and rules on the issue in writing, to provide a clear operational framework against corruption in all business activities for the Company's sustainability.

On 19 August 2025, the Company conducted a training session on the Whistleblowing Policy under the topic Key Company Policies Everyone Should Know for its personnel. A total of 59 participants attended the training. A knowledge assessment test was administered, and 100% of the participants successfully passed the assessment.

In 2025, the Company did not receive any reports or complaints regarding corruption or any reports that were detrimental to the business in any channels.

Reference link for Anti-corruption : [https://www.adb.co.th/wp-content/uploads/2025/11/8\\_AntiCorruption\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/8_AntiCorruption_EN.pdf)

Page number of the reference link : 2-9

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

The Company has established oversight measures and designated channels for all stakeholders, both internal and external, including employees and various stakeholder groups, to report whistleblowing or complaints. These may

include corruption, suspected violations of laws, regulations, rules, and ethics with economic, social, and environmental impacts, or various policies, legal violations, and unfair practices, any actions that may cause damage to the Company, deficiencies in products or services, as well as suggestions and other complaints related to the Company. The Company has established measures to protect the confidentiality of whistleblowers and measures to provide remedies to those affected by the Company's operations.

Upon discovering any misconduct or suspicious behavior that may involve wrongdoing by the Board of Directors, executives, employees, and those working for the Company and its subsidiaries, please report such whistleblowing and complaints through the channels designated by the Company in the Whistleblowing Policy.

Whistleblowers, complainants or those who cooperate in the investigation will receive appropriate and fair protection from the Company as follows:

1. The Company shall keep the information and identity of the whistleblower, the complainant, the accused, including those who cooperate in the investigation as confidential. The relevant persons who are aware of the matter or information related to the complaint must keep the information confidential and not disclose it to other persons, except where it is necessary to disclose it as required by law.

2. The Company shall disclose information only as necessary, taking into account the safety and damage of the reporter, the source of the information or the related persons.

3. Whistleblowers, complainants and those who cooperate in fact-finding investigations will have their rights protected, whether they are company personnel or external persons, to ensure their safety and avoid harassment.

4. The Company shall not act in any way that is unfair to the whistleblower, the complainant or the person who cooperates in the fact-finding investigation, such as transferring, changing positions, changing the nature of work, workplace, suspending work, threatening, disturbing work, terminating employment or taking any other action that is considered improper and unfair.

On 19 August 2025, the Company conducted a training session on the Anti-Corruption Policy under the topic Key Company Policies Everyone Should Know for its personnel. A total of 59 participants attended the training. A knowledge assessment test was administered, and 100% of the participants successfully passed the assessment.

In 2025, the Company did not receive any reports or complaints regarding corruption or any reports that were detrimental to the business in any channels.

Reference link for Whistleblowing and Protection of Whistleblowers : [https://www.adb.co.th/wp-content/uploads/2025/11/10\\_WhistleBlowing\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/10_WhistleBlowing_EN.pdf)

Page number of the reference link : 2-6

### **Prevention of Misuse of Inside Information**

The Company has policies and procedures for overseeing directors and management in utilizing the Company's inside information, which is not yet disclosed to the public, for personal gain. The Company informs its directors and management, as well as those of its subsidiaries, about their duties in preparing and disclosing reports on their shareholdings in the Company, including those of their spouses and unemancipated minor children. They are also informed about the requirement to submit and disclose reports on shareholdings and changes in shareholdings of the Company to the Securities and Exchange Commission (SEC) within 3 business days from the date of purchase, sale, or transfer of securities. Furthermore, the Company Secretary's Office issues a written notice prohibiting the trading of the Company's securities via email to directors, management, and related persons at least thirty (30) days prior to public disclosure and at least 24 hours after public disclosure. This also includes prohibiting the disclosure of such material information to other individuals. Additionally, it requires directors, management, and designated persons who wish to trade securities of the Company Group to notify the Company Secretary or a person designated by the Board of Directors at least 1 day prior to the transaction. The Company imposes disciplinary actions for violations of using inside information for personal gain, ranging from a written reprimand, salary deduction, temporary suspension without pay, or dismissal. The penalty will be considered based on the intent of the action and the severity of the offense. Violators may also be subject to penalties under applicable laws.

On 19 August 2025, the Company conducted a training session on the Insider Trading Policy under the topic Key Company Policies Everyone Should Know for its personnel. A total of 59 participants attended the training. A knowledge assessment test was administered, and 100% of the participants successfully passed the assessment.

In 2025, there was no use of the Company's inside information to seek benefits for the directors, executives, employees and related persons.

Reference link for Prevention of Misuse of Inside Information : [https://www.adb.co.th/wp-content/uploads/2025/11/6\\_Insider\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/6_Insider_EN.pdf)

Page number of the reference link : 3-9

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

The Company stipulates that the giving, offering, or receiving of gifts, souvenirs, and hospitality must be within reasonable limits and in accordance with traditional customs and practices. However, they must not be of excessive value and must not be an act intended to induce action or omission, which may lead to corruption.

On 19 August 2025, the Company conducted a training session on the Policy on Giving or Receiving Gifts and Business Hospitality under the topic Key Company Policies Everyone Should Know for its personnel. A total of 59 participants attended the training. A knowledge assessment test was administered, and 100% of the participants successfully passed the assessment.

Reference link for Gift giving or receiving, entertainment, or business hospitality : [https://www.adb.co.th/wp-content/uploads/2025/11/8\\_AntiCorruption\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/8_AntiCorruption_EN.pdf)

Page number of the reference link : 5 (6.2.3)

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

#### **1) Compliance with Laws**

In conducting the Company's business, including directors and executives and in performing the duties of employees, employees must comply with the law, not do anything that will be a risk of illegal actions, including regulations issued by relevant officials, such as:

- The Company's personnel must work in accordance with the principles of the law, regulations, rules, requirements and policies of the Company, including performing any work in accordance with the principles of good corporate governance, risk management and internal control to create a good work culture of the Company.
- The Company's personnel must thoroughly understand the laws directly related to their duties and responsibilities and strictly comply with them. If unsure, seek advice from the internal control unit or the unit directly responsible.
- The Company has compiled the laws, rules and regulations of the program into categories for the Company's personnel to study and provide training and support in legal knowledge and understanding to the Company's personnel appropriately.

#### **2) Compliance with Work Regulations, Rules, and Relevant Orders**

In addition to complying with general laws, which is a fundamental duty that the Company, its employees, and staff must adhere to without any violation, the Company has work regulations, including rules, regulations, and orders that are currently in effect or may be announced in the future. Employees and staff are required to comply with these regulations. The Human Resources Department, the Internal Audit and Control Unit, and/or other relevant departments are responsible for notifying, announcing, amending, improving, and providing knowledge and understanding to employees and staff to ensure that they are aware of their duties and have a mutual understanding.

Reference link for Compliance with laws, regulations, and rules : [https://www.adb.co.th/wp-content/uploads/2025/11/2\\_CodeofEthics\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/2_CodeofEthics_EN.pdf)

Page number of the reference link : 11 (5.1)

### **Anti-unfair competitiveness**

Competitors are individuals or juristic persons outside the Company that the Company must compete with through a general procurement process for the benefit of the business. The competition must be fair, without distortion of information, deception, or any other improper means in accordance with good competitive practices. Without violating or infringing upon the trade secrets of competitors by fraudulent means, the Company sets forth the following practices:

1) Conduct business in accordance with the law, with fair competition, and conduct ourselves within the framework of good competitive rules equally. Do not distort information, deceive, or use any other improper means in accordance with good competitive practices.

2) Do not seek confidential information of competitors by dishonest or inappropriate means.

3) Do not intentionally damage the reputation of competitors by making defamatory accusations, false accusations, or any other unfair competitive practices.

4) Do not infringe on the intellectual property of others or competitors and comply with intellectual property laws.

5) Do not prevent others from participating in business competition.

Reference link for Anti-unfair competitiveness : [https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Stakeholder-Policies-and-Practices-_24-02-2025.pdf)

Page number of the reference link : 4-5 (5)

### **Promotion of compliance with the business code of conduct**

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

The Company has established a Code of Ethics and Work Practices Policy, which includes the code of conduct for directors, executives, and employees of the Company. This policy sets out principles and good practices as guidelines for the performance of duties and business operations, to be adhered to by all directors, executives, and employees in alignment with the principles of good corporate governance. The Company also emphasizes respect for rights and the fair, equitable, transparent, and accountable treatment of all stakeholder groups..

The Company places great importance on the continuous development of its personnel in terms of knowledge, capabilities, morality, ethics, and fostering a strong sense of integrity among its employees. In 2025, the Company organized a training program on the Code of Ethics and Work Practices under the course titled Key Company Policies That Everyone Must Know for its executives and employees on August 19, 2025. The objective was to promote awareness and understanding of ethical conduct in the workplace and to reinforce employees recognition of their roles and responsibilities in performing their duties in accordance with the Code of Conduct. A total of 59 participants attended the training, and a knowledge assessment test was conducted, with 100% of participants achieving a passing score. In addition, the Company provided training on the Anti-Corruption Policy, Conflict of Interest Policy, Insider Information Policy, and other related policies as part of the orientation program for new employees.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : [https://www.adb.co.th/wp-content/uploads/2025/11/2\\_CodeofEthics\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/2_CodeofEthics_EN.pdf)

Page number of the reference link : 3-5

## Participation in anti-corruption networks

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

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

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

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

In the past year, did the company review the  
corporate governance policy and guidelines, or  
board of directors charter : Yes

Material changes and developments in policy and  
guidelines over the past year : Yes

The Company recognizes the importance of good corporate governance as crucial for promoting the Company's efficient operations and sustainable growth, which will lead to maximum benefits for all stakeholders, including employees, investors, shareholders, and other stakeholders. The Board of Directors acknowledges this importance and regularly reviews its policies, practices, and corporate governance system.

In adherence to good corporate governance principles, on November 7, 2025, the Board of Directors held a meeting to review the Good Corporate Governance Policy, the Code of Conduct and Work Practices, the Charters of the Board of Directors and its sub-committees, as well as various policies and related practices of the Company.

### Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the  
SEC : Fully implement

The Company has adopted all 8 principles of the Corporate Governance Code for Listed Companies (CG Code) by establishing it as the Company's Corporate Governance Policy and strictly adhering to it.

### Other corporate governance performance and outcomes

The review conducted by internal and external auditors revealed no significant non-compliance with policies.

## Corporate Governance Structure

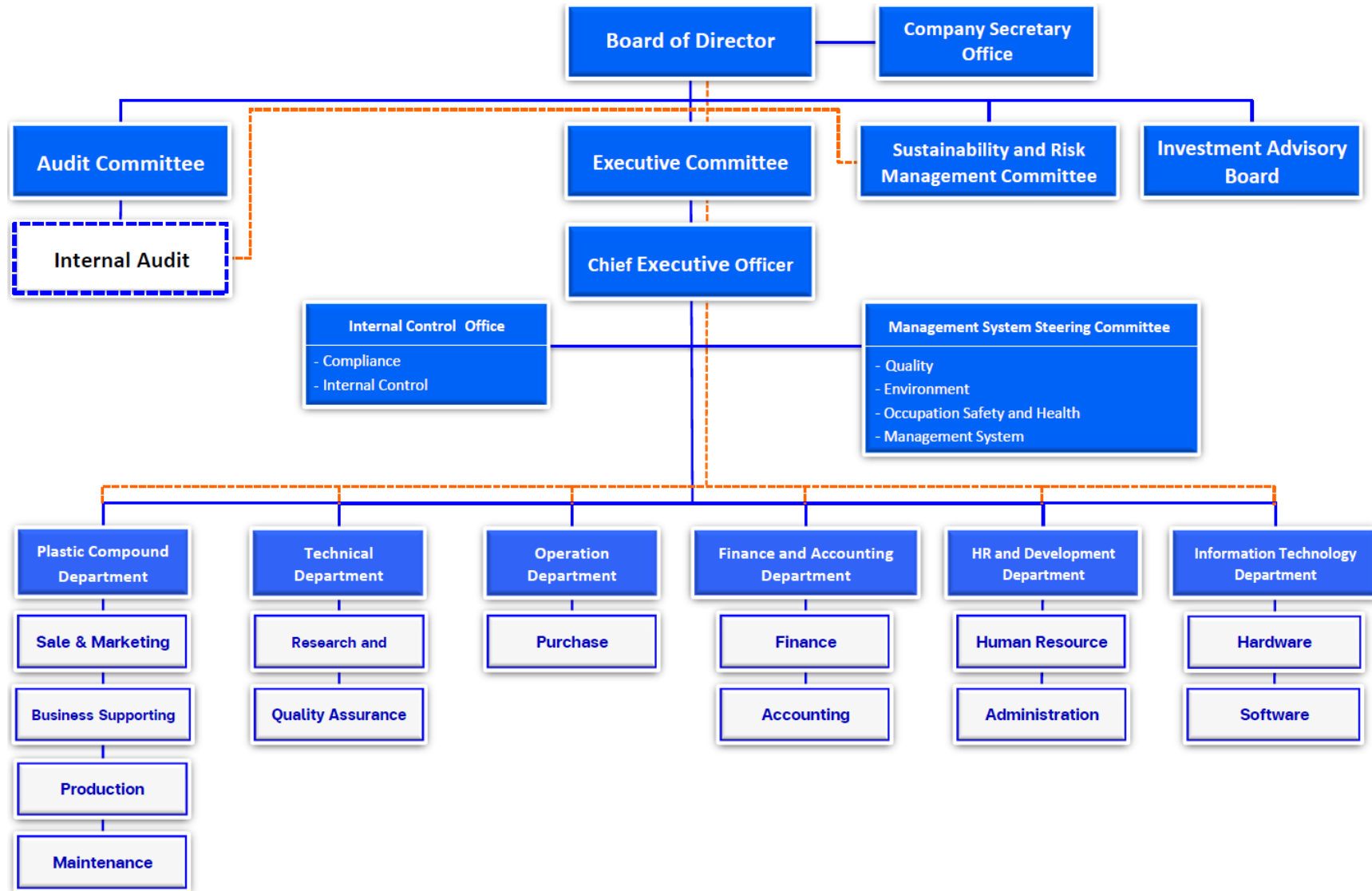
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



## 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)
<b>Total directors</b>	11		11		11	
	8	3	8	3	9	2
Executive directors	4		3		2	
	3	1	2	1	2	0
Non-executive directors	7		8		9	
	5	2	6	2	7	2
Independent directors	4		4		4	
	2	2	2	2	2	2
Non-executive directors who have no position in independent directors	3		4		5	
	3	0	4	0	5	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	72.73	27.27	72.73	27.27	81.82	18.18
Executive directors	36.36		27.27		18.18	
	27.27	9.09	18.18	9.09	18.18	0.00
Non-executive directors	63.64		72.73		81.82	
	45.45	18.18	54.55	18.18	63.64	18.18
Independent directors	36.36		36.36		36.36	
	18.18	18.18	18.18	18.18	18.18	18.18
Non-executive directors who have no position in independent directors	27.27		36.36		45.45	
	27.27	0.00	36.36	0.00	45.45	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	59		60		58	
	59	59	60	60	57	64

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. PAWAT WONGTANGTRAKUL  Gender: Male  Age : 83 years  Highest level of education : Below a bachelor's degree  Study field of the highest level of education : Mechanical Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 26,881,263 Shares (3.702654 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>22 Mar 2017</p>	<p>Strategic Management, Governance/ Compliance, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. RATTANACHAI WONGCHAROENSIN  Gender: Male  Age : 75 years  Highest level of education : Below a bachelor's degree  Study field of the highest level of education : Honorary Degree  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 297,055 Shares (0.040917 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>22 Mar 2017</p>	<p>Strategic Management, Governance/ Compliance, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. WANG WANAPAISON  Gender: Male  Age : 74 years  Highest level of education : Below a bachelor's degree  Study field of the highest level of education : Chemical Engineer  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 50,150,000 Shares (6.907714 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 17,843,615 Shares (2.457798 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	22 Mar 2017	Governance/ Compliance, Marketing, Strategic Management, Sustainability, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. WEI-KAI WANG  Gender: Male  Age : 52 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : No  Residence in Thailand : Yes  Family relationship between directors and executives : Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 7,501,570 Shares (1.033274 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	22 Mar 2017	Strategic Management, Governance/ Compliance, Marketing, Leadership, Change Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. VEERACHAI WONGCHAROENSIN  Gender: Male  Age : 46 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 <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 30,000 Shares (0.004132 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<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>22 Mar 2017</p>	<p>Governance/ Compliance, Business Administration, Data Management, Project Management, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. MONGKON LAOWORAPONG  Gender: Male  Age : 56 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<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 Mar 2017	Finance, Accounting, Risk Management, Sustainability, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mrs. MONPILAI NARASINGHA  Gender: Female  Age : 57 years  Highest level of education : Doctoral degree  Study field of the highest level of education : Engineering  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<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 Mar 2017	Engineering, Risk Management, Industrial Materials & Machinery, Internal Control, Mining

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. WUTTICHAIWONGCHAROENSIN  Gender: Male  Age : 49 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 <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 297,055 Shares (0.040917 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration :  Yes</p> <p>Type of director :  Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>22 Mar 2017</p>	<p>Strategic Management, Risk Management, Data Management, Data Analysis, Corporate Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. CHUNG JEN YANG  Gender: Male  Age : 53 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<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 Mar 2017	<p>Finance, Strategic Management, Governance/ Compliance, Marketing, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mrs. KANCHANA PIYASATIT  Gender: Female  Age : 71 years  Highest level of education : Master's degree  Study field of the highest level of education : Law  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 May 2018	Accounting, Finance, Strategic Management, Governance/ Compliance, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. ATHITCHAI WANAPAISON Gender: Male Age : 24 years Highest level of education : Bachelor's degree Study field of the highest level of education : Arts and Science in Integrated Innovation Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 21,890,020 Shares (3.015155 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	26 Feb 2025	Marketing, Digital Marketing, Business 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
<p>1. Ms. PORNPIWAN NIRAMONCHARDCHAY Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 4,150,000 Shares (0.571625 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	16 Jan 2025	<p>Mr. ATHITCHAI WANAPAISON</p> <p>Appointment date of replacement director : 26 Feb 2025</p>

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

## List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. PAWAT WONGTANGTRAKUL	Chairman of the board of directors		✓		✓	✓
2. Mr. RATTANACHAI WONGCHAROENSIN	Director		✓		✓	
3. Mr. WANG WANAPAISON	Director	✓				✓
4. Mr. WEI-KAI WANG	Director	✓				✓
5. Mr. VEERACHAI WONGCHAROENSIN	Director		✓		✓	✓
6. Mr. MONGKON LAOWORAPONG	Director		✓	✓		
7. Mrs. MONPILAI NARASINGHA	Director		✓	✓		
8. Mr. WUTTICHAJ WONGCHAROENSIN	Director		✓		✓	✓
9. Mr. CHUNG JEN YANG	Director		✓	✓		
10. Mrs. KANCHANA PIYASATIT	Director		✓	✓		
11. Mr. ATHITCHAI WANAPAISON	Director		✓		✓	
<b>Total (persons)</b>		<b>2</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>5</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Industrial Materials & Machinery	1	9.09
2. Mining	1	9.09
3. Marketing	6	54.55
4. Accounting	2	18.18
5. Finance	3	27.27
6. Sustainability	2	18.18
7. Data Management	2	18.18
8. Data Analysis	1	9.09
9. Digital Marketing	1	9.09
10. Project Management	1	9.09
11. Corporate Management	1	9.09
12. Engineering	1	9.09
13. Change Management	1	9.09
14. Leadership	2	18.18
15. Strategic Management	8	72.73
16. Risk Management	4	36.36
17. Internal Control	2	18.18
18. Governance/ Compliance	7	63.64
19. Business Administration	3	27.27

**Information about the other directors** <sup>(\*)(\*\*)</sup>

	2023	2024	2025

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

Additional explanation :

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

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

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

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

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

### Merging or separating positions

The Board of Directors has determined the separation of powers and duties in order to distribute the power, decision-making and command duties, and to have clear checks and balances on the management, which has been continually reviewed and improved to be appropriate and cover the various activities of the Company, as well as to be consistent with changes in the announcements or regulations of various regulatory agencies, by defining the authority to operate management under the regulations on approval and operation authority

### Independence of the Board of Directors and Management

#### 1) Independence of the Board of Directors and Management

The Board of Directors promotes good corporate governance by stipulating that the Chairman of the Board be a different person from the Chief Executive Officer. Although the Chairman of the Board is not the same person as the Chief Executive Officer, they are considered non-independent due to their blood relationship. Therefore, the Chairman of the Audit Committee is assigned to review and provide opinions on the agenda of the Board of Directors' meetings and shareholders' meetings, as well as having a clear separation of powers and duties. This is in accordance with the authority and operational procedures approved by the Board of Directors to enable the Board of Directors to independently monitor and balance the work of management.

