ESG Performance Report
for Listed Companies in 2025

TEERA-MONGKOL INDUSTRY PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

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ESG Performance

Company Name : TEERA-MONGKOL INDUSTRY PUBLIC COMPANY LIMITED Symbol : TMI

Market : mai Industry Group : Industrials Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

The company has a policy to conduct business for sustainable growth along with management in dimensions of environment, society and corporate governance, which the company has defined in the corporate philosophy, We will serve and work on the cheap, correct and meeting the goals at the same time, with responsibility to self and society in order to let all stakeholders to grow together, and stipulated in the vision to grow up with social and environmental responsibility in a sustainable manner. Moreover, TMI has officially determined environmental policy since 29th December 2023 and already pronounced on its website [https://www.thaiballast.com/AboutUs/12.pdf]

Reference link for environmental policy and guidelines	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	96

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

The company has reviewed the environmental policies annually, by determined some policies for more practical actions, or properly adjusted objectives and activities for its situation.

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, Other : 17 United Nation Sustainable Development Goals (17 SDGs)

Compliance with energy management principles and standards

Energy management principles and standards	:	Other : 17 United Nation Sustainable Development Goals (17 SDGs)

Compliance with water management principles and standards

Water management principles and standards	:	3Rs or 5Rs, Other : 17 United Nation Sustainable Development Goals (17 SDGs)

Compliance with waste management principles and standards

Waste management principles and standards	:	3Rs, 5Rs or 7Rs, Other : 17 United Nation Sustainable Development Goals (17 SDGs)

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

The company has determined a target to reduce electricity consumption 10% within 2028, by set 2023 as the base year. In 2023 electricity consumption of the Company was 476,533 kWh, therefore it aims to reduce the consumption to not exceed 428,879 in 2028. By the way, in 2025 the total electricity consumption was 447,152.57 kWh, or an 6.16 percent decrease from 2023.

Reference link for company's energy management plan	:	https://www.thaiballast.com/AR2569/13.1.pdf
Page number of the reference link	:	110

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 for consumption	2023 : purchased electricity for consumption 476,533.00 Kilowatt-Hours	2028 : Reduced by 10% or 428,879.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management	:	Yes

Reduction of Electricity consumption Project, in 2025 the company's electricity consumption was 447,152.57 kWh, an 6.16 percent decrease from 2023.

Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	476,533.97	436,724.47	447,152.57
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	476,533.97	436,724.47	447,152.57
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	758.81	752.97	825.00

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m^2)	66.18527361	60.65617639	62.10452361

Electricity Expense (*)

	2023	2024	2025
Total electricity expense (Baht)	2,472,435.95	2,070,203.38	1,992,954.59
Percentage of total electricity expense to total expenses (%)(**)	0.46	0.39	0.40

	2023	2024	2025
Percentage of total electricity expense to total revenues (%)(**)	0.42	0.37	0.36
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	3,937.00	3,569.32	3,677.04