#### 2) Balancing the Board of Directors

The Board of Directors provides for an appropriate composition of the Board of Directors and a clear separation of roles, duties and responsibilities between the Board of Directors and the management. All directors are independent in

expressing their opinions on the Company's operations with honesty, integrity, protecting the Company's interests without being influenced, and are responsible for performing their duties in accordance with the law, the Company's regulations, and resolutions of the Board of Directors' meetings and shareholders' meetings.

Reference link for the measures for balancing the power between the board of directors and the management : [https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives\\_24-02-2025.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/Policies-and-practices-regarding-directors-and-executives_24-02-2025.pdf)

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

Board charter : Have

The Company's Directors have the power and responsibility to manage the Company in accordance with the law, the Company's objectives, and regulations, as well as the resolutions of the shareholders' meetings that are in accordance with the law with honesty, integrity, and prudence, and to protect the interests of the Company. In summary, the key powers and responsibilities are as follows:

1) Directors must perform their duties in accordance with the law, the objectives and regulations of the Company, and the resolutions of the shareholders' meeting with honesty, integrity, prudence, and in the best interests of the Company.

2) Have the duty to determine the vision, policies, and operational direction of the company and to supervise and oversee the management to operate in accordance with the established policies and plans effectively and efficiently in order to maximize the economic value of the business and the wealth of the shareholders.

3) Monitor the performance to be in accordance with the policies and objectives of the business operations. This will require setting clear indicators to be used as guidelines for operations, taking into account feasibility and reasonableness. In addition, there must be regular reviews of policies and compliance with such policies.

4) Carefully consider conflicts of interest, consider transactions that may involve conflicts of interest, with clear guidelines that are in the best interests of the Company and the shareholders as a whole. Stakeholders shall not participate in the decision-making process and shall oversee that the requirements regarding the procedures and disclosure of information on transactions that may involve conflicts of interest are properly, completely, and transparently implemented.

5) Determine the authority and level of approval for transactions and various operations related to the Company's business to groups of persons or individuals as appropriate and in accordance with relevant laws by preparing an authorization manual and having it reviewed at least annually.

6) Oversee the Company to have appropriate internal control and internal audit systems, effective checks and balances in terms of finance, operations, compliance with relevant laws, regulations, and rules, including the establishment of an independent internal audit unit reporting directly to the Audit Committee.

7) Establish a risk management policy that covers the entire organization, with the management being responsible for complying with the policy and reporting to the Board of Directors on a regular basis. Ensure that the risk management system is reviewed or its effectiveness is assessed regularly and whenever the level of risk is found to have changed in the specified direction. As well as paying attention to early warning signs and various anomalies.

8) Appoint subcommittees or any person to assist in overseeing, monitoring, and controlling the management of the Company in material matters under the supervision of the Board of Directors, including evaluating the performance and determining the remuneration of such subcommittees or persons, or delegate authority to such subcommittees or persons as the Board deems appropriate and for such period as the Board deems appropriate, which the Board may revoke, withdraw, change, or amend such authority.

9) Define the scope of authority, duties, appointment, transfer, salary reduction, removal, dismissal, consideration of merits, disciplinary action, rewards for the position of Chief Executive Officer (CEO).

10) Act as the Nomination and Remuneration Committee in lieu of such committee when vacant or not appointed, with the duty to nominate and consider the remuneration of the positions of the Company's Directors, Chief Executive Officer, and Chief Financial Officer upon their expiration of term or resignation.

11) Appoint persons as directors or executives of subsidiaries, as well as monitor the operations of subsidiaries by requiring regular reporting of operating results.

12) Appoint and remove the Company Secretary, who shall be responsible for supporting the work of the Board of Directors, preparing and maintaining the Company's important documents, and performing other duties as required by law or as assigned by the Board of Directors.

13) Ensure that the Company has a corporate governance policy, a code of business conduct, and an anti-fraud and corruption policy in writing and that such policies are reviewed and complied with at least annually.

14) Ensure that the business operations are conducted in the best interests of the Company, all shareholders, both large and small shareholders, institutional investors, and other stakeholders, including employees, customers, partners, competitors, creditors, communities, society, and the environment, as well as ensuring that they receive their rights as prescribed by law.

15) Promote and support value creation through innovation and technology throughout the business chain to enhance the Company's competitiveness by developing the knowledge, skills, and attributes of employees at all levels to have the potential to align with the objectives, goals, and vision of the organization.

16) Promote and instill in employees at all levels the awareness of morality, ethics, and responsible performance of duties in accordance with the corporate governance policy, code of business conduct, and anti-fraud and corruption policy, including not taking undue advantage of the Company's assets, information, and opportunities.

17) Manage and oversee all directors and executives to perform their duties responsibly, prudently, and honestly in accordance with the principles stipulated in Chapter 3/1, Part 2 of the Securities and Exchange Act B.E. 2535 (SEA) by adhering to the aforementioned principles. The Board of Directors must exercise discretion in considering various matters on the fundamental principle that the decision is made honestly, reasonably, based on sufficient and appropriate information, and without any direct or indirect conflict of interest to ensure that the performance of the directors' duties is truly in the best interests of the Company and the shareholders as a whole.

18) Review the authorization and operational procedures to be appropriate for the changing circumstances, conditions, and size of the business, and must take steps to ensure that there are independent and appropriate checks and balances on the approval of transactions, such as a clear segregation of duties between the approver and the reviewer.

19) The Board of Directors must take any action to ensure that the Company's internal control system, including, can detect irregularities and prevent fraud that may arise from the transactions and operations of subsidiaries in foreign countries.

20) Oversee and monitor material asset acquisition or disposal transactions (MT) and related party transactions (RPT), including the Company's and its subsidiaries fundraising transactions.

21) Review the internal control system to be in line with such transactions, especially in the event that the Company raises funds, the Board of Directors must ensure that the Company has a system to monitor the use of the proceeds to be in accordance with the disclosed objectives.

22) Ensure that the Company has a system for disclosing information, conducting transactions, and operating the business of the listed company that is accurate, appropriate, complete, and equitable to all investor groups, including the trading of securities by the Company's directors, executives, and employees who may be aware of material inside information of the Company in a prudent and appropriate manner to prevent the use of disclosure channels as a tool to manipulate the Company's securities prices for the benefit of any particular group of persons or the disclosure of information in a manner that misleads investors about the benefits that the Company will receive from such transactions.

23) Encourage the listed company to comply with the principles of good corporate governance for listed companies 2017 (CG Code) and participate in various assessments by relevant agencies.

24) Approval Authority

(1) Consider and approve any contract that is not related to the normal course of business or a contract relating to the normal course of business that is material.

(2) Consider and approve related party transactions between the Company or its subsidiaries and related persons in accordance with the criteria prescribed by the Stock Exchange of Thailand, the Securities and Exchange Commission, and the Office of the Securities and Exchange Commission, and transactions that do not fall under such criteria.

(3) Consider and approve changes to material accounting policies and practices, risk management, and the Company's internal control.

(4) Consider and approve the salary adjustment and bonus limits or the annual remuneration criteria for executives and employees.

(5) Consider and approve the restructuring of the organization at the department level or higher.

(6) Have other powers, duties, and responsibilities as prescribed by laws, rules, regulations, the Company's Articles of Association, and resolutions of the shareholders' meeting.

Reference link for the board charter : [https://www.adb.co.th/wp-content/uploads/2025/11/2\\_BODCharter\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/2_BODCharter_EN.pdf)

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## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Audit Committee

#### Role

- Audit of financial statements and internal controls

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

The Audit Committee is accountable to the Company's Board of Directors within the scope of its assigned responsibilities. Its duties are as follows:

- 1) Review the Company's financial reporting to ensure accuracy, adequate disclosure, and compliance with accounting and financial reporting standards.
- 2) Review, consider, and approve both quarterly and annual financial statements, and communicate regularly with management and those charged with governance, including the Chief Financial Officer. The Audit Committee may recommend that the auditor review or examine any items deemed important and necessary during the Company's audit. In the event of significant irregularities in the financial statements, the Audit Committee shall investigate the cause from related parties.
- 3) Review the Company's compliance with the Public Company Act, the Securities and Exchange Act, the

notifications of the Securities and Exchange Commission, the regulations of the Stock Exchange of Thailand, and other laws related to the Company's business operations.

4) Review the Company's internal control and internal audit systems to ensure that the Group has appropriate and effective internal control systems.

5) Oversee the performance of the Internal Audit Department to ensure alignment with the approved annual audit plan and adherence to international standards for the professional practice of internal auditing on a continuous and consistent basis.

6) Consider the independence of the internal audit function to ensure its effectiveness, as well as consider the selection of qualified individuals to serve as the Head of Internal Audit, including approving the appointment, transfer, and termination of the Head of Internal Audit or any other unit responsible for internal audit work.

7) Consider and approve the Group's annual internal audit plan, taking into account the type and level of risk that may affect the Group. The Audit Committee also considers and approves the review and improvement of the internal control system to keep pace with changes in business operations and to ensure that the system can detect irregularities and prevent potential fraud. Additionally, the Audit Committee reviews audit reports and considers follow-up on issues identified in the audit reports.

8) Consider the selection, propose the appointment, or propose the termination of independent individuals to serve as the Company's auditor, including considering the auditor's remuneration and submitting it to the Board of Directors for approval before proposing it to the shareholders' meeting for approval.

9) Coordinate with the auditor regarding the objectives, scope, approach, work plan, and problems encountered during the audit, as well as significant issues identified by the auditor. The Audit Committee shall also meet with the auditor without management present at least once a year.

10) Review the Company's internal operations and provide recommendations to the Board of Directors and/or management in cases where the Audit Committee deems it beneficial to oversee the Company's operations to be effective and achieve its objectives in accordance with good corporate governance principles.

11) Review the accuracy of reference documents and self-assessments regarding the Company's anti-corruption measures under the Collective Action Coalition Against Corruption framework. The Audit Committee also oversees and monitors the adequacy and effectiveness of anti-corruption policies and practices.

12) The Audit Committee serves as a channel for receiving complaints and whistleblowing reports from internal personnel or external agencies regarding fraud, corruption, or misconduct related to good corporate governance principles. Upon receiving a complaint, the Audit Committee shall take action in accordance with the policies or relevant operating manuals established by the Board of Directors.

13) Consider, monitor, and follow up on the acquisition or disposal of material assets (MT), related party transactions (RPT), or transactions that may involve conflicts of interest to ensure compliance with the Securities and Exchange Act, the regulations and announcements of the Stock Exchange of Thailand, and/or other relevant laws applicable to the Group and/or its businesses. This is to ensure that such transactions are reasonable and in the best interests of the Group.

14) Prepare the Audit Committee Report for submission to the Board of Directors, which shall be disclosed in the Company's annual report. The report must be signed by the Audit Committee Chairman.

15) Consider and monitor the use of proceeds from fundraising to ensure alignment with the disclosed objectives by:

(1) Considering details related to the use of proceeds, such as the feasibility of project investments, the appropriateness of the fundraising amount and channels, the capital structure of the listed company, and investment agreements. The Audit Committee should also ensure that management thoroughly studies the economic conditions and growth prospects of the industries in which the listed company intends to invest the proceeds to prevent situations where the listed company raises funds but is unable to invest in the projects or businesses as projected.

(2) Ensuring that the Company has mechanisms in place to properly and appropriately manage and monitor the

use of proceeds in accordance with the disclosed objectives, such as internal control systems that ensure transparency and auditability of the disbursement of proceeds.

(3) If the proceeds are not used in accordance with the disclosed objectives, the Audit Committee must promptly take corrective actions and establish measures to prevent and deter the listed company from misusing the proceeds or using them for purposes other than those disclosed, which could harm the listed company and its shareholders.

(4) Ensuring that the listed company reports and discloses information on the use of proceeds from fundraising to shareholders in an appropriate and timely manner, and in accordance with the reporting timeframe specified in the regulations.

16) Perform other duties as assigned by the Company's Board of Directors with the approval of the Audit Committee.

### Reference link for the charter

[https://www.adb.co.th/wp-content/uploads/2025/05/4\\_Audit-Committee-Charter\\_22-02-67.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/4_Audit-Committee-Charter_22-02-67.pdf)

## Executive Committee

### Role

- Director and executive nomination
- Remuneration

### Scope of authorities, role, and duties

An executive committee member who wishes to resign from their position must submit a resignation letter to the board of directors. The resignation will be effective from the date specified in the resignation letter.

1) Define strategies, review and screen business plans and annual budgets, including management structures, to ensure alignment with the company's short-term and long-term policies and goals, and present them to the board of directors.

2) Review policies, regulations, and key practices proposed by management or the executive committee, and recommend them for implementation by management to ensure the company's operations are efficient and transparent.

3) Set financial and investment policies for the company and define investment directions in line with the company's policies, and approve investment criteria, including investment proposals in accordance with company regulations. These are to be submitted to the investment advisory committee or the board of directors as per the company's rules.

4) Oversee and monitor the company's operations to ensure they align with the policies, action plans, and annual budgets set by the board of directors, and report the results to the board.

5) Approve financial matters and non-financial transactions of the company within the approval authority limits.

6) Define the organizational structure, reporting hierarchy, and approval powers for individuals appropriately, and ensure a proper separation of duties to prevent fraud. Present this to the board of directors for approval, and monitor compliance with these principles and regulations.

7) Act on behalf of the Nomination and Remuneration Committee in the absence of such a committee. This includes overseeing the recruitment and selection of company directors, executive committee members, the CEO, senior executives, and the company secretary, ensuring their qualifications are appropriate for the company's context, and presenting recommendations to the board for approval.

8) Set remuneration policies and guidelines for determining appropriate compensation, both monetary and non-monetary, for the board of directors and executive committee members. Remuneration should be appropriate based on responsibilities, performance, and comparable benchmarks within similar businesses, and presented to the board for approval and subsequent shareholder approval.

- 9) Review the organizational structure for effective management, including recruitment, salary structures, and the authority to appoint, transfer, terminate, reward, or discipline senior executives (SVPs and VPs), with the authority to delegate this to the CEO or authorized personnel for signing employment contracts.
- 10) Evaluate the performance of the CEO and present the results to the board of directors for review and approval.
- 11) Ensure the company has an adequate internal control system by coordinating with the audit committee.
- 12) Analyze investment projects, risks, and expected benefits for the company, and present these to the board for consideration and approval.
- 13) Monitor and assess the company's operations and investment projects, and present findings to the board for potential adjustments.
- 14) Ensure investments comply with regulations and market standards.
- 15) Review risk management reports to monitor significant risks, ensuring the company manages risks adequately, and convene emergency meetings when urgent risks or crises occur.
- 16) Review all matters proposed to the board of directors, except those under the responsibility and/or authority of other sub-committees, which will be reviewed and presented directly to the board.
- 17) Consider other matters as assigned by the board of directors. The delegated authority must not lead to any conflicts of interest, either for the executive committee or the authorized persons, as determined by the SEC and in accordance with the company's rules, except for approval of items that are in line with the principles set by the board.

#### **Reference link for the charter**

[https://www.adb.co.th/wp-content/uploads/2025/05/3\\_Executive-Committee-Charter\\_15-01-2568.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/3_Executive-Committee-Charter_15-01-2568.pdf)

### **Sustainability and Risk Management Committee**

#### **Role**

- Risk management
- Sustainability development

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

- Risk Management Committees

- 1) Determine and review policies, goals, and scope of risk management for the Company, including integrated risk management, major business risk management such as strategic risk, business risk, operational risk, legal compliance risk, Climate Change Risk, corruption risk and sustainability risks (ESG risk) related to environmental, social and governance issues as well as emerging risks, to be appropriate for efficient business operations, in line with international standards, and in alignment with business strategy, business plan, and changing circumstance in each period.
- 2) Prepare and approve appropriate risk management plan by gathering opinions of executives and employees from various departments to mutually evaluate risk factors that may significantly impact business operations of the Company, as well as preparing risk management plan in all levels in order to mitigate impact that may have on business operations of the Company.
- 3) Support and develop risk management system to be efficient, as well as following up on the Company to ensure that there is regular risk assessment and appropriate risk management.
- 4) Govern, monitor, and review relevant risk management plan and report, as well as providing advisory to ensure that there is efficient risk management suiting with business operations of the Company, and managing risks to be in acceptable level and in line with Risk Management Policy of the Company.
- 5) Coordinating with the Audit Committee about significant risk factors and having the Internal Audit Unit to review that the risk management system of the companys group is appropriate to the exposure, being adapted as needed and adopted throughout the organization.

- 6) Continually reporting to the Board of Directors on significant risks and risk management solutions.
- 7) Encourage executives and employees to be aware of the importance of risk management, including communicating and enhancing knowledge and understanding of risk management to drive risk management at all levels of the organization and instill a risk culture throughout the organization.
- 8) Appointing Sub-Committees and/or additional related personnel, or replacements in the Sub-Risk Management Committee and/or the relevant department and/or the working team that is related to managing risks as necessary, as well as determining their roles and responsibilities in order to achieve the objectives.

- Sustainable Management Committees

- 1) Establish policies, strategies, and goals, as well as formulate a sustainable development action plan that aligns with the Company's business operations in the areas of Environment, Social, and Governance (ESG), in accordance with international best practices. The objective is to create sustainable value for all stakeholders and to present the plan for the Board of Directors consideration and approval.
- 2) Consider the formulation, review, and improvement of climate change strategies, including the management of risks and opportunities arising from climate change, in accordance with international standards. These strategies shall be proposed to the Board of Directors for consideration and approval. Additionally, oversee and monitor the implementation of the approved climate change strategies to ensure compliance and effectiveness.
- 3) Establish policies, strategies, goals, and create a sustainable development operation plan that is consistent with the company's business operations in terms of the environment, society, and governance of the company in a manner consistent with international practices, aiming to create sustainable value for all stakeholders, to be presented to the Board of Directors for consideration and approval.
- 4) Consider setting, reviewing and improving climate change strategies, including managing risks and opportunities that may arise from climate change in accordance with international standards to propose to the Board of Directors for consideration and approval, as well as to supervise and monitor compliance with the aforementioned climate change strategy.
- 5) Oversee and support the preparation of a sustainability development report, including approving the sustainability development report for public disclosure.
- 6) Communicate and encourage participation from those involved to create a culture of sustainable development in the business operations and work processes of ADB Group.

- Other duties and responsibilities

- 1) Review and amend the Charter of the Sustainability and Risk Management Committee annually in which if there is amendment to the Charter then it shall be presented to the Board of Directors for approval.
- 2) Perform other duties assigned by the Board of Directors.

**Reference link for the charter**

[https://www.adb.co.th/wp-content/uploads/2025/11/5\\_SRMCCCharter\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/5_SRMCCCharter_EN.pdf)

**Investment Advisory Board Committee**

**Role**

- Others
- The company's investment policy, criteria, and scope, including investment monitoring, must comply with the established investment policy, criteria, and scope.

**Scope of authorities, role, and duties**

- 1) Consider and establish investment policies, criteria, and limits, including monitoring and overseeing the company's investments to ensure compliance with the established investment policies, criteria, and limits.

- 2) Analyze investment projects, risks, and return on investment that the company is expected to receive for the Board of Directors' approval.
- 3) Other duties as assigned by the Board of Directors.
- 4) Advise the Board of Directors.

#### Reference link for the charter

[https://www.adb.co.th/wp-content/uploads/2025/05/6\\_Investment-Advisory-Board-Committee-Charter.pdf](https://www.adb.co.th/wp-content/uploads/2025/05/6_Investment-Advisory-Board-Committee-Charter.pdf)

#### Information on each subcommittee

##### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. MONGKON LAOWORAPONG<sup>(*)</sup>            Gender: Male            Age : 56 years            Highest level of education : Doctoral degree            Study field of the highest level of education : Accounting            Thai nationality : Yes            Residence in Thailand : Yes            Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee            (Non-executive directors, Independent director)              Director type : Existing director</p>	22 Mar 2017	Finance, Accounting, Risk Management, Sustainability, Internal Control
<p>2. Mrs. MONPILAI NARASINGHA            Gender: Female            Age : 57 years            Highest level of education : Doctoral degree            Study field of the highest level of education : Engineering            Thai nationality : Yes            Residence in Thailand : Yes            Expertise in accounting information review : No</p>	<p>Member of the audit committee            (Non-executive directors, Independent director)              Director type : Existing director</p>	22 Mar 2017	Engineering, Risk Management, Industrial Materials & Machinery, Internal Control, Mining

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mrs. KANCHANA PIYASATIT <sup>(*)</sup> Gender: Female Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Continuing director (Full term of directorship and being re-appointed as a director)	1 May 2018	Accounting, Finance, Strategic Management, Governance/ Compliance, Risk Management

Additional explanation :

(\*) Directors with expertise in accounting information review

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

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. WANG WANAPAISON Gender: Male Age : 74 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Chemical Engineer Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	22 Mar 2017
2. Mr. VEERACHAI WONGCHAROENSIN Gender: Male Age : 46 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	Member of the executive committee	22 Mar 2017

List of committee members	Position	Appointment date of executive committee member
<p>3. Mr. WUTTICHAJ WONGCHAROENSIN  Gender: Male  Age : 49 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</p>	<p>Member of the executive committee</p>	<p>22 Mar 2017</p>
<p>4. Mr. WEI-KAI WANG  Gender: Male  Age : 52 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : No  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>22 Mar 2017</p>
<p>5. Mr. Kang Hsu Liu  Gender: Male  Age : 54 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Engineering  Thai nationality : No  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>22 Mar 2017</p>
<p>6. Mr. Piriya Moungram  Gender: Male  Age : 46 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Material Technology (Petrochemicals and Materials, Polymers)  Thai nationality : Yes  Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>6 Sep 2019</p>

List of committee members	Position	Appointment date of executive committee member
7. Mr. Jirawat Akkaranupornpong Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	6 Sep 2019

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Ms. PORNPIWAN NIRAMONCHARDCHAY Gender: Female Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	16 Jan 2025	-

**Other Subcommittees**

Subcommittee name	Name list	Position
Sustainability and Risk Management Committee	Mr. MONGKON LAOWORAPONG	The chairman of the subcommittee (Independent director)
	Mr. WANG WANAPAISON	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. WUTTICHAJ WONGCHAROENSIN	Member of the subcommittee
	Mrs. MONPILAI NARASINGHA	Member of the subcommittee (Independent director)
	Mr. Piriya Mounkram	Member of the subcommittee
	Mr. WEI-KAI WANG	Member of the subcommittee
Investment Advisory Board Committee	Mr. MONGKON LAOWORAPONG	The chairman of the subcommittee (Independent director)
	Mrs. MONPILAI NARASINGHA	Member of the subcommittee (Independent director)

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Sustainability and Risk Management Committee	Ms. PORNPIWAN NIRAMONCHARDCHAY	Member of the subcommittee	16 Jan 2025	Mr. WEI-KAI WANG  Appointment date of replacement committee member : 26 Feb 2025

**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
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. WANG WANAPAISON</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Chemical Engineer</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>Chief Executive Officer</p> <p>(The highest-ranking executive)</p>	<p>22 Mar 2017</p>	<p>Governance/ Compliance, Marketing, Strategic Management, Sustainability, Leadership</p>
<p>2. Mr. WEI-KAI WANG</p> <p>Gender: Male</p> <p>Age : 52 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Senior Vice President of Plastic Compound Department</p>	<p>1 Jan 2023</p>	<p>Strategic Management, Governance/ Compliance, Marketing, Leadership, Change Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Piriya Moungkram</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Material Technology (Petrochemicals and Materials, Polymers)</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>	Senior Vice President of Technical Department	1 Jan 2023	Petrochemicals & Chemicals, Sustainability, Strategic Management, Risk Management, Governance/ Compliance
<p>4. Mr. Jirawat Akkaranupornpong<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 48 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Chief Financial Officer	1 Jan 2020	Finance, Accounting, Strategic Management, Governance/ Compliance, Law

List of executives	Position	First appointment date	Skills and expertise
<p>5. Ms. Nutta Likitrujanont Gender: Female Age : 62 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Market Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President of Operation Department	1 Jan 2020	Petrochemicals & Chemicals, Packaging, Marketing, Procurement
<p>6. Ms. Sirisuda Sujariyanurak Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice President of Human Resource and Development	1 Jan 2025	Human Resource Management, Corporate Social Responsibility, Sustainability, Data Management, Corporate Management
<p>7. Mr. CHENG HSIEN CHEN Gender: Male Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Electrical Engineering Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Acting Vice President of Information Technology Department	3 Dec 2020	Information & Communication Technology, Data Analysis, IT Management, Engineering

List of executives	Position	First appointment date	Skills and expertise
8. Mrs. Pornpan Pornanke Gender: Female Age : 50 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Manager of Finance Section	1 Jan 2023	Accounting, Finance
9. Mr. Phol Nanthachan Gender: Male Age : 56 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : - Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Manager of Production Section	1 Jan 2021	Negotiation, Leadership

*Additional Explanation :*

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

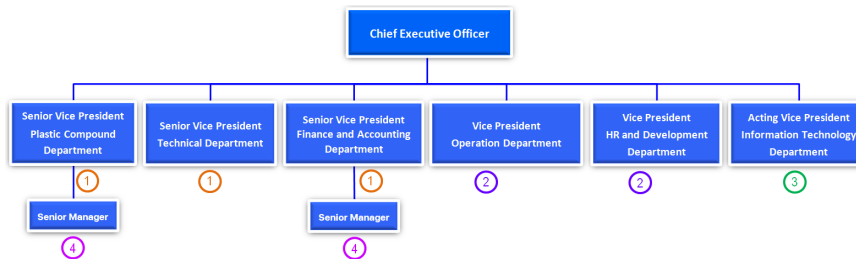
*(\*\*) Accounting supervisor*

*(\*\*\*) 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 : 31 Dec 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 has established clear and transparent policies, principles, and methods for the recruitment and determination of remuneration for both non-executive directors and executive directors, which are appropriate and comparable to those of the same industry. The Board of Directors will initially consider the remuneration and submit the information to the Board of Directors' meeting for consideration before submitting it to the Annual General Meeting of Shareholders for approval. The criteria and methods for determining various remunerations are as follows:

### Principles and Methods for Determining the Remuneration of the Board of Directors and Subcommittees

#### 1) Remuneration of Directors and Subcommittees

1.1) Remuneration of the Board of Directors shall be considered based on the duties, responsibilities, and performance of the Board of Directors and must be approved by the shareholders' meeting.

1.2) The Board of Directors will consider the types of remuneration, methods of payment, and amount of remuneration for directors, as well as present them to the Board of Directors for approval and to the shareholders' meeting for further approval.

1.3) The Company has established a clear and transparent remuneration policy whereby the remuneration is appropriate to the duties and responsibilities assigned to each director and is at a level sufficient to attract and retain qualified directors and executives.

1.4) Types of compensation consist of 2 parts:

- Monthly remuneration
- Meeting allowance

1.5) The remuneration of the Board of Directors and subcommittees must be approved by the Annual General Meeting of Shareholders.

#### 2) Other Remuneration - None -

### Principles and Methods for Determining the Remuneration of Senior Executives and Other Personnel

#### 1) Remuneration of the Chief Executive Officer and Senior Executives

The Board of Directors shall establish a compensation structure that motivates the Chief Executive Officer and senior executives to align with the objectives and key goals of the organization, including the long-term interests of the business.

1.1) Consider the appropriateness of the proportion of compensation that is salary, short-term performance, such as bonuses, and long-term performance.

1.2) Establish a remuneration policy that takes into account factors such as: remuneration levels higher than or equal to the industry average, business performance, etc.

1.3) Establish a policy on the criteria for evaluating the Chief Executive Officer and communicate it to be acknowledged, at least in the following matters:

- Approve the performance evaluation criteria of the Chief Executive Officer. The evaluation criteria should motivate the Chief Executive Officer to manage the business in accordance with the objectives, key goals, strategies, and in line with the long-term interests of the business.

- Evaluate the performance of the Chief Executive Officer annually.

- Approve the annual remuneration of the Chief Executive Officer by considering the performance evaluation of the Chief Executive Officer and other factors, including:

1.4) The Board should approve the criteria and factors in performance evaluation as well as approve the compensation structure of senior executives and monitor the Chief Executive Officer to evaluate senior executives in accordance with the aforementioned evaluation principles.

Reference link for remuneration policy for executive directors and executives : [https://www.adb.co.th/wp-content/uploads/2025/11/14\\_Re-cruitmentCompensation\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/14_Re-cruitmentCompensation_EN.pdf)

Page number of the reference link : 7-8

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

The Board of Directors approves the criteria and factors for performance evaluation, approves the compensation structure of senior executives, and monitors the CEO's evaluation of senior executives in accordance with such evaluation principles and participates in overseeing the determination of criteria and factors for performance evaluation for the entire organization. It has been considered that the compensation structure of the Company's directors, senior executives and personnel is comparable to companies in the same industry.

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	24,032,506.00	21,781,141.83	21,495,589.06
Total remuneration of executive directors (baht)	600,000.00	600,000.00	600,000.00
Total remuneration of executives (baht)	23,432,506.00	21,181,141.83	20,895,589.06

1. The Company pays monetary compensation to executives in the form of bonuses twice a year, divided into the first installment in December of each year and the second installment before Songkran of each year.

2. Other remuneration includes position allowances and various benefits such as provident funds, living allowances, management fees, travel expenses, vehicle insurance premiums, accident insurance premiums, medical expenses, child education expenses, depreciation expenses, house rental fees, etc.

3. The company does not have any claw-back or malus provisions for the Chief Executive Officer and/or senior executives. Instead, the company uses annual performance results to evaluate annual salary adjustments.

4. In 2023, the Company transferred 3 senior executives (Mr. Kang Hsu Liu, Mr. Veerachai Wongcharoensin, and Mr. Chang Chin Kui) to manage the subsidiary, ADB Sealant Co., Ltd. because the Company spun off its adhesive and sealant products to operate under ADB Sealant Co., Ltd., effective from February 1, 2023, resulting in a decrease in executive compensation.

5. In 2024, one senior executive, Mrs. Wichitra Thubburee, was transferred to manage the subsidiary, ADB Sealant Co., Ltd., effective from February 13, 2023, resulting in a decrease in executive compensation.

#### Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	2,230,176.00	2,069,963.00	1,573,098.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

#### Provident Fund

The Company has established a provident fund for its employees. The Company contributes at the rate of 2.8 percent of salary for employees with less than 10 years of service and at the rate of 3.3 percent of salary for employees with more than 10 years of service.

In 2025, the Company contributed a total of 2.6 million baht to the provident fund for 93 employees. The proportion of employees participating in the PVD is 45.15 percent of all employees.

#### 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. Mrs. Nokjinda Nonasa	nokjinda@adb.co.th	027094040

#### List of the company secretary

General information	Email	Telephone number
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General information	Email	Telephone number
1. Ms. Kanokwan Kongtanakomtunyakid	kanokwan@adb.co.th	027094040

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

General information	Email	Telephone number
1. Ms. Araya Chomthaisong	araya.ascentadvisory@hotmail.com	-

**List of the head of the compliance unit**

General information	Email	Telephone number
1. Ms. Kanokwan Kongtanakomtunyakid	kanokwan@adb.co.th	027094040

**Head of investor relations**

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

**List of the head of investor relations**

General information	Email	Telephone number
1. Ms. Kanokwan Kongtanakomtunyakid	kanokwan@adb.co.th	027094040

**Company's auditor**

**Details of the companys auditor**

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
D I A INTERNATIONAL AUDITING COMPANY LIMITED 316/32 SOI SUKHUMVIT 22 KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2259 5300-2	1,470,000.00	-	1. Mr. WIROTE SATJATHAMNUKUL Email: wirote@diaaudit.com License number: 5128  2. Ms. CHONLAKARN CHRITYAKIERNE Email: chonlakarn@diaaudit.com License number: 10925  3. Ms. SOMJINTANA PHOLHIRUNRAT Email: somjintanan@diaaudit.com License number: 5599  4. Mrs. SUVIMOL CHRITYAKIERNE Email: suvimol@diaaudit.com License number: 2982

**Details of the auditors of the subsidiaries**

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
D I A INTERNATIONAL AUDITING COMPANY LIMITED 316/32 SOI SUKHUMVIT 22 KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2259 5300-2	125,000.00	-	1. Mr. WIROTE SATJATHAMNUKUL Email: wirote@diaaudit.com License number: 5128  2. Ms. CHONLAKARN CHRITYAKIERNE Email: chonlakarn@diaaudit.com License number: 10925  3. Ms. SOMJINTANA PHOLHIRUNRAT Email: somjintanan@diaaudit.com License number: 5599  4. Mrs. SUVIMOL CHRITYAKIERNE Email: suvimol@diaaudit.com License number: 2982

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

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

#### List of designated individuals as representatives in Thailand

## Performance Report on Corporate Governance

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

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

In 2025, the Board of Directors reviewed and revised the company's strategies, objectives, organizational structure, and operational direction to ensure alignment and suitability with business operations. This process aimed to provide executives and employees with a unified direction and facilitate the implementation of the company's strategies in accordance with relevant policies, regulations, laws, and rules. Additionally, the Board monitored the adequacy of the organization's internal control system and risk management to maintain an appropriate level within the legal framework, objectives, and provide valuable insights for organizational development. In 2025, the Board of Directors held 6 meetings. All directors have fully performed their duties to the best of their ability with honesty, integrity, prudence, and consideration for the best interests of the company, shareholders, and all stakeholders.

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

##### Information about the selection of the board of directors

#### List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PAWAT WONGTANGTRAKUL	Chairman of the board of directors	22 Mar 2017	Strategic Management, Governance/ Compliance, Marketing
Mr. WANG WANAPAISON	Director	22 Mar 2017	Governance/ Compliance, Marketing, Strategic Management, Sustainability, Leadership
Mr. WUTTICHAJ WONGCHAROENSIN	Director	22 Mar 2017	Strategic Management, Risk Management, Data Management, Data Analysis, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. KANCHANA PIYASATIT	Director	1 May 2018	Accounting, Finance, Strategic Management, Governance/ Compliance, Risk Management

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

List of directors	Position	First appointment date of director	Skills and expertise
Mr. ATHITCHAI WANAPAISON	Director	26 Feb 2025	Marketing, Digital Marketing, Business Administration

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

#### Selection of independent directors

#### Criteria for selecting independent directors

##### Qualifications of Independent Directors

In order to comply with relevant laws and regulations, as well as to be in line with the principles of good corporate governance, the Company has established the Charter of Independent Directors, which sets out criteria that are "stricter" than the minimum requirements under the Notification of the Capital Market Supervisory Board. This is to ensure that independent directors are independent in performing their duties to protect the interests of the Company and shareholders effectively. The details are as follows:

1. Holds no more than 0.75 percent of the total voting shares of the Company, its parent company, subsidiaries, associated companies, major shareholders, or persons with control of the Company. This includes the shareholding of related persons of such independent directors. (Note: The Company sets the criteria in this item stricter than the minimum requirements under the Notification of the Capital Market Supervisory Board, which stipulates that the shareholding shall not exceed 1 percent.)

2. Is not or has never been a director who is involved in management, an employee, a salaried consultant, or a person with control of the Company, its parent company, subsidiaries, associated companies, subsidiaries of the same tier, major shareholders, or persons with control of the Company, unless such person has ceased to hold such position for at least 2 years.

3. Is not a person who has a blood relationship or a registered relationship under the law as a parent, spouse, sibling, and child, including the spouse of a child, of other directors, executives, major shareholders, persons with control, or persons to be proposed as directors, executives, or persons with control of the Company or its subsidiaries.

4. Does not have or has never had a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or persons with control of the Company in a manner that may hinder the exercise of their independent judgment, and is not or has never been a significant shareholder or person with control of a person who has a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or persons with control of the Company, unless such person has ceased to hold such position for at least 2 years. The business relationship referred to in paragraph one includes normal commercial transactions for the purpose of carrying on business, leasing or renting of immovable property, transactions relating to assets or services, or the provision or receipt of financial assistance by way of borrowing or lending, guarantees, the provision of assets as security for debts, including other similar acts, which result in the Company or the counterparty having a debt obligation to pay to the other party of at least 3 percent of the Company's net tangible assets or from 20 million baht, whichever is lower. In considering such debt obligations, the debt obligations incurred during the 1 year prior to the date of having a business relationship with the same person shall be included.

5. Is not or has never been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or persons with control of the Company, and is not a significant shareholder, person with control, or partner of an audit firm that has an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or persons with control of the Company, unless such person has ceased to hold such position for at least 2 years.

6. Is not or has never been a professional service provider, including providing services as a legal advisor or financial advisor who has received a service fee of more than 2 million baht per year from the Company, its parent company, subsidiaries, associated companies, major shareholders, or persons with control of the Company, and is not a significant shareholder, person with control, or partner of such professional service provider, unless such person has ceased to hold such position for at least 2 years.

7. Is not a director appointed to represent the board of directors of the Company, a major shareholder, or a shareholder who is related to a major shareholder.

8. Does not engage in a business that is of the same nature and is in material competition with the business of the Company or its subsidiaries, or is not a partner with a significant interest in a partnership, or is a director who is involved in management, an employee, a salaried consultant, or holds more than one percent of the total voting shares of another company that engages in a business that is of the same nature and is in material competition with the business of the Company or its subsidiaries.

9. Does not have any other characteristics that make it impossible to give an independent opinion on the Company's operations.

After being appointed as an independent director, the independent director may be assigned by the Board of Directors to make decisions in the business operations of the Company, its parent company, subsidiaries, associated companies, subsidiaries of the same tier, major shareholders, or persons with control of the Company, by making decisions in the form of a collective decision.

### **Director Recruitment and Appointment**

The Board of Directors should oversee the recruitment and selection of directors to have a transparent and clear process in order to obtain directors with qualifications that are consistent with the specified elements, as follows:

1) Provide an opportunity for minority shareholders to nominate qualified persons for consideration for election as directors and nominations from major shareholders.

2) Qualifications according to laws and relevant regulations, such as the Public Limited Company Act, the Securities and Exchange Act B.E. 2535, the Company's Articles of Association, and the Company's Good Corporate Governance principles.

3) Consider in accordance with the criteria for the recruitment of directors of the Stock Exchange of Thailand.

4) Give importance to those who have skills, professional experience, specific qualifications in various fields that the Board of Directors still lacks, and are essential to the Company's business in order to make the composition of the Board of Directors complete and most beneficial.

5) Consider knowledge, abilities, and experience relevant to the business to be in line with the Company's business strategy, including using the Director Pool database of the Thai Institute of Directors Association (IOD) as part of the recruitment of new directors.

6) Consider the qualifications of directors to be in line with the Company's business strategy by preparing a Board Skill Matrix, which specifies the qualifications of directors to be recruited, considering expertise in various fields, including law, accounting, finance, economics, engineering, and management, in order to combine knowledge and abilities that are beneficial to the Company's operations.

7) Consider the time commitment of the directors. If it is a former director who will return to office for another term, it may be considered from the performance results during the term of office. It should also consider the number of companies that each director will hold a position in, to be appropriate to the nature or business conditions of the Company, which should not exceed 5 listed companies, to ensure that work efficiency will not decrease.

8) The appointment of independent directors shall consider the independence of the person proposed to be an independent director according to the criteria set by the Securities and Exchange Commission (SEC), with the qualifications for independence as specified in the Good Corporate Governance Manual.

9) Performance results in the past year (if any).

10) Providing useful suggestions and comments.

#### **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

To promote good corporate governance in terms of respecting shareholder rights and treating all shareholders fairly and equitably, the Company allows shareholders to propose matters for consideration to be included on the agenda and nominate persons for election as the Company's directors at the Annual General Meeting of Shareholders in advance, according to the criteria set by the Company, which has been published on the Company's website at [www.adb.co.th](http://www.adb.co.th) under the Investor Relations section. Shareholders can submit such matters from 1 October - 31 December each year.

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. PAWAT WONGTANGTRAKUL (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"><li>• 2017: Director Accreditation Program (DAP)</li></ul>
2. Mr. RATTANACHAI WONGCHAROENSIN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"><li>• 2016: Director Accreditation Program (DAP)</li></ul>
3. Mr. WANG WANAPAISON (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"><li>• 2016: Director Accreditation Program (DAP)</li></ul>

List of directors	Participation in training in the past financial year	History of training participation
4. Mr. WEI-KAI WANG (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2017: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: AI applications</li> </ul>
5. Mr. VEERACHAI WONGCHAROENSIN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2016: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Basic fire fighting training</li> <li>• 2025: Code of Conduct</li> <li>• 2025: ESG Scope 3</li> <li>• 2025: Initiatives for Respecting Human Rights</li> <li>• 2025: MOTIVATING LEADERSHIP</li> <li>• 2025: Occupational safety, health and environmental protection; Process safety management</li> <li>• 2025: Safety Month "Safety when working at heights."</li> <li>• 2025: Safety Monyt Log out/Tag out "Knowing this will definitely keep you safe."</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
<p>6. Mr. MONGKON LAOWORAPONG (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2025: ESG in the Boardroom: A Practical Guide for Board (ESG)</li> <li>• 2024: Directors Guide to Legal Obligations and Duties (DLD)</li> <li>• 2023: Director Leadership Certification Program (DLCP)</li> <li>• 2023: Risk Management Program for Corporate Leaders (RCL)</li> <li>• 2021: Ethical Leadership Program (ELP)</li> <li>• 2012: Successful Formulation &amp; Execution of Strategy (SFE)</li> <li>• 2007: Director Certification Program (DCP)</li> <li>• 2004: Director Accreditation Program (DAP)</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: Chief Audit Executive Professional Leadership Program Class 6/2025 Thai Federation of Accounting Profession</li> <li>• 2025: Sustainability Disclosure: IFRS S1 + IFRS S2 and Key Issues</li> <li>• 2018: Boardroom Success through Financing and Investment (BFI)</li> <li>• 2014: Chartered Director Class (CDC)</li> <li>• 2013: How to Measure the Success of Corporate Strategy (HMS)</li> <li>• 2008: Monitoring the Internal Audit Function (MIA)</li> <li>• 2007: Audit Committee Program (ACP)</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
7. Mrs. MONPILAI NARASINGHA (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2024: Risk Management Program for Corporate Leaders (RCL)</li> <li>• 2018: Director Certification Program (DCP)</li> <li>• 2016: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Carbon Finance Bootcamp</li> <li>• 2025: Insight in SET: ID &amp; AC Focus - Comprehensive knowledge for growth and sustainability in the capital market.</li> <li>• 2025: Sustainability Disclosure: IFRS S1 + IFRS S2 and Key Issues</li> </ul>
8. Mr. WUTTICHAJ WONGCHAROENSIN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2019: Director Certification Program (DCP)</li> <li>• 2017: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: CPL NEXT: SMART STRONG PEOPLE</li> </ul>
9. Mr. CHUNG JEN YANG (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2017: Director Accreditation Program (DAP)</li> </ul>
10. Mrs. KANCHANA PIYASATIT (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2016: Director Accreditation Program (DAP)</li> <li>• 2016: Risk Management Program for Corporate Leaders (RCL)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Insight in SET: ID &amp; AC Focus - Comprehensive knowledge for growth and sustainability in the capital market.</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
11. Mr. ATHITCHAI WANAPAISON (Director)	Non-participating	Thai Institute of Directors (IOD)  • 2024: Director Accreditation Program (DAP)

## Information on the evaluation of duty performance of directors

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

The Company shall have an assessment of the performance of the Board of Directors and sub-committees, both as a whole and individually, at least once a year. This is used as a framework to review the performance of the Board of Directors during the past year to determine whether they have performed their duties fully and appropriately within the scope of their authority and in accordance with good corporate governance principles.

The Board of Directors performance evaluation uses an assessment form prepared in accordance with the guidelines of the Stock Exchange of Thailand, which is adapted to suit the characteristics and structure of the Board of Directors. The assessment results will be an important part in developing the performance of duties and operations related to the Board of Directors to be more efficient and effective.

**The Board's self-assessment consists of 6 topics.** including:

- Structure and qualifications of the Board of Directors
- Roles, duties, and responsibilities of the Board of Directors
- Board meetings
- Performance of directors
- Relationship with management
- Self-development of directors and executive development

**The self-assessment of individual members of the Board of Directors, sub-committees as a whole and individually, consists of 3 topics.** include:

- Structure and qualifications of the Board of Directors
- Board of Directors meetings
- Roles, duties, and responsibilities of the Board of Directors

The scoring method used is to indicate the opinion of each director by ticking (✓) in the score box from 0-4, only 1 box in the assessment form, or having a score level from strongly disagree or no action taken on the matter to strongly agree or excellent action taken on the matter. Then, all the scores are evaluated as a percentage of the total score, which is defined as follows:

- Equal to or greater than 90 percent = Excellent
- Equal to or greater than 80 percent = Very good
- Equal to or greater than 70 percent = Good
- Equal to or greater than 60 percent = Fair
- Less than 60 percent = Needs Improvement

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

### 1. Performance evaluation results of the Board of Directors

In 2025, the evaluation results of the entire Board of Directors had an average score of 98.15 which is in the Excellent

### 2. Performance evaluation results of sub-committees by committee

In 2025, the evaluation results of the sub-committees by committee had an average score of 99.54 which is in the Excellent

The evaluation results of the sub-committees are as follows:

**1) Audit Committee** The average score is 100 which is in the Excellent

**2) Executive Committee (acting as the Nomination and Remuneration Committee)** The average score is 97.22 which is in the Excellent

**3) Corporate Governance Committee (acted by the Executive Committee)** The average score is 100 which is in the Excellent

**4) Sustainability and Risk Management Committee** The average score is 100 which is in the Excellent

### 3. Evaluation of the performance of the Board of Directors and individual sub-committees (self-assessment)

In 2025, the performance evaluation results of the Board of Directors and individual sub-committees (self-assessment) had an average score of 100 which is in the Excellent

### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board of Directors evaluates the performance of the Chief Executive Officer annually, at least once a year, to assess operational efficiency and use the evaluation results to improve the efficiency of performance.

### Information on meeting attendance and remuneration payment to each board member

#### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

#### Meeting attendance of the board of directors

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

Date of AGM meeting : 22 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. PAWAT WONGTANGTRAKUL (Chairman of the board of directors)	5	/	6	1	/	1		/	
2. Mr. RATTANACHAI WONGCHAROENSIN (Director)	4	/	6	1	/	1		/	
3. Mr. WANG WANAPAISON (Director)	6	/	6	1	/	1		/	
4. Mr. WEI-KAI WANG (Director)	6	/	6	1	/	1		/	
5. Mr. VEERACHAI WONGCHAROENSIN (Director)	6	/	6	1	/	1		/	
6. Mr. MONGKON LAOWORAPONG (Director, Independent director)	6	/	6	1	/	1		/	
7. Mrs. MONPILAI NARASINGHA (Director, Independent director)	6	/	6	1	/	1		/	
8. Mr. WUTTICHA WONGCHAROENSIN (Director)	6	/	6	1	/	1		/	
9. Mr. CHUNG JEN YANG (Director, Independent director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
10. Mrs. KANCHANA PIYASATIT (Director, Independent director)	6	/	6	1	/	1		/	
11. Mr. ATHITCHAI WANAPAISON (Director)	5	/	5	1	/	1		/	
12. Ms. PORNPIWAN NIRAMONCHARDCHAY (Director)	0	/	0	0	/	0		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. PAWAT WONGTANGTRAKUL (Chairman of the board of directors)	5/6 (83.33%)	1/1 (100.00%)	N/A
2. Mr. RATTANACHAI WONGCHAROENSIN (Director)	4/6 (66.67%)	1/1 (100.00%)	N/A
3. Mr. WANG WANAPAISON (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Mr. WEI-KAI WANG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. VEERACHAI WONGCHAROENSIN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Mr. MONGKON LAOWORAPONG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mrs. MONPILAI NARASINGHA (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. WUTTICHAJ WONGCHAROENSIN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mr. CHUNG JEN YANG (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
10. Mrs. KANCHANA PIYASATIT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
11. Mr. ATHITCHAI WANAPAISSON (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
12. Ms. PORNPIWAN NIRAMONCHARDCHAY (Director)	N/A	N/A	N/A
<b>Average meeting attendance rate</b>	<b>95.46%</b>	<b>100.00%</b>	<b>N/A</b>

#### 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 Company has established clear and transparent policies, guidelines, and methods for the recruitment and determination of remuneration for both non-executive directors and executive directors, which are appropriate and comparable to those in the same industry. The Board of Directors will initially consider the remuneration and submit the information to the Board of Directors' meeting for consideration before proposing it to the Annual General Meeting of Shareholders for approval. The criteria and methods for determining various remunerations are as follows:

#### Directors' and Sub-Committees' Remuneration

1. The remuneration of the Board of Directors shall be considered based on the duties, responsibilities, and performance of the Directors, which must be approved by the shareholders' meeting.

2. The Board of Directors shall consider the types of remuneration, the methods of remuneration payment, and the amount of Directors' remuneration, including proposing to the Board of Directors for approval and presenting to the shareholders' meeting for further approval.

3. The Company has established a clear and transparent remuneration policy whereby the remuneration is commensurate with the duties and responsibilities assigned to each Director and is at a level sufficient to attract and retain qualified directors and executives.

4. Types of remuneration consist of 2 parts:

- Monthly Remuneration
- Attendance Fee

5. The remuneration of the Board of Directors and sub-committees must be approved by the general meeting of shareholders.

**Other Remuneration** - None -

Remuneration of the board of directors <sup>(1)</sup>

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. PAWAT WONGTANGTRAKUL (Chairman of the board of directors)</b>			<b>355,000.00</b>		<b>N/A</b>
Board of Directors (Chairman of the board of directors)	55,000.00	300,000.00	355,000.00	No	
<b>2. Mr. RATTANACHAI WONGCHAROENSIN (Director)</b>			<b>280,000.00</b>		<b>N/A</b>
Board of Directors (Director)	40,000.00	240,000.00	280,000.00	No	
<b>3. Mr. WANG WANAPAI SON (Director)</b>			<b>65,000.00</b>		<b>N/A</b>
Board of Directors (Director)	65,000.00	0.00	65,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Sustainability and Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>4. Mr. WEI-KAI WANG (Director)</b>			<b>80,000.00</b>		<b>N/A</b>

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)	65,000.00	0.00	65,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability and Risk Management Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
<b>5. Mr. VEERACHAI WONGCHAROENSIN (Director)</b>			<b>65,000.00</b>		<b>N/A</b>
Board of Directors (Director)	65,000.00	0.00	65,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>6. Mr. MONGKON LAOWORAPONG (Director, Independent director)</b>			<b>445,000.00</b>		<b>N/A</b>
Board of Directors (Director)	65,000.00	0.00	65,000.00	No	
Audit Committee (Chairman of the audit committee)	45,000.00	300,000.00	345,000.00	No	
Sustainability and Risk Management Committee (The chairman of the subcommittee)	25,000.00	0.00	25,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Investment Advisory Board Committee (The chairman of the subcommittee)	10,000.00	0.00	10,000.00	No	
<b>7. Mrs. MONPILAI NARASINGHA (Director, Independent director)</b>			<b>385,000.00</b>		<b>N/A</b>
Board of Directors (Director)	65,000.00	0.00	65,000.00	No	
Audit Committee (Member of the audit committee)	45,000.00	240,000.00	285,000.00	No	
Investment Advisory Board Committee (Member of the subcommittee)	10,000.00	0.00	10,000.00	No	
Sustainability and Risk Management Committee (Member of the subcommittee)	25,000.00	0.00	25,000.00	No	
<b>8. Mr. WUTTICHAJ WONGCHAROENSIN (Director)</b>			<b>690,000.00</b>		<b>N/A</b>
Board of Directors (Director)	65,000.00	0.00	65,000.00	No	
Executive Committee (Member of the executive committee)	0.00	600,000.00	600,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainability and Risk Management Committee (Member of the subcommittee)	25,000.00	0.00	25,000.00	No	
<b>9. Mr. CHUNG JEN YANG</b> (Director, Independent director)			<b>305,000.00</b>		<b>N/A</b>
Board of Directors (Director)	65,000.00	240,000.00	305,000.00	No	
<b>10. Mrs. KANCHANA PIYASATIT</b> (Director, Independent director)			<b>350,000.00</b>		<b>N/A</b>
Board of Directors (Director)	65,000.00	0.00	65,000.00	No	
Audit Committee (Member of the audit committee)	45,000.00	240,000.00	285,000.00	No	
<b>11. Mr. ATHITCHAI WANAPAISON</b> (Director)			<b>250,000.00</b>		<b>N/A</b>
Board of Directors (Director)	50,000.00	200,000.00	250,000.00	No	
<b>12. Mr. Kang Hsu Liu</b> (Member of the executive committee)			<b>0.00</b>		<b>N/A</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>13. Mr. Piriya Moungkram (Member of the executive committee)</b>			<b>0.00</b>		<b>N/A</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability and Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>14. Mr. Jirawat Akkaranupompong (Member of the executive committee)</b>			<b>0.00</b>		<b>N/A</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>15. Ms. PORNPIWAN NIRAMONCHARDCHAY (Director)</b>			<b>0.00</b>		<b>N/A</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability and Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	665,000.00	980,000.00	1,645,000.00
2. Audit Committee	135,000.00	780,000.00	915,000.00
3. Executive Committee	0.00	600,000.00	600,000.00
4. Sustainability and Risk Management Committee	90,000.00	0.00	90,000.00
5. Investment Advisory Board Committee	20,000.00	0.00	20,000.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,470,000.00	1,440,000.00	910,000.00
Other monetary remuneration (Baht)	2,160,000.00	2,160,000.00	2,360,000.00
Total (Baht)	3,630,000.00	3,600,000.00	3,270,000.00

Remark: <sup>(1)</sup> 1. Monthly compensation is paid only to non-executive directors of the parent company, subsidiaries, and affiliated companies. 2. Meeting allowances will be paid only to directors who attend the meeting. 3. Directors and independent directors who serve on multiple subcommittees will receive remuneration at the highest rate for only one committee.

#### 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 : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,  
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to  
associated companies approved by the board of shareholding, The determination of the scope of duties  
directors and responsibilities of directors and executives as company  
representatives in establishing important policies,

Disclosure of financial condition and operating results,  
Transactions between the company and related parties,  
Other significant transactions, Acquisition or disposal of  
assets, Internal control system of the subsidiary operating  
the core business is appropriate and sufficient in the  
subsidiary operating the core business

The Company has established practices for controlling and supervising the management of subsidiaries and/or associated companies in which the Company has invested. The main details are as follows:

### **1. Management Control Policy for Subsidiaries and/or Associated Companies**

1.1 In overseeing subsidiaries and/or associated companies, the Company will appoint persons approved by the Company's Board of Directors to serve as directors and executives of subsidiaries and/or associated companies. The Company's Board of Directors will jointly consider the qualifications and experience appropriate for that type of business to represent the Company in holding positions on the boards of directors of such subsidiaries and/or associated companies in order to set important policies and control the business operations of subsidiaries and associated companies.

1.2 Persons approved by the Company to serve as directors of subsidiaries or associated companies are responsible for monitoring the operations of the subsidiaries and associated companies for which they are responsible to ensure that they are in accordance with the goals, operational plans, strategies, and budgets set by the Company. They shall exercise their discretion in accordance with the resolutions of the board of directors or shareholders' meetings approving important matters of the subsidiaries or associated companies in order to maximize the benefits to the Company.

1.3 Persons approved by the Company to serve as directors of subsidiaries or associated companies have the right to vote at meetings of the board of directors of subsidiaries or associated companies on matters relating to the general operations of the subsidiaries or associated companies, as deemed appropriate by the directors and executives of the subsidiaries and associated companies, for the benefit of the subsidiaries and associated companies, except for consideration and voting as specified in 1.4.

1.4 Persons approved by the Company to serve as directors of subsidiaries or associated companies are prohibited from voting at meetings of the board of directors of subsidiaries or associated companies on the following matters, unless approved by the Company's Board of Directors and/or the shareholders' meeting, as the case may be, prior to commencement:

1.4.1 Transactions of subsidiaries under SEC Notification No. Tor Jor. 21/2551 Re: Rules on Connected Transactions and SEC Notification No. Tor Jor. 20/2551 Re: Rules on Material Transactions Deemed as Acquisition or Disposal of Assets.

1.4.2 Transactions that have an impact on the financial position and operating results of the subsidiary, including:

- (1) The sale or transfer of all or part of the business of a subsidiary to another person, including the transfer or waiver of rights or claims that are material to the detriment of the subsidiary.
- (2) Borrowing, lending, guaranteeing, incurring obligations or providing financial assistance to other companies.
- (3) Capital increases, rights offerings, and capital reductions of subsidiaries, as well as any other actions that result in a change in the Company's direct or indirect shareholding in the subsidiary.

1.5 Persons approved by the Company to serve as directors and executives of subsidiaries or associated companies, including related persons of such directors and executives, are required to inform the board of directors of the subsidiary of the relationship and transactions with the subsidiary that may give rise to a conflict of interest with the subsidiary. The board of directors of the subsidiary is responsible for notifying the Company of such matters. However, such persons shall not participate in the approval of any transaction in which they have an interest or a conflict of interest.

### **2. Financial Control Policy for Subsidiaries and/or Associated Companies**

2.1 Subsidiaries and/or associated companies are responsible for submitting monthly operating results and quarterly reviewed financial statements by a certified public accountant, as well as supporting information for the preparation of such financial statements of the subsidiary or associated company, to ADB and consent to the Company's use of such information for the preparation of consolidated financial statements or the Company's quarterly or annual reports, as the case may be.

2.2 Subsidiaries and/or associated companies are responsible for preparing operating results estimates and summaries comparing actual performance to plans on a quarterly basis, including monitoring performance to be in accordance with the plan for reporting to the parent company.

2.3 Subsidiaries and/or associated companies are responsible for reporting material financial issues to the Company upon discovery or upon the Company's request for investigation and reporting.

### **3. Investment Planning Control and Supervision Policy for Subsidiaries and/or Associated Companies**

3.1 Subsidiaries and/or associated companies must prepare investment plans, budgets, and operational plans by setting operational targets in the annual budget cycle, presenting them to the board of directors within the subsidiaries and/or associated companies and the top executives of the subsidiaries and/or associated companies, and then presenting them to the Company's Board of Directors for further consideration.

3.2 Subsidiaries and/or associated companies are responsible for monitoring the performance of project investments and summarizing the comparison between actual performance and established targets.

3.3 Each subsidiary and/or associated company is responsible for reporting its operational plan, performance results compared to the Company's established targets, in order to regularly review performance and revise, improve, or develop future operational plans and targets.

3.4 The Company requires its directors and/or executives who are appointed as directors and/or executives of subsidiaries and/or associated companies to report on the progress of each project and business operations, including any material operational issues, to the Company.

### **4. Corporate Governance Control Policy for Subsidiaries and/or Associated Companies**

4.1 Subsidiaries and/or associated companies are responsible for complying with the Company's Corporate Governance Policy, including other relevant policies, as established by the Company for use within the Group.

4.2 Associated companies and/or subsidiaries are responsible for complying with the Company's Code of Conduct, including other relevant codes of conduct established by the Company for use within the Group.

4.3 Subsidiaries and/or associated companies are responsible for complying with all policies and practices established by the parent company. The application of international standards related to various products must be appropriate to the business, the needs of customers and/or stakeholders, and include business risk assessments, fraud and corruption risk assessments for private and public sector entities with which the Company transacts business in accordance with the policy framework or guidelines set forth.

4.4 The Company shall require directors and/or executives appointed to positions in subsidiaries and/or associated companies to comply with the Company's policies, code of conduct, and practices in order to comply with the Company's policies and management approach, to the extent that they do not conflict with the policies and operational guidelines of such subsidiaries.

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

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

### Operations for conflict of interest prevention over the past year

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

Applied DB Public Company Limited has set policies and procedures for related party transactions as important tools or mechanisms to enable the Company to have good corporate governance. The purpose of setting policies and procedures for related party transactions is to ensure that all related party transactions of the Company are transparent, have no conflict of interest, are approved by the management, the Board of Directors or the shareholders' meeting, and are disclosed correctly and completely for the maximum benefit of the Company and its subsidiaries. The company has therefore established the rules and procedures for making transactions between each other or related transactions are as follows:

1) Directors and executives of the Company shall prepare a report of their or their related persons' interests and notify the Company so that the Company has information for internal use in implementing the regulations regarding related party transactions.

2) Avoid engaging in related party transactions that may cause conflicts of interest. In cases where it is necessary to engage in related party transactions, such related party transactions must be presented and approved by the management, the board of directors, or the shareholders meeting (as the case may be), unless the transaction is a commercial agreement of the same nature as what an ordinary person would do with a general contracting party in the same situation, with commercial bargaining power that is free from the influence of the status of the director, executive, or related person, as the case may be, and is a commercial agreement that has been approved by the board of directors or in accordance with the principles approved by the board of directors.

3) In considering related party transactions, the Company shall set prices and conditions of related party transactions as if they were made with an external party (Arm's length basis), which shall be fair and reasonable. The price of the product or service shall be compared with the external price under the same or similar conditions and shall comply with the manual of approval and implementation authority. As for the granting or receiving of financial assistance, it shall be necessary, reasonable and shall have terms and conditions that will maximize the Company's benefits.

4) In the event that there is no such price criteria for reference, the Company shall compare prices in the same product group and/or consider comparing the price of products or services with external prices under the same or similar conditions.

5) The Company may utilize the report of an independent appraiser appointed by the Company to compare prices for significant related party transactions to ensure that such prices are reasonable and in the best interests of the Company and its subsidiaries.

6) If the Company has any related party transactions or other related transactions that fall under the requirements of the Stock Exchange of Thailand, the Capital Market Supervisory Board and the Securities and Exchange Commission, it must strictly comply with such requirements.

7) There must be a review of related transactions according to the audit plan. The internal audit unit must report to the audit committee and have a standard for controlling, inspecting, and supervising random reviews of transactions to ensure they are true, correct, and in accordance with the contract, policy, or specified conditions.

In 2025, the Company has diligently monitored and enforced these governance measures to prevent conflicts of interest through the following initiatives

1. All directors and executives have submitted reports disclosing their interests and/or those of related persons under the criteria established by the Board of Directors.

2. For related party transactions classified as normal business operations or transactions supporting normal business with general commercial terms, the Company has conducted these transparently and in compliance with the principles approved by the Board of Directors. Such transactions are treated as if conducted with external parties, with the Company's best interests as the primary consideration. Individuals with vested interests in these transactions do not participate in the approval process, and reports are submitted to the Audit Committee quarterly. Transactions that do not follow general commercial terms and may cause conflicts of interest must be reviewed and an opinion must be received from the Audit Committee before being submitted for approval from the Board of Directors or shareholders, depending on the transaction amount. The Company has strictly complied with all relevant regulations and has fully disclosed important information as required by applicable rules.

#### Number of cases or issues related to conflict of interest

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

### Prevention of the use of inside information to seek benefits

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

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

Applied DB Public Company Limited has established an additional policy on the use of the Company's internal information for directors, executives and employees, with the following details:

1) Do not disclose inside information to other persons directly or indirectly and by any means, knowing or should know that the recipient of the information may use such information to purchase or sell securities or enter into futures contracts related to securities, whether for oneself or for others, except in the case of actions that do not take advantage of other persons or in the manner as specified by the Securities and Exchange Commission.

2) Do not use the Company's inside information to seek benefits in trading the Company's securities or provide such information to other persons for trading the Company's securities. Must keep the information confidential and not trade the Company's securities or perform any legal transactions or seek benefits in any form that may affect the change in the price of the Company's securities from the information that one has knowledge of, which is an illegal act.

3) Do not disclose the Company's trade secrets to any other person, especially to the Company's competitors.

4) Do not disclose any confidential information of the customer until receiving written permission from the customer.

5) Persons who know or possess inside information related to the Company are prohibited from trading in securities of the Group of Companies during the period of 30 days prior to the disclosure of quarterly and annual financial statements or the disclosure of inside information to the public and during the period of 24 hours after such inside information of the Company has been disclosed to the public and other periods as the Company may determine from time to time.

6) In special circumstances, persons who know or possess inside information about the Company may sell securities of the Group during the blackout period if they are in a situation such as severe financial hardship or are required to comply with legal requirements or are subject to a court order, provided that they always provide a record stating the reasons and seek further approval.

7) The Company has established measures to prevent the exchange of internal information of the Company to related persons, including directors, senior executives and employees in related departments (including spouses, minor children and those living together as husband and wife).

In 2025, directors and executives, as defined by the Securities and Exchange Commission (SEC), are required to prepare and disclose their reports on the holdings of the Company's securities by themselves, their spouses, and their unemancipated minor children, in accordance with the corporate governance and insider information policies set by the Company. They are also required to report their securities holdings and changes in their holdings of the Company's securities to the SEC within 3 business days from the date of purchase, sale, or transfer of securities as prescribed by the SEC.

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

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

### Anti-corruption action

#### Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

In 2025, the company has implemented the following anti-corruption measures from to:

1. The company has an anti-corruption policy and has implemented relevant policies and measures. We have stringent measures and procedures in place to prevent and combat corruption. The company consistently adheres to its anti-corruption policy and encourages management, employees, and all stakeholders to be aware of potential corruption within the company and to recognize the importance of anti-corruption processes.

2. Established clear guidelines for high-risk areas for corruption, including political assistance, charitable donations and sponsorships, gifts, hospitality services and other expenses, and facilitation payments, to ensure that Company personnel will not engage in any actions that lead to corruption.

3. The company regularly reviews its anti-corruption policies and practices to ensure they align with changes in the business environment, regulations, and relevant legal requirements.

4. The company has been a member of the Thai Private Sector Anti-Corruption Coalition since December 31, 2023, until December 31, 2026.

5. The company conducted training and communicated its anti-corruption policy and whistleblowing procedures under the course "Key Company Policies You Should Know" to its executives and employees on August 19, 2025. This aimed to educate, cultivate awareness, and build a culture and values corruption within the organization.

#### Number of cases or issues related to corruption

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

## Whistleblowing

#### Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes  
procedures over the past year

The company, place importance on good corporate governance, transparency, auditability, and ethical business practices in accordance with the principles of good governance. The Company has therefore established the Whistle Blowing Policy, which aims to provide a channel for all stakeholders to file complaints or provide information in the event that they encounter or learn of any fraud or other wrongdoing that directly affects the Company and its personnel, the interests, or feelings of individuals, such as any illegal acts, acts that violate the Companys policies, or acts that violate business ethics, in order to enhance cooperation, improve and amend for correctness, appropriateness, and transparency, which will benefit the Company and all parties involved.

In 2025, the Company did not receive any complaints from employees, customers, or business partners regarding fraud or corruption of any kind.

#### Number of cases or issues related to whistleblowing

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

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

The past year, the Company has strictly adhered to corporate governance policies and practices to enhance transparency and accountability to all stakeholder groups. The Company has prioritized and focused on compliance with the Corporate Governance Code (CG Code) alongside sustainable business operations. We have consistently evaluated and improved operational processes to achieve transparent, fair, and accountable management across risk management, internal control, and compliance with relevant laws and regulations in order to achieve sustainable growth, earning investor confidence, and creating long-term value and benefits for stakeholders.

The corporate governance performance reflects the Company's commitment to maintaining high standards and prioritizing compliance with laws and regulations of the Stock Exchange of Thailand, the Securities and Exchange Commission (SEC), and other regulatory authorities. This led to the company receiving various awards in corporate governance in 2025 as follows:

- Quality assessment results of the Annual General Meeting of Shareholders for the year 2025 (AGM Checklist) by the Thai Investors Association, the Company received 100 point rating of Excellent (5 Star).
- The Company has been assessed as a listed company with corporate governance in the Excellent CG Scoring at the 5 star level from the Thai Institute of Directors Association (IOD), supported by the Stock Exchange of Thailand.
- The Company has been assessed as SET ESG Ratings for the year 2025 in AA level The company being evaluated as one of the list of the Thailand Sustainability Investment (THSI) since the year 2021 and 2025. Demonstrates commitment to operating a sustainable business with consideration for the environment. Socially responsible and has management in accordance with the principles of corporate governance (Environmental, Social and Governance: ESG).

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

#### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

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

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. MONGKON LAOWORAPONG (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mrs. MONPILAI NARASINGHA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mrs. KANCHANA PIYASATIT (Member of the audit committee)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

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

The Audit Committee has discharged its duties by rendering independent opinion according to the roles and responsibilities specified in the Audit Committee Charter, complying with the Best Practice Guidelines for Audit Committee of the Stock Exchange of Thailand as well as the Corporate Governance Code of the Securities and Exchange Commission, Thailand.

During the year 2025, the Audit Committee proceeded as follows:

1. The Audit Committee held 4 meetings to perform its duties as assigned by the Board of Directors and has presented the Audit Committees report to the Board of Directors on a quarterly basis. For the year 2025, all members of the Audit Committee attended all ten meetings.

2. Reviewed the quarterly and annual financial reports of the Company which included the performance of its subsidiaries and the disclosure of material information. Considered the external auditor report through meetings with the external auditors and the executive management to discuss the key areas and changes that were relevant to the review and audit of the financial reports. This was to ensure that the Companys financial statements presented fairly, in all material respects, the Companys financial position, financial performance and cash flows, in accordance with Thai Financial Reporting Standards.

3. Reviewed the Companys connected transactions and disclosure of related party transactions between the Company and related companies to ensure that the Company complied with the terms of business and rules stipulated by the Stock Exchange of Thailand and the Securities and Exchange Commission, Thailand. In this context, the Audit Committee assigned the Internal Audit Department to review the Companys connected transactions and report the outcome to the Audit Committee. The results of the Internal Audit Departments review showed that the connected transactions were undertaken in the normal course of business and no unusual transaction was found.

4. Reviewed the adequacy and effectiveness of the Companys internal control systems which covered key business processes, Based on the internal audit report and the review report on internal controls of the Company and Groups finance and accounting by the external auditors for the year 2025, the Audit Committee was of the opinion that the Companys internal control systems were adequate and appropriate.

5. Reviewed the efficiency and effectiveness of risk management at an organizational level (Enterprise Risk Management), including risk management policy, plan and management approach that impact the Companys

operational result. Worked with the management to ensure the continuity and effectiveness of risk management. Subsequently, the Internal Audit Department was assigned to prepare a risk-based audit plan which aligned with the result of the risk assessment.

6. Considered selecting, recommending the appointment of the external auditors, and giving opinions to the Board of Directors for approval at the shareholders meeting. The Audit Committees meeting unanimously approved the appointment of DIA International Audit Co.,Ltd. as an external auditor for the year 2025 including the scope and annual audit plan of the external auditors.

7. Reviewed the whistleblowing process and acknowledgment of reports, complaints or whistleblowing in work related to directors, executives and corruption. as well as receiving information about inappropriateness of financial reports or ethical issues. In the past year, the Audit Committee has not received any reports about corruption complaints or fraudulent information or inappropriateness of financial reports or other unethical matters.

8. Considered the Internal Audit Departments report on the Companys compliance with the Securities and Exchange Law, regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, and other legislations including Anti-Corruption Guidelines and regulations. The Audit Committee was of the opinion that the Company had closely supervised and controlled its operations to ascertain that every unit operates properly and was in compliance with the laws, rules and regulations related to its business.

9. Reviewed the consistency of the financial reports with other information on financial position and operating results that the Company had disclosed to investors or related parties. Based on the internal audit report, the Audit Committee was of the opinion that the Companys other information disclosure of financial position and operating results is consistent with the financial results.

10. Performed an annual performance assessment of the Audit Committee the efficiency of the Audit Committee to achieve the defined objectives and complying with the Best Practice Guidelines for Audit Committee of the Stock Exchange of Thailand.

In summary, the Audit Committee is of the opinion that the Companys financial statements had presented fairly, in all material respects, the Companys financial position, financial performance and cash flows, in accordance with Thai Financial Reporting Standards. Furthermore, the Companys internal audit, internal controls and risk management were appropriate and effective. The Company is also in compliance with the applicable laws and regulations and has followed the principles of good corporate governance.

## **Information on summary of the results of duty performance of subcommittees**

### **Meeting attendance and the results of duty performance of subcommittees**

#### **Meeting attendance of Executive Committee**

Meeting Executive Committee (times) : 6

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WANG WANAPAISON (The chairman of the executive committee)	6	/	6	6/6 (100.00%)
2 Mr. VEERACHAI WONGCHAROENSIN (Member of the executive committee)	6	/	6	6/6 (100.00%)
3 Mr. WUTTICHAJ WONGCHAROENSIN (Member of the executive committee)	4	/	6	4/6 (66.67%)
4 Mr. WEI-KAI WANG (Member of the executive committee)	6	/	6	6/6 (100.00%)
5 Mr. Kang Hsu Liu (Member of the executive committee)	6	/	6	6/6 (100.00%)
6 Mr. Piriya Moungram (Member of the executive committee)	5	/	6	5/6 (83.33%)
7 Mr. Jirawat Akkaranupornpong (Member of the executive committee)	6	/	6	6/6 (100.00%)
8 Ms. PORNPIWAN NIRAMONCHARDCHAY (Member of the executive committee)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>(92.86%)</b>

### The results of duty performance of Executive Committee

The Executive Committee performed its duties within the scope of responsibilities stipulated in the Executive Committee Charter, as approved by the Board of Directors. In 2025, The Executive Committee held 6 meetings and reported the meeting results to the Board of Directors. The key issues considered are summarized below:

1. Considered strategies, reviewed annual business plans and budgets, as well as the management structure to ensure alignment with the company's short-term and long-term policies and objectives, for presentation to the Board of Directors.
2. Considered important policies, regulations, and guidelines proposed by the management or proposed by the Executive Committee to the management for implementation to ensure efficient and transparent management of the Company.
3. Corporate and monitor the Company's operation and performance and its subsidiaries in accordance with budget and goals setting.
4. Acted on behalf of the Nomination and Remuneration Committee while the Company did not have such a committee. In terms of recruitment, the Committee considered and selected candidates for the Board of Directors and sub-committees initially and presented them to the Board of Directors for approval.
5. Considered the remuneration of directors and sub-committees for submission to the Board of Directors.

6. Reviewed the Executive Committee Charter to ensure consistency with the duties of the Board of Directors, as well as compliance with relevant policies and guidelines.

### Meeting attendance of Sustainability and Risk Management Committee

Meeting Sustainability and Risk Management : 2  
Committee (times)

List of Directors	Meeting attendance of Sustainability and Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. MONGKON LAOWORAPONG (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. WANG WANAPAISON (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. WUTTICHAJ WONGCHAROENSIN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mrs. MONPILAI NARASINGHA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
5 Mr. Piriya Moungram (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Mr. WEI-KAI WANG (Member of the subcommittee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Sustainability and Risk Management Committee

In 2025, the Sustainability and Risk Management Committee held 2 meetings, which all directors attended every time. Both meetings were held via electronic media (Zoom Conference) according to the Emergency Decree on Electronic Meetings B.E. 2563 and the Announcement of the Ministry of Digital Economy and Society Re: Security Standards for Electronic Meetings B.E. 2563. The Sustainability and Risk Management Committee has the duty to establish and review the organization's sustainability and risk management framework, policies, and sustainability and risk management processes according to the roles and responsibilities in the charter of the Sustainability and Risk Management Committee and propose guidelines for sustainability and risk management appropriate for efficient business operations in line with the strategic direction and business plan, including supporting and developing sustainability and risk management at all levels throughout the organization continuously and effectively according to international standards to create an organizational culture. The essence of each meeting throughout the year 2025 can be summarized as follows:

1) To review the Company's sustainability and risk management performance, including high-level organizational and departmental risks, for the year 2024.

2) To review the revised organizational chart of the Sustainability and Risk Management Working Committee Revision No.1/2025, including the change of the Chairperson of the Sustainability and Risk Management Working Committee and the member responsible for Operational Risk, effective from 1 February 2025 onwards.

3) To review the Company's Sustainability and Risk Management Plan for 2025.

4) To review the Company's sustainability and risk management performance, including high-level organizational and departmental risks, for the first half of 2025.

5) To review the adjustment of the ADB Net Zero and Carbon Neutrality targets, and the declaration of commitment toward carbon neutrality and net zero greenhouse gas emissions, by setting the Science-Based Net Zero target no later than 2050, and revising the Carbon Neutrality target year from 2050 to 2045.

6) To review the ESG Rating criteria (FTSE Russell) for 2025 and identify improvement approaches for key indicators in accordance with the ESG FTSE Russell assessment framework.

7) To review and revise the 2025 policies and charter on sustainability and risk management, particularly with respect to authority, duties, and responsibilities concerning Climate Change.

In summary, the Sustainability and Risk Management Committee is of the opinion that in 2025, the Company has continuously developed its risk management system in line with the changing circumstances. There were appropriate meetings of the Sustainability and Risk Management Committee. When there were critical and urgent risks, the Sustainability and Risk Management Working Group managed them promptly and reported according to the chain of command following the established practices, which resulted in the effectiveness of risk management, effective and appropriate management of key risks at the organizational level, and control to an acceptable level.

### Risk Assessment

In 2025, the Risk Management Committee developed a Risk Profile table that shows the level of impact and likelihood, as well as monitoring risks covering Strategic Risk, Operational Risk, Financial Risk, Compliance Risk, ESG Risk, and Emerging Risk annually, and there is a review in 2025, including communication with Risk Owners, including executives in each department, to raise awareness of risks and prevention methods, which is an important development that everyone must cooperate in managing risks together. There are key successes.

### Meeting attendance of Investment Advisory Board Committee

Meeting Investment Advisory Board Committee : 1  
(times)

List of Directors	Meeting attendance of Investment Advisory Board Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Investment Advisory Board Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. MONGKON LAOWORAPONG (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mrs. MONPILAI NARASINGHA (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Investment Advisory Board Committee

In 2025, the Investment Advisory Committee held 1 meeting to consider as follows:

1. To consider and approve the disposal of the subsidiary, Sparko USA Inc., to the associate company, ADB Sealant Co., Ltd. As Sparko USA Inc. is a trademark used for many products of ADB Sealant Co., Ltd., which are distributed under the Sparko USA Inc. brand both domestically and internationally, it is therefore necessary to sell Sparko USA Inc. to ADBS for the benefit of ADB Sealant Co., Ltd.s business operations.

2. To consider and approve the increase in the registered capital of subsidiary ADB Bio Co., Ltd. to enhance business liquidity.

All of the committee members have performed their duties to the best of their ability, with honesty, integrity, prudence, and consideration for the best interests of the company. They are responsible to shareholders and all stakeholders.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

The Company conducts business in accordance with the principles of sustainable development by building confidence among stakeholders through efficient, transparent, and continuously improving operations for the sustainable future of the company, society, and the environment under the management framework. It is stipulated to have practices in the same direction according to international standards. The company's sustainable development policy is as follows:

- 1) The Company will conduct business under the principles of good corporate governance, ethics, code of conduct, and good governance, along with caring for stakeholders, the economy, society, and the environment with integrity, honesty, transparency, fairness, and respect for human rights.
- 2) The Company is committed to continuously developing and improving product quality management, quality of work life, environmental management, safety management, occupational health, and working environment by operating under the ISO9001, ISO14000, ISO45001 standards, energy conservation, greenhouse gas management, guidelines in accordance with international standards related to the business, as well as complying with laws and regulations, commitments to customers, partners, and stakeholders related to the business. These are integrated to lead to continuous and stable business success, achieving the Sustainable Development Goals (SDGs).
- 3) Promote approaches to integrate the vision, mission, and goals of the organization, including operational guidelines to create sustainability in business operations.
- 4) Create strategies, operational guidelines, and results that can meet the expectations of the organization effectively and efficiently by taking into account the balance of the economy, society, and the environment, including managing the expectations of stakeholders who have significant impacts.
- 5) Promote the development of innovation and operational technology and find allies with partners to reduce the impact on society and the environment throughout the value chain along with business growth covering social and environmental dimensions.
- 6) Promote the development of knowledge about sustainability management, including risk and opportunity assessment skills, to the company's personnel and stakeholders in order to create value and a work culture that leads to sustainability.
- 7) Disclose sustainability performance results correctly according to accepted international standards to enable continuous development. The Board of Directors, executives, and all employees are responsible for supporting, driving, and acting in accordance with this sustainable development policy and management framework.

Reference link for sustainability policy : [https://www.adb.co.th/wp-content/uploads/2025/11/21\\_Sustainability\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/21_Sustainability_EN.pdf)

Page number of the reference link : 2

#### Sustainability management goals

Does the company set sustainability management goals : Yes

#### Governance and Economic Strategy

Focus on strengthening the business by developing and improving operational efficiency, collaborating with partners and customers with good governance.

#### Social Strategy

- Deliver products responsibly to society and the environment, in accordance with production standards, product quality standards, and safety for employees and consumers.

- Promote continuous learning and development of employee potential.

### Environmental Strategy

- Strive for the best in utilizing resources efficiently and reducing environmental impact.
- Reduce greenhouse gas emissions from the company's operations and products.

### Sustainability Management Goals

The Company has set the following sustainability management goals:

#### Economic and Governance

1. Complaints of corruption from stakeholders = **Zero Complaints**
2. Supply chain management = **100% ESG Critical Tier 1 Local Supplier Assessment (Year 2025)**
3. Customer satisfaction = **Not less than 92% (Year 2025)**
4. Product development (Environmental Friendly Products Revenue) = **Not less than 45% (Year 2025)**

#### Social

1. Occupational health and safety = **Work-related accidents (resulting lost work time) decreased or are zero**
2. Employee training and development = **The average training hours must be at least 15 hours/person/year**

#### Environmental

1. Production efficiency rate (% Productivity) = **more than 99% (Year 2025)**
2. Electricity consumption rate per production unit decreased compared to 2022 = **more than 1% (Y2022=275.58 KWh/Ton)**

3. The rate of water consumption per person has decreased compared to 2022 = **more than 5% (Y2022=105.09 M<sup>3</sup>/person)**

4. The rate of industrial waste generation per unit product has decreased compared to 2022 = **more than 2% (Y2022=4.5 Kg/ton)**

5. Greenhouse gas management
  - Aiming for Carbon Neutrality by 2045
  - Aiming for Carbon Net Zero by 2050
  - CFO Scope 3 certification in 2026
  - The rate of greenhouse gas emissions (Scope 1&2) per unit of product has decreased compared to

2023 = **more than 15 % (Y2023=0.143 tCO<sub>2</sub>e/Ton)**

### Sustainability Performance Results 2025

#### Economic and Governance

1. Complaints of corruption from stakeholders = **Zero Complaints**
2. Supply chain management = **100% ESG Critical Tier 1 Local Supplier Assessment (Year 2025)**
3. Customer satisfaction = **97% (Year 2025)**
4. Product development (Environmental Friendly Products Revenue) = **44.57% (Year 2025)**

#### Social

1. Occupational health and safety = **Work-related accidents (resulting lost work time) are 4 accidents**
2. Employee training and development = **The average training hours is 16.51 hours/person/year**

#### Environmental

1. Production efficiency rate (% Productivity) = **99.13% (Year 2025)**
2. Electricity consumption rate per production unit decreased compared to 2022 = **2.43% (Y2022=275.58 KWh/Ton)**

3. The rate of water consumption per person has decreased compared to 2022 = **27% (Y2022=105.09 M<sup>3</sup>/person)**

4. The rate of industrial waste generation per unit product has decreased compared to 2022 = **2.22% (Y2022 = 4.5 Kg/ton)**

5. Greenhouse gas management

- Aiming for Carbon Neutrality by 2045
- Aiming for Carbon Net Zero by 2050
- CFO Scope 3 are certification in 2026
- The rate of greenhouse gas emissions (Scope 1&2) per unit of product has decreased compared to

2023 = **12.88% (Y2023 = 0.143 tCO<sub>2</sub>e/Ton)**

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 6 Clean Water and Sanitation, 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 17 Partnerships for the Goals, Goal 17 Partnerships for the Goals

## 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

The company reviewed its sustainability policy and considered revisions to its sustainability management policy and sustainability goals over the past year as follows:

1. At the Sustainability and Risk Committee meeting No. 1/2025, held on February 1, 2025, it was resolved to maintain the sustainability policy and operational strategies as they are. But the indicator targets have been adjusted. Sales of environmentally friendly products have increased from the previously set target of at least 40% by 2024 to 45%. Furthermore, the employee training indicators have been changed from measuring an average training hour per person of at least 3% compared to 2022 to measuring an average training hour per person of at least 15 hours per year instead.

2. In the field of climate change management. At the Sustainability and Risk Committee meeting No. 2/2025, held on November 5, 2025, it was agreed that the company should revise its Net Zero target from the originally set year of 2065 to an earlier date of 2050. And the Carbon Neutrality target has been adjusted from the original target of 2050 to

an earlier date of 2045. And a declaration of intent and commitment towards carbon neutrality and net-zero greenhouse gas emissions, dated November 10, 2025. <https://www.adb.co.th/wp-content/uploads/2026/01/Declaration-of-Intent-Commitment-Towards-Carbon-Neutrality-and-Net-Zero-Emission.pdf>

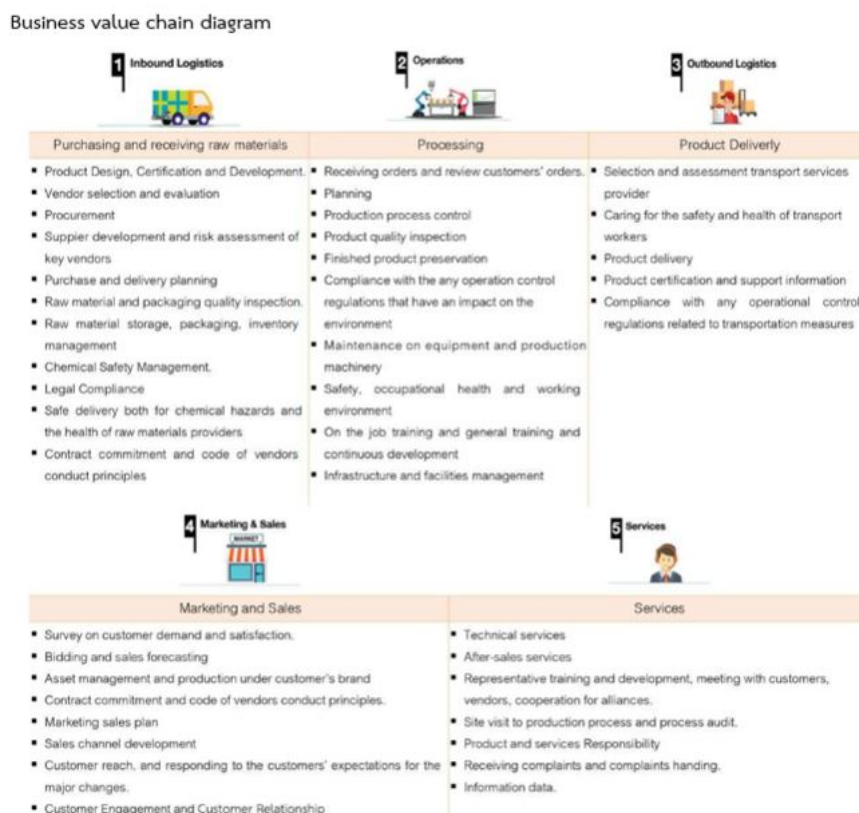
Furthermore, the Company continues to monitor performance against sustainability indicators and targets through the Sustainability and Risk Working Group. These results are reported to the Sustainability and Risk Management Committee for collective review and consideration of actions in alignment with the established goals.

## Information on impacts on stakeholder management in business value chain

### Business value chain

The Company is a manufacturer of plastic PVC pellets used in various industries and polypropylene fibers used in the wire and cable industry. The Company purchases raw materials from chemical producers, PVC resin and polypropylene resin, and then melts and mixes them (Compounding), cuts them into PVC pellets, and produces polypropylene fibers to meet the required properties and standards. The Company then delivers PVC plastic pellets and polypropylene fibers to customers in the required industries. The value chain of the business can be described in the following table:

### Business value chain diagram



### Analysis of stakeholders in the business value chain

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

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>Internal stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Migrant workers</li> <li>• Board of director</li> <li>• Contractors</li> <li>• Employees</li> <li>• Expatriate</li> </ul>	<ul style="list-style-type: none"> <li>• Learning and developing skills (reskilling, upskilling) and enhancing capabilities to align with business changes.</li> <li>• Organizational direction and awareness of important news.</li> <li>• Employee care, environment, occupational health and safety, security, welfare, and non-discrimination.</li> <li>• Complaints are handled reasonably.</li> <li>• Work performance is continuously improved, reflecting the company's performance. Employees are compensated appropriately.</li> <li>• Strict and fair enforcement of work regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• The company provides annual health check-ups for all employees to ensure their health is a priority at work and that they can perform their duties efficiently.</li> <li>• The company organizes well-being activities to boost employee morale, such as mobile birthday celebrations and scholarship programs for employees' children with good academic performance.</li> <li>• The company has improved its safety and environmental infrastructure in accordance with the ISO 45001 safety management system and the ISO 14001</li> </ul>	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• Safety Talk, Morning Talk</li> <li>• Performance evaluation using annual performance indicators.</li> </ul> </li> <li>• Communication takes place through multiple channels, such as internal announcements (on the website, internal intranet (ADB Knowledge), Toolbox Meeting, Line Group, etc.), as well as meetings and gatherings with the management team and sub-teams within the organization.</li> <li>• An exchange of ideas between supervisors and subordinates.</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> <li>• Human rights practices.</li> <li>• Organizational participation.</li> </ul>	<p>environmental management system.</p> <ul style="list-style-type: none"> <li>• Collaboration with various stakeholders, including the union president and the chairman of the employee welfare committee.</li> <li>• Clear communication of roles and responsibilities for each job position, with annual reviews and evaluations.</li> <li>• There is a human resource development plan and training goals (Skill Matrix) to develop employee skills and expertise.</li> <li>• The company operates comprehensively on human rights for both employees and</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with employee representatives, meetings with unions or employee welfare committees, or participation in exchanges of ideas through annual welfare committee representatives.</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		stakeholders. <ul style="list-style-type: none"> <li>• There is a "White Factory" policy and random drug testing is conducted by experts.</li> <li>• There is a complaints channel that protects complainants and ensures that complaints are directed only to the responsible parties.</li> </ul>	
<b>External stakeholders</b>			
<ul style="list-style-type: none"> <li>• Investors or investment institutions</li> <li>• Analysts</li> <li>• Shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for business growth and adaptability to changing circumstances.</li> <li>• Satisfactory return on investment.</li> <li>• Profitable operations with growth and a positive image.</li> <li>• Good corporate governance with ethical business</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the foundation for sustainable business operations.</li> <li>• Paying appropriate dividends.</li> <li>• Establishing good corporate governance policies and transparent, fair, and auditable director oversight.</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> <li>• Others               <ul style="list-style-type: none"> <li>• Meetings, appointments with analysts, phone calls or emails to the investor relations department, and opportunities to visit factories.</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>practices that do not facilitate or encourage fraud and corruption.</p> <ul style="list-style-type: none"> <li>• The business is stable and experiencing continuous growth.</li> <li>• The disclosed information is accurate, timely, and transparent.</li> <li>• There is a reliable risk management system.</li> <li>• There is a sound internal audit and control system.</li> <li>• The business operates in compliance with all applicable laws and regulations regarding environmental, community, and social aspects.</li> <li>• It does not cause any inconvenience</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a business strategy plan.</li> <li>• Managing risks comprehensively.</li> <li>• Developing, communicating, and enforcing an anti-corruption policy.</li> <li>• Conducting quarterly audits of internal controls by an external service provider.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Information Disclosure/Annual Report (Form 56-1 One Report)</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	to nearby communities.		
<ul style="list-style-type: none"> <li>• Dealers</li> <li>• Customers</li> </ul>	<ul style="list-style-type: none"> <li>• Be a good business partner, honest and sincere, a long-term alliance.</li> <li>• Respond to customer needs and expectations and manage customer relationships systematically.</li> <li>• Offer a diverse range of products that meet market demands and usage requirements; products are safe and environmentally friendly.</li> <li>• Innovate to appropriately address changing needs.</li> <li>• The price of goods and services is reasonable.</li> <li>• There is transparent price competition.</li> <li>• Accurate</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational management for continuous development of the organization, products, and services.</li> <li>• Quality management according to ISO 9001:2015 standards, environmental management system according to ISO 14001:2015 standards, and safety standard ISO 45001:2018.</li> <li>• Maintaining ethical standards in protecting the confidentiality of customer and partner information.</li> <li>• Product inspection and certification, both before processing and before delivery, using internationally recognized</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• Meeting with clients and representatives.</li> <li>• Organizing trade shows and conferences related to related events.</li> <li>• satisfaction survey</li> <li>• Providing technical training to customers and agents.</li> <li>• Providing opportunities for customers and sales representatives to visit the company, or conducting various monitoring activities through quality system audits such as Product Audit and Process Audit.</li> </ul> </li> <li>• Engaging in activities with customers and sales representatives.</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>technical information about goods and services is provided.</p> <ul style="list-style-type: none"> <li>• Products are certified to reliable standards.</li> <li>• Delivery is on time and goods are transported responsibly.</li> <li>• Speed in resolving and appropriately resolving problems.</li> <li>• Potential for business growth and the ability to adapt appropriately to changing situations.</li> <li>• Adherence to agreements fairly.</li> <li>• Ethical conduct in maintaining trade secrets.</li> <li>• Efficient production processes, consistent product quality, and</li> </ul>	<p>testing standards.</p> <ul style="list-style-type: none"> <li>• Ability to visit and inspect the quality system and processes.</li> <li>• Efficiently improve production processes, maintain production equipment, testing equipment, and electrical equipment in production.</li> <li>• Audit and certify various operational systems by external agencies in accordance with the law.</li> <li>• Regular meetings, discussions, and technical training are provided.</li> <li>• After-sales service (Technical Service).</li> <li>• Efficient supply chain management.</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>reduced environmental impact.</p> <ul style="list-style-type: none"> <li>• Opportunity for company visits or process inspections.</li> <li>• Speed in resolving and appropriately resolving problems.</li> <li>• Potential for business growth and the ability to adapt appropriately to changing situations.</li> <li>• Adherence to agreements fairly.</li> <li>• Ethical conduct in maintaining trade secrets.</li> <li>• Efficient production processes, consistent product quality, and reduced environmental impact.</li> <li>• Opportunity for company visits</li> </ul>	<ul style="list-style-type: none"> <li>• Cost management and bidding efficiency.</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	or process inspections.		
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> <li>• Non-profit organization / NGOs</li> <li>• Standard organization</li> <li>• Independent entities</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business in compliance with all applicable laws, regulations, and rules.</li> <li>• Cooperate with government agencies and present best practices for sustainable development.</li> <li>• Disclose business operations transparently, verifiably, and in a timely manner.</li> <li>• Conduct business considering its impact on the environment, employee safety, society, and the community.</li> <li>• Promote innovation, and the utilization and further development of innovations</li> </ul>	<ul style="list-style-type: none"> <li>• Certified by the Thai Private Sector Anti-Corruption Coalition (CAC).</li> <li>• Discloses various operational policies on the company's website at <a href="https://www.adb.co.th">https://www.adb.co.th</a></li> <li>• Maintains accountability in accordance with the code of ethics for directors, executives, and employees. Directors and senior executives are evaluated annually.</li> <li>• Board meetings are held to promote independence and the utilization of board members' expertise.</li> <li>• Key policies are defined for the</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Organizing forums to gather opinions or meet with business operators in the area or meet with the community.</li> <li>• Annual reports and sustainability disclosures.</li> <li>• Reporting business performance and operational results to relevant government agencies at the frequency specified by those agencies.</li> <li>• Interviews with representatives from government agencies and related organizations.</li> <li>• Regularly attending ministerial-level meetings, participating in various events, and visiting projects organized by government agencies.</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>from research.</p>	<p>organization and stakeholders, including corporate governance, environmental management and climate change, and energy and resource efficiency.</p> <ul style="list-style-type: none"> <li>• Complaint channels are in place to protect complainants and ensure complaints are directed only to those responsible.</li> <li>• Efforts are made to solicit government support for research, tax benefits, and/or collaborative projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Join a cooperation committee initiated by the government.</li> <li>• Participate in meetings and visits to research institutions or organizations on various occasions related to areas of interest.</li> </ul>
<ul style="list-style-type: none"> <li>• Creditor</li> <li>• Suppliers</li> <li>• Business partners</li> <li>• Contractors</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>• Establish long-term business partnerships.</li> <li>• Maintain consistent orders; plan purchases in advance and avoid</li> </ul>	<ul style="list-style-type: none"> <li>• The company has a good corporate governance policy regarding fair treatment of business partners and creditors,</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Online Communication</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> <li>• Others</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• service provider</li> </ul>	<p>excessive adjustments to order plans.</p> <ul style="list-style-type: none"> <li>• Pay attention to and provide feedback on product usage or trials, including satisfaction and expectations, to improve product quality.</li> <li>• Timely payments and stable financial position.</li> <li>• Fair business practices, confidentiality of business secrets, and good business ethics.</li> <li>• Advance notice of regulations and announcements.</li> <li>• Pre-employment training on environmental and safety aspects.</li> <li>• Guidance and encouragement in implementing good</li> </ul>	<p>without demanding benefits, and disclosing information to all business partners.</p> <ul style="list-style-type: none"> <li>• Signing a confidentiality agreement for mutual development benefits.</li> <li>• Disclosing various operational policies on the company's website at <a href="https://www.adb.co.th">https://www.adb.co.th</a></li> <li>• Jointly explaining, training, and assessing risks and hazards before commencing work.</li> <li>• The role of value chain management.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating the results of the annual partner selection and evaluation.</li> <li>• Interviews with representatives from business partners, suppliers, and contractors.</li> <li>• Evaluate the consulting and capacity building programs.</li> <li>• Ensuring safety for workers entering the factory area is achieved through established procedures for inspecting and approving contractor work permits, and the provision of appropriate reception facilities.</li> <li>• Recurring orders or orders placed at a time that is suitable for the prevailing price and cost circumstances.</li> <li>• Fair, accurate, and standardized verification of raw materials supplied demonstrates good risk management.</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>management systems with business partners, such as environmental management and anti-corruption.</p>		
<ul style="list-style-type: none"> <li>• Community</li> <li>• Society</li> <li>• Others <ul style="list-style-type: none"> <li>• Other businesses in the surrounding area.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Does not cause nuisance, annoyance, or damage to the community, society, and the environment.</li> <li>• Suggestions are addressed and improvements are made.</li> <li>• Local people in the community are employed.</li> <li>• is a good entrepreneur with a sound environmental system and adheres to standards and laws correctly.</li> <li>• Ensuring the safety and security of life and property for the company, employees, and the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency and good governance are ensured, including tax policies, anti-corruption measures, ethical conduct of directors, executives, and all employees, risk assessments, and timely reporting.</li> <li>• The company's operations are managed under ISO 14001 environmental standards and ISO 45001 safety standards.</li> <li>• Auditing of various operational systems in accordance with safety and environmental</li> </ul>	<ul style="list-style-type: none"> <li>• Complaint Reception</li> <li>• Others <ul style="list-style-type: none"> <li>• Explore the needs and opinions of the community through various activities such as educational programs, participation in local community events, and collaboration with the Bangpu Industrial Estate, etc.</li> <li>• Interviewing a group of social and community representatives.</li> <li>• Annual reports and sustainability disclosures.</li> <li>• I am a member of LINE groups for two-way communication with neighbors in and around Bangpu Industrial Estate in various groups such as chemical groups, safety groups, general groups, electrical groups, traffic groups, etc.</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> <li>• Being a drug-free workplace.</li> <li>• Continuously participating in activities and supporting the sustainable growth of the community and society.</li> <li>• Adhering to human rights principles and promoting equality.</li> </ul>	<p>laws and other relevant legislation by recognized and accredited auditors or assessment bodies.</p> <ul style="list-style-type: none"> <li>• Cooperate in attending meetings, seminars, interviews, and participating in various activities that are beneficial to external organizations, and disclose information accurately, transparently, and usefully for joint development and improvement.</li> <li>• Provide internship opportunities for students from institutions located in and around the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Community and social activities at the industrial estate, municipality, or local organization.</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> <li>• Government agencies and Regulators</li> <li>• Non-profit organization / NGOs</li> <li>• Independent entities</li> <li>• Others               <ul style="list-style-type: none"> <li>• Certifying institutions/agencies/associations/academics</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Cooperate when requested, such as answering questionnaires, surveys, interviews, attending meetings, trade shows and innovation events, seminars, and providing feedback.</li> <li>• Operate in accordance with the requirements of various organizations' standards and regulations.</li> <li>• Reference information accurately.</li> <li>• Provide information for development and improvement.</li> <li>• Have a coordinator or responsible person to ensure continuity in operations with various organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Be a member of the Provincial Chamber of Commerce, a member of the Industrial Estate Authority of Thailand, and a member of associations related to businesses and products related to the company, such as the Plastics Institute and the Safety Promotion Association, etc., to promote collaboration, exchange, and receive information.</li> <li>• Manage various operational systems according to standards, obtain certifications, and continuously improve.</li> <li>• Cooperate and attend meetings of organizations of which</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Complaint Reception</li> <li>• Others               <ul style="list-style-type: none"> <li>• Provide information about the organization's operations through articles, media, forums, exhibitions, academic conferences, and seminars.</li> <li>• Holding a forum to gather opinions.</li> <li>• joint research</li> <li>• Providing support for research, organizational development, and shared knowledge in collaborative projects and initiatives.</li> <li>• Membership in various organizations and associations.</li> </ul> </li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> <li>Continuously develop knowledge and share information among members.</li> </ul>	the company is a member, associations, and various agencies; participate in training and support various activities continuously.	

**Information on organization's material sustainability topics**

**Organization's material sustainability topics**

The company has identified its sustainability : Yes  
materiality topics

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

**Details of organization's material sustainability topics**

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Efficient energy management	<ul style="list-style-type: none"> <li>Environmental Management Standards Policy and Compliance</li> <li>Energy Management</li> <li>Greenhouse Gas Management</li> <li>Sustainability Risk Management</li> </ul>

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Occupational health and safety (health and well-being)	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Community / Social Responsibility</li> <li>• Sustainability Risk Management</li> </ul>
Developing knowledge, potential, employee welfare and well-being	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Fair Labor Practices</li> <li>• Sustainability Risk Management</li> </ul>
Human Rights	<ul style="list-style-type: none"> <li>• Human Rights</li> <li>• Fair Labor Practices</li> <li>• Customer / Consumer Responsibility</li> <li>• Community / Social Responsibility</li> <li>• Sustainability Risk Management</li> </ul>
Supply Chain Management (Sustainable Production Cycle and Raw Material Sourcing)	<ul style="list-style-type: none"> <li>• Customer / Consumer Responsibility</li> <li>• Sustainability Risk Management</li> <li>• Sustainable Supply Chain Management</li> </ul>
Cost management (production cycle management, waste reduction and recycling)	<ul style="list-style-type: none"> <li>• Environmental Management Standards Policy and Compliance</li> <li>• Waste and Waste Management</li> <li>• Greenhouse Gas Management</li> <li>• Sustainability Risk Management</li> </ul>

## Information on sustainability report

### Corporate sustainability report

Corporate sustainability report : Doesnt Have data

### Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : Others : ESG Platform standards or guidelines

## Sustainability risk management

### Information on risk management policy and plan

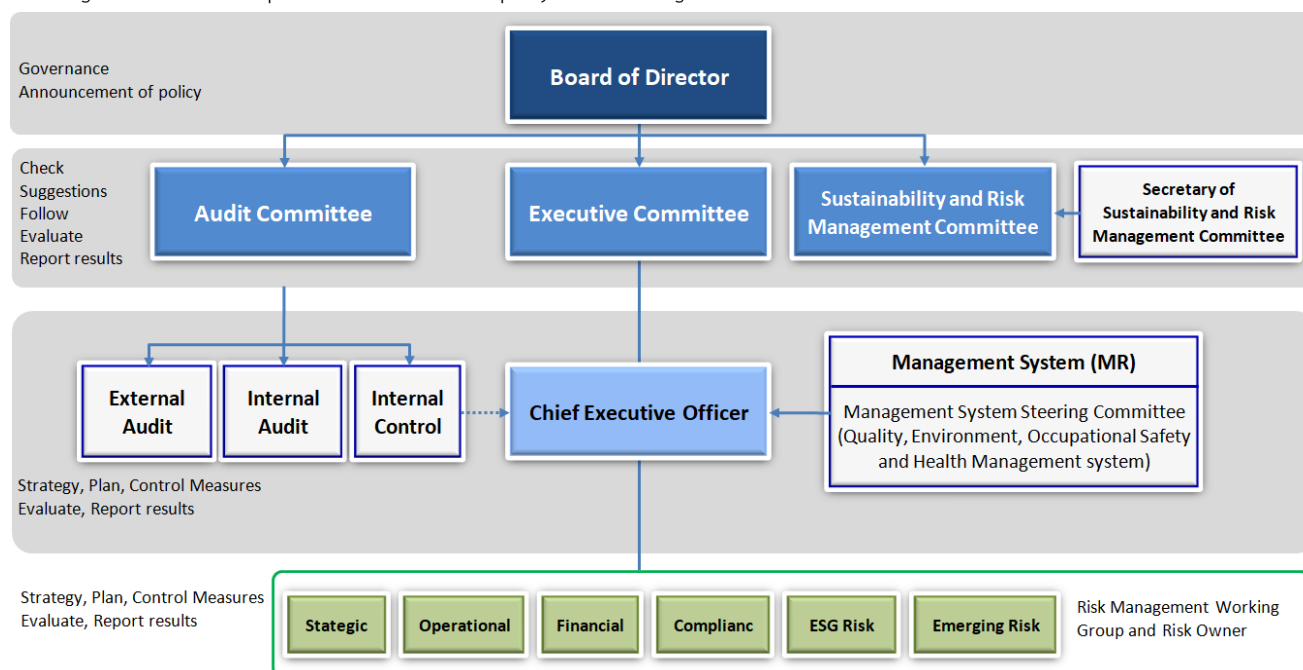
#### Risk management policy and plan

##### Risk Management

The Company is aware of the importance of risk management under changes from internal and external factors that may affect the business both in the short term and long term. So, The Company committed to managing corporate risks in a way that is linked to strategic management as well as preparing and reviewing the acceptable risk (Risk Appetite) and the acceptable deviation level (Tolerance) to help define the framework for assessing alternatives and selecting suitable strategies and supporting business operations to achieve strategic goals and business objectives and create sustainability. We applied the framework of COSO Enterprise Risk Management as a risk management guideline at the corporate level, business level, operational level including issues of environmental, society and governance as a guideline for managing risks that may affect the achievement of the Company's objectives and goals including applying risk management to create sustainable business opportunities both current and in the future.

##### Risk Management Structure

The company systematically manages risks through the Risk Management Committee and management units. In order to define strategies, action plans, and various measures to ensure that risk management is integrated effectively and efficiently in alignment with the Company's goals and strategies on a continuous basis. The current structure and working committees responsible for the Company's risk management are as follows.



##### Responsibilities

**1) Board of Directors** Determines direction of the organization, approves work plans and frameworks of sustainability.

**2) Sustainability and Risk Management Committee:** Responsible for establishing sustainability and risk management policies; jointly designing and developing the Company's sustainability framework; preparing action plans and monitoring their implementation; assessing the adequacy and appropriateness of sustainability and risk management plans; and reporting significant matters to the Board of Directors.

**3) Risk Management Working Group and Risk Owners:** Co-determine strategies, plans, and measures in the area of sustainability together with the risk owners of each department including Co-setting a sustainability framework and measuring performance based on sustainability indicators related to each operational division or department and linking the work functions to the business plan with sustainability goal.

**4) Secretary to the Sustainability and Risk Management Committee** Responsible for coordinating sustainability and risk management matters in close collaboration with the Sustainability and Risk Management Working Team and the Sustainability and Risk Management Committee, to ensure the effective implementation of sustainability and risk management policies and action plans, and for reporting risk matters to the Sustainability and Risk Management Committee.

### Tools for Risk Management

The Company has studied and applied risk management tools in various forms, for example, determining the level of risk that the organization can accept (Risk Appetite), assessing and prioritizing risk factors using a risk map, monitoring risk management through a Mitigation Plan and key risk indicators (KRI). In addition, the company also monitors the changes of important external factors including emerging risks in order to be able to prepare proactive risk management measures before they affect the business of the company.

The company has analyzed both internal and external environment including trends in economy, society, politics, technology, industry, marketing, competitors, expectations of relevant stakeholders to define corporate level risk factors that may have an impact on the Company and significant stakeholders. The Company's risk management policy covers the following important issues:

### Risk Management Policy

The Company's risk management policy covers the following key areas:

- 1) Fostering a shared understanding, awareness, and responsibility to build a shared understanding, awareness, and responsibility regarding risks, controls, and the impact of risks on the company within the management and operational processes for all employees and executives at every level throughout the organization.
- 2) Implementing a comprehensive risk management framework to have a high-quality, appropriate, and sufficient risk management process, approach, and measures at an international standard. This includes continuous and regular identification, analysis, assessment, prioritization, management, control, monitoring, reporting, evaluation, and communication of risk information throughout the company.
- 3) Conducting both qualitative and quantitative risk assessments to establish qualitative risk assessments, such as the company's reputation and image, and quantitative risk assessments, such as loss of revenue and increased expenses, while considering the likelihood and impact of each risk.
- 4) Defining the organization's risk tolerance to define the company's risk tolerance to limit potential damage to an acceptable level. This also includes setting warning signs events or risk levels that alert employees to take specific actions to ensure risks do not exceed the defined risk ceiling.
- 5) Ensuring cost-effective risk management to manage risks within acceptable criteria, in line with the company's policies, and to ensure they are appropriate based on the costs and benefits derived.
- 6) Documenting standard operating procedures to provide written standard operating procedures (SOPs) for executives and employees to follow this helps control operational risks.

In the year 2025, the Risk Management Committee has assessed, controlled, and monitored risk management in all aspects both strategic risks, operational risks, compliance risks, including sustainability development risks, and new risk trends, overall risks in all aspects of the Company at a level that can be managed. The identified risks are assessed from the current situation. However, there may be other risks that the Company is unable to predict at the present time or the risks that the Company considered at the moment that do not have any significant impact on the Company's business operations according to the analysis and description of the management transparently disclosing to data user.

Reference link to risk management policy and plan : [https://www.adb.co.th/wp-content/uploads/2025/11/20\\_Risk\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/20_Risk_EN.pdf)

Page number of the reference link : 3

## Information on ESG risk factors management standards

### ESG risk factors management standards

Standards on ESG risk management : Yes

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

## Information on ESG risk factors

### Risk factors on business operation

### Operational risk associated with the Company or the group of companies

#### Risk 1 Strategic and Operational Risks

Related risk factors : Strategic Risk

- Competition risk
- Economic risk
- Climate change and disasters
- Other : U.S. tax policy

ESG risk factors : Yes

#### Risk characteristics

##### 1) High Market Competition

As the domestic market has shrunk due to the economic situation, competitors have to find more markets than before, resulting in the company having more competitors in the market segments in which the company specializes.

##### 2) U.S. Tax Policy

The risks arising from President Trumps tax policy in 2025 have impacted the Companys overall business operations. These impacts can be summarized into three main dimensions: export tariff barriers, import dumping crises, and pressure to restructure the production and supply chain.

##### 3) Geopolitical Issues

Risks have arisen from economic polarization, leading to trade barriers on both raw materials and technology. Additional challenges stem from the energy and logistics crises caused by the prolonged RussiaUkraine conflict, the IsraelPalestine war, disruptions to shipping in the Red Sea, and the influx of Chinese products into Thailand.

##### 4) Economic Recession

Both at the global and domestic levels, as the Companys products are upstream products closely linked to the construction and automotive industries, which are highly sensitive to economic conditions. This risk has led to a slowdown in the real estate and construction sectors, a decline in consumer purchasing power due to the high cost of living, causing consumers to postpone purchases of durable goods such as automobiles and electrical appliances, and an oversupply situation. While demand has weakened, new production capacity from China continues to enter the market, resulting in an oversupplied market and intensified price competition.

##### 5) Climate Change

The Company's business involves the use of raw materials associated with the petrochemical industry, which is characterized by relatively high greenhouse gas emissions and environmental impacts. Currently, climate change issues are clearly evident worldwide. This risk affects the Company in multiple areas, including raw material management and the supply chain, the need to drive and advance innovation in response to growing environmental awareness among consumers, compliance with business and product regulations, carbon tax measures, as well as the Company's image and reputation.

## **Risk-related consequences**

### **1) High Market Competition**

- A decline in market share and increased pricing pressure due to a growing number of competitors, adversely affecting the Company's sales, profit margins, and overall performance.
- Higher marketing and development costs incurred to attract customers and create differentiation.
- Customers are more likely to switch to competitors' products or services if the Company is unable to maintain quality or establish clear differentiation.

### **2) U.S. Tax Policy**

A slowdown in production due to uncertainty regarding forthcoming tariff rate announcements.

- Dumping of Chinese products into the Thai market, including compounds from China.
- Shortages of certain raw materials resulting from retaliatory trade measures.

### **3) Geopolitical Issues**

- Severe volatility in upstream raw material costs (VCM/Ethylene) and rising freight rates, resulting in reduced profit margins.
- Challenges in production planning and inventory management.
- Intensified price wars in domestic and ASEAN markets, with Thai manufacturers losing market share to low-priced Chinese products, leading to a decline in purchase orders.

### **4) Economic Recession**

- A decline in purchase orders and profit margins.
- Inventory value depreciation resulting from decreases in raw material prices.

### **5) Climate Change**

- Business objectives and future operational planning aimed at transitioning toward a green industry, including the Company's reputation and corporate image.
- Disruptions, shortages, or increased raw material costs resulting from natural disasters, as well as environmental measures and regulations.
- Higher operating costs arising from the need to comply with environmental measures and regulations imposed by government authorities, regulatory bodies, or customer requirements.
- The development of environmentally related product innovations to provide customers with sustainable alternatives.

## **Risk management measures**

### **1) High Market Competition**

- The Company focuses on continuously building strong relationships with customers by developing strategic plans tailored to each customer's specific needs in terms of quality, service, and delivery. Customer care is provided through a cross-functional team approach, integrating sales, quality assurance, and technical services to create product and service differentiation, such as through innovation, quality, and after-sales support.
- Emphasis is placed on effective supply chain management to control costs throughout the supply chain and maintain competitiveness.
- The Company builds customer confidence through product quality, reasonable pricing, and reliable delivery, alongside a strong commitment to sustainability across all three dimensions. This includes product safety, employee health and safety, employee morale enhancement, environmentally friendly production processes and products, and

ethical business practices, supported by certified management systems as a foundation, including ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety Management).

- The Company improves operational efficiency to reduce costs and enhance productivity by investing in new machinery that reduces labor-intensive processes, minimizes losses, and improves energy efficiency.
- The Company develops a comprehensive range of products covering various application levels within each product category, offering customers more choices and strengthening competitive advantage.
- The Company enhances the technical function by improving organizational structure and operations within the technical department (research and development and quality assurance). This includes upgrading facilities, testing equipment, tools, and testing methods to modern standards in order to further strengthen customer confidence.

## 2) U.S. Tax Policy

- Diversifying sources of raw material procurement that may be affected, in order to mitigate risks.
- Continuously monitoring trade policies and negotiations to enable timely adaptation and maintain competitive advantage.

## 3) Geopolitical Issues

- Expanding into market segments that require higher-quality grades to mitigate competition from low-quality Chinese products.
- Closely managing and monitoring the supply chain.
- Conducting trials and tests of raw materials from new sources, including new types of additives, as substitutes to prevent risks arising from delivery delays and price increases of certain raw materials.

## 4) Economic Recession

- The Company has upgraded its production technology by installing new production lines to reduce costs and manage capacity utilization in a diversified, flexible, and appropriate manner in line with customer orders.
- Market Diversification: Shifting focus toward economically resilient sectors, such as medical devices (medical-grade products) and high-performance applications, which maintain stable demand even during economic downturns.
- Inventory Management: Adjusting inventory strategy toward a greater adoption of Just-in-Time (JIT) practices to reduce the risk of holding high-cost inventory amid declining market prices.
- Financial Hedging: Implementing stringent cash flow management and utilizing financial instruments to hedge against foreign exchange risks due to volatility in export markets.

## 5) Climate Change

- The Board of Directors provides oversight on climate-related issues by integrating them into the Company's strategy, conducting annual reviews, and assigning all management functions to participate in monitoring customer demand, business partners, markets, and regulatory bodies, as well as managing risks and identifying business, management, and operational opportunities aligned with climate change considerations. In 2025, the Company revised its targets to accelerate its transition toward carbon neutrality, moving the original target from 2050 to 2045, and advanced its net zero greenhouse gas emissions target from 2065 to 2050, while closely monitoring both internal performance and external developments.
- The Company has verified its organizational carbon footprint for greenhouse gas emissions under Scope 1 and Scope 2 for the operating years 2023 and 2024, with the 2024 data certified by the Thailand Greenhouse Gas Management Organization (TGO). In addition, in 2025, the Company applied for and was selected to participate in a pilot program for Scope 3 greenhouse gas data collection and reporting organized by the Stock Exchange of Thailand. This initiative includes staff training, data collection planning, and reporting preparation to ensure data accuracy and enable future carbon reduction initiatives.
- The Company has planned to conduct product carbon footprint assessments in order to provide customers with greenhouse gas emission data for its products, supporting customers own product carbon footprint calculations in the future. This initiative aims to enhance competitive advantage and prepare for potential carbon-related tax measures.
- In the area of research and development, the Company actively develops environmentally friendly products and has established such development as one of its key sustainability performance indicators.-

## Risk 2 Legal and Regulatory Risks

Related risk factors :

### Compliance Risk

- Violations of laws and regulations

ESG risk factors : Yes

### Risk characteristics

In the past, the Company has established anti-corruption policies and measures, internal control systems, and monitoring mechanisms to ensure compliance, enforcement, protection, and strict adherence to the Code of Ethics and Code of Conduct. Clear rules and operating procedures have been implemented in accordance with applicable laws to prevent corruption. The Company has also designated responsible officers to monitor and oversee various channels provided for whistleblowing and the reporting of misconduct or complaints. In addition, the Company has established systematic and fair processes for handling complaints, protecting whistleblowers, reporting outcomes, and informing complainants in accordance with the Company's regulations, with such guidelines publicly disclosed on the Company's website. However, given the nature of the industry in which the Company operates, laws and regulations requiring close monitoring include those related to environmental protection, labor and human rights, as well as occupational health and safety. Compliance with these regulations therefore represents one of the Company's key operational risks.

### Risk-related consequences

- Fines, penalties, or suspension of operations resulting from violations of environmental laws, such as exceeding permitted limits for waste discharge, wastewater, or pollution; non-compliance with industrial waste management regulations; or the use of prohibited or hazardous chemicals harmful to the environment. Violations may also include breaches of labor and human rights laws, such as illegal labor practices, child labor, forced labor, failure to comply with occupational health and safety standards, discrimination, or infringement of labor rights.
- Loss of investor confidence, as well as damage to the Company's reputation and corporate image.
- Negative impacts on the trust of customers, communities, and society, including potential resistance from employees.

### Risk management measures

- In the past year, the Company reviewed its key corporate policies and updated them to align with evolving laws and regulations, ensuring they are current, clear, and more effectively and appropriately implemented.
- The Company engages external safety and environmental experts to monitor and provide regulatory updates on occupational safety, occupational health, environmental, and energy-related laws. This information is disseminated to relevant departments for improvement, verification, and implementation, ensuring timely and appropriate compliance with new and amended regulations.
- The Company has established dedicated functions responsible for environmental management, occupational health, and safety, working in conjunction with the Safety Committee and the 5S Working Team, and operating in alignment with the ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System.
- The Company allocates budget for additional training to ensure compliance with new environmental, occupational health, and safety standards and related legal requirements.
- The Company has enhanced its legal compliance control processes by consolidating legal requirements and establishing clear reporting and monitoring procedures across all relevant departments and functions throughout the organization.

## Risk 3 Management and Operational Risks

Related risk factors :

### Operational Risk

- Other : Enhancing employee capabilities and

upskilling, as well as improving work processes  
and  
internal communication

ESG risk factors : No

## Risk characteristics

### 1) Enhancing Employee Capabilities and Upskilling

Human resource development is considered one of the Company's key risks, as the business relies significantly on labor in its production processes. Currently, labor costs represent a major cost component. Workforce reductions in certain positions or functions, implemented to improve operational efficiency, require existing employees to possess broader, multi-skilled expertise. Therefore, enhancing employee skills is essential to prevent operational issues, delays, and limitations on long-term growth and competitiveness.

### 2) Process Improvement

At present, the Company operates with multiple systems, workflows, operating procedures, rules, and regulations. Some activities have been newly introduced to comply with policies, regulatory requirements, customer expectations, system requirements, and reporting and public disclosure obligations. As certain tasks are relatively new, inter-process continuity and seamless coordination among departments have not yet been fully achieved.

### 3) Internal Communication

Risks arising from ineffective internal communication may lead to various issues, such as information silos between departments (silo communication), information distortion, communication delays, and a lack of two-way communication channels or feedback loops.

## Risk-related consequences

### 1) Enhancing Employee Capabilities and Upskilling

- Reduced production efficiency and productivity, as well as quality issues in products.
- Increased operating costs arising from product quality problems and training expenses required to develop new skills.
- Declining competitiveness, leading to lower customer satisfaction and directly affecting the confidence of customers and business partners.

### 2) Process Improvement

- Risks to operational efficiency and work quality due to overly complex, redundant, or overlapping processes, which may result in frequent errors.
- Cost and financial risks, including the loss of business opportunities caused by excessive resource utilization and ineffective workforce management.
- Internal miscommunication leading to misunderstandings, misaligned operations, and erosion of the Company's objectives and corporate culture.

### 3) Internal Communication

- Increased hidden costs resulting from production errors (rework/scrap), caused by misinterpretation of customer orders or duplicate inventory holdings due to a lack of visibility into actual inventory status.
- Deterioration in safety and product quality, where failure to communicate safety standards or changes in chemical formulations to frontline employees may lead to accidents or off-spec products.
- Low employee morale, with employees experiencing confusion and a loss of confidence in the organization, potentially leading to misinformation or rumors during economic downturns and resulting in the resignation of high-performing employees.
- Slower market responsiveness, causing the Company to lose competitiveness due to its inability to adapt promptly to changes in tariff policies or customer demands.

## Risk management measures

### 1) Enhancing Employee Capabilities and Upskilling

- The Company has established an internal trainer program to transfer knowledge and experience to employees across the organization.
- The Company has developed structured training plans to enhance employee skills in alignment with changes in organizational roles and expanded responsibilities in certain positions. This ensures employees are equipped with new and essential competencies required for their duties and helps reduce reliance on scarce skilled labor.
- The Human Resources Department has implemented a succession planning framework and jointly developed a training roadmap with relevant departments and units to align with the Company's current operational structure.
- Additional knowledge-sharing channels have been introduced to promote self-directed learning through the Company's internal communication systems.

## 2) Process Improvement

- The Company has integrated multiple requirements and management systems by applying an input/output analysis approach, supported by system teams, with a strong focus on process interfaces. This enables smoother workflow continuity, maximizes the use of a single shared database, minimizes gaps, and reduces process complexity and duplication.
- Employees are provided with training and participate in small-group meetings, alongside more structured follow-up, monitoring, and performance evaluation of improvement initiatives.
- The Information Technology Department has implemented digital applications to support operations and enhance speed, convenience, and efficiency. Examples include Trello, a flexible task and project management tool, and Bitrix24, an online workspace that facilitates project management and collaboration.
- The Company actively participates in ESG-related initiatives and programs offered by supporting institutions, including training grants and disclosure platforms. For example, participation in the SET Carbon Sandbox Phase 2 program supports the collection and reporting of GHG Scope 3 data, helping reduce the operational burden associated with ESG disclosure requirements.

## 3) Internal Communication

- The Company has expanded internal communication through the use of a centralized Intranet system (Centralized Information Hub) to improve information dissemination.
- An integrated management system covering quality, environment, occupational health, and safety has been reviewed and improved to minimize gaps between departments and reduce process handoffs, thereby enhancing communication efficiency and data flow.
- Cross-functional meetings are conducted through short Daily Huddles involving representatives from relevant departments, depending on crisis situations, issues, or operational challenges, to ensure effective coordination.
- Digital communication tools have been introduced by utilizing applications and dashboards within the production environment to replace paper-based communication, ensuring rapid and accurate information distribution to all employees. An example is the use of Bitrix24.
- Additional communication channels have been established for each work group via the LINE social application for general, non-confidential corporate communications, along with improvements to signage and internal communication materials throughout the Company.
- Toolbox Meetings are conducted daily by production teams prior to each shift to communicate daily work objectives, key control points, and reinforce individual responsibilities related to quality, safety, and environmental aspects. These activities complement the Weekly Morning Talk sessions held before the start of each workweek.

### Risk 4 Financial Risk

Related risk factors :

#### Financial Risk

- Default on payment or exchange of goods
- Income volatility
- Other : New Business Investment

## Risk characteristics

### 1) Default on debt repayment

Trade wars and the global economic crisis have led to an economic downturn, inflation, high interest rates, Exchange rate volatility and domestic political uncertainty causing the Company's customers to be affected by liquidity. This has a significant impact on customers' ability to repay debts and significantly affects the Company's finances, operations, and risk management.

### 2) Financial performance

The risk that the Company may be unable to achieve its established financial targets (such as net profit, revenue, or return on investment), and/or may experience earnings volatility that could affect business stability. This risk is of the highest significance to the Company, as profitability is often under pressure from raw material prices and prevailing economic conditions.

### 3) New business investment

Such as, investments in new businesses such as ADB Bio, as well as future investments, may be exposed to various risks, including market and demand risks, where new products may not receive the expected market acceptance or target markets may grow more slowly than projected; technical and expertise risks; and financial and payback risks. In cases of cost overruns or prolonged product development timelines, these factors may adversely impact the Company's overall cash flow.

## Risk-related consequences

### 1) Default on debt repayment

- The Company's revenue may fall short of its targets.
- An increase in allowance for doubtful accounts may be required due to delayed payments by trade receivables and heightened risk of non-collection in the future, which could adversely affect the Company's net profit.
- Operating liquidity may decline as a result of late customer payments, potentially delaying business expansion or new product development.
- To mitigate these risks, the Company needs to implement stricter customer screening measures (Stricter Credit Policies), enhance customer credit assessment systems, and impose more rigorous credit terms and conditions.

### 2) Financial performance

- Cash flow shortages may arise if operating performance does not meet targets, potentially resulting in insufficient cash to procure raw materials in subsequent cycles or to service bank debt.
- Decline in company valuation: If profitability continues to deteriorate, investor and shareholder confidence may weaken, potentially affecting future access to financing and leading to a downgrade in credit ratings.
- Reduced capital expenditure (CapEx): The Company may be required to postpone investments in new technologies or energy-efficient machinery, resulting in lost opportunities to enhance long-term competitiveness.
- Covenant breach risk: A decline in profitability may cause financial ratios (e.g., debt-to-equity ratio) to fall outside agreed thresholds with financial institutions, potentially triggering early loan repayment requirements.

### 3) New business investment

- Sunk cost risk: If a project fails, investments made in research and development may become unrecoverable costs.
- Opportunity cost: Allocating significant resources to an unsuccessful new business may cause the Company to miss critical opportunities to strengthen its core business during key periods.
- Credit rating impact: If new investments lead to excessive leverage and reduced profitability, financial institutions may downgrade the Company's credit rating and increase borrowing costs.
- Reputational damage: If new products encounter quality or safety issues, customer confidence in the Company's existing products may be adversely affected.

## Risk management measures

### 1) Default on debt repayment

- The Company has implemented a customer screening system to assess customers financial backgrounds and establish appropriate credit limits.
- The Company closely monitors customer payment status in coordination with the sales department, with monthly reports submitted to management for review and joint determination of follow-up actions and appropriate collection plans.
- The Company prepares Accounts Receivable (A/R) Aging Reports on a monthly or quarterly basis to regularly track outstanding receivables, support close monitoring of customer payments, and enforce shipment suspension procedures when payment terms exceed the Companys credit policy.
- The Company regularly updates customers financial information and financial position databases to ensure that customer data accurately reflects current conditions.

## 2) Financial performance

- Reducing operating expenses and limiting investments in non-income-generating assets.
- Expanding the customer base into economically resilient industries or other sectors (such as medical devices, automotive, and electrical appliances) to reduce reliance on the wire and cable segment alone.
- Managing inventory on a lean basis and strengthening accounts receivable collection to convert accounting profits into actual cash flow as quickly as possible.
- Exercising strict control over obsolete inventory management and customer product claims.
- Actively managing credit risk to minimize the need for additional provisions for doubtful accounts.

## 3) New business investment

- Monitoring key performance indicators (KPIs) established for the ADB Bio business on a regular basis.
- Providing periodic updates on progress in business expansion and new product development to the Board of Directors and the Risk Management Committee.
- Carefully and continuously evaluating new investment projects to ensure they generate value and contribute positively to the overall performance of the Group.

## Information on business continuity plan (BCP)

### Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Applied DB Public Company Limited is committed to conducting business sustainably with efficiency and agility. One of its missions is to manage the organization effectively in order to respond to all stakeholders based on past statistics up to the present situation, there are indications that various crises have occurred, both domestic and international, such as riots, natural disasters, political problems, epidemics, energy crises, and currency crises, economic downturn, global warming, and various disasters are becoming more severe and increasing. Therefore, the company has prepared a Business Continuity Plan (BCP) .To serve as a guideline for setting policies, standards and work processes for the entire organization to ensure that in the event of a severe incident that disrupts normal operations, critical business transactions can continue or resume at an appropriate time. Please see details of the Business Continuity Plan (BCP). Please visit to full BCP version at [https://www.adb.co.th/wp-content/uploads/2025/11/28\\_BCP\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/28_BCP_EN.pdf) and Guidance to dealing with the spread of epidemic situation Please visit to full version at <https://www.adb.co.th/wp-content/uploads/2026/04/IA-HR-03-EN-Guidance-to-dealing-with-the-spread-of-epidemic-situation.pdf>

Reference link to business continuity plan (BCP) : [https://www.adb.co.th/wp-content/uploads/2025/11/28\\_BCP\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/28_BCP_EN.pdf)

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## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

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

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : Yes  
plan

Our company is committed to continuously improving the efficiency of our supply chain management, while also integrating sustainability aspects into all stages of our supply chain operations. Furthermore, we are actively engaged in sustainable raw material sourcing and collaborate with our business partners to promote sustainability for the mutual business growth of both parties, alongside sustainable social and environmental stewardship. Our operational plan is divided into the following four areas:

**1. Key Suppliers (Critical Tier 1 Supplier):** This group includes suppliers of critical raw materials that are significant and have high and continuous purchase volumes and values. These suppliers will undergo annual audits.

**2. Secondary Suppliers (Non-Critical Tier 1 Supplier):** This group comprises general direct suppliers who are not classified as key suppliers and have moderate usage or low purchase values. Audits will be considered based on the assessment of the root cause of any issues (if any), and will not necessarily involve auditing every supplier in this category.

**3. Critical Indirect Suppliers (Critical Non Tier 1 Supplier):** These are suppliers who do not directly conduct business with our company but trade with our direct suppliers. They are selected from the key suppliers of our direct partners. Audits will be considered based on the assessment of the root cause of any issues (if any), and will not necessarily involve auditing every supplier in this category.

**4. Supplier Selection and Performance Evaluation:** We select and evaluate the performance of suppliers both before and after purchase orders. We plan to conduct follow-up audits, focusing on suppliers with identified issues and key raw materials related to our products. We collaborate with the technical department to plan these audits to assess the potential and capabilities of suppliers and ensure their ability to meet our requirements under the same standards.

We plan raw material procurement with relevant departments to ensure sufficient quantities for approximately 1-2 months of production. Additionally, we maintain raw material inventory reserves to prevent shortages that could impact the production process.

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

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

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

**Information on supplier code of conduct**

**Supplier code of conduct**

Supplier code of conduct : Yes

Reference link to supplier code of conduct : [https://www.adb.co.th/wp-content/uploads/2025/11/12\\_BusinessPartner\\_EN.pdf](https://www.adb.co.th/wp-content/uploads/2025/11/12_BusinessPartner_EN.pdf)

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

**Key suppliers acknowledging compliance with the supplier code of conduct**

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

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

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : 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)	0.91	3.10	4.56

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

##### Research and Development

In addition to global warming, climate change, and the increasingly evident global energy crisis, the past year has also been marked by geopolitical tensions and economic countermeasures among major powers. ADB must adapt to these changes in a timely manner, manage risks, and mitigate potential impacts arising from such challenges. Accordingly, beyond the Company's innovation initiatives which focus on improving production technologies and processes to enhance energy efficiency and reduce environmental emissions, developing environmentally friendly products, and increasing the sourcing and utilization of bio-based raw materials through a supplier selection process that emphasizes environmental and social responsibility the Company must also conduct further research and testing of both existing and new raw materials from additional suppliers. This is to prevent potential price increases and supply shortages resulting from direct and indirect trade barriers or retaliatory measures arising from the aforementioned issues.

##### Continuous Research and Development

As mentioned above, the Company's research and development approach over the past year has focused not only on developing environmentally friendly products, but also on improving existing products to ensure compliance with standards, regulations, and market demands, alongside continuous collaboration with business partners and customers. In addition, the Company has placed greater emphasis on testing raw materials from new manufacturers through a rigorous raw material selection process and joint development with suppliers. This aims to provide alternative raw material options for customers in the event of geopolitical crises and direct or indirect trade barriers, while continuing to meet customer requirements in all dimensions, including quality, price, end-user impact, and environmental impact arising from the use of the Company's products. Examples include PVC compound pellets for electric wire applications that are RoHS-compliant and free from heavy metals, phthalate-free PVC compounds, and flame-retardant PVC grades for fire-resistant electrical cables used in high-safety areas.

The Company has continuously improved the efficiency of its research and development operations by upgrading and modernizing testing instruments and equipment, enhancing facilities, and strengthening its capabilities in research, analysis, and quality verification. These improvements enable faster response to customer needs and further enhance customer confidence in the quality of the Company's products. In 2025, the Company carried out a project to relocate the Research & Development and Quality Assurance functions from their previous location, which was separate from the PVC compound production plant, into the PVC compound production facility at No.271. This integration has enabled more convenient and streamlined management, faster coordination, and more effective human resource management within the department.

## 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 process of developing and promoting an organization's innovation culture

The organization encourages innovation in its work processes by providing QCC activities. This is achieved by QCC Activities project, which aims to foster employees' ideas for improving work and processes in alignment with the company's plans, policies, and activities. These activities also cultivate analytical thinking skills, teamwork, and promote a culture of excellent work innovation within the organization, truly making it a place of continuous development and fostering awareness of ongoing improvement.

#### The QCC Activities project, For Example

##### Utilizing the Chemicals from Laboratories Testing in the Production Process

When procuring the new materials, it is necessary to request samples from external provider for testing, which may result in leftover materials. Traditionally, the chemicals has been disposed of as industrial waste. The research and development department has developed a specific formula to manage this chemicals, resulting in a reduction of 500 kilograms in industrial waste disposal and it can reduce 5,000 bath production costs in 2025. This aligns with the company's environmental policy, which emphasizes a commitment to environmental protection through the efficient use of resources and the control and reduction of pollution to minimize environmental impact from both waste and chemicals.

## 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 : Yes  
from innovation development?

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	262,266,625.98	269,893,294.67	265,370,478.93

#### Non-financial benefits

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

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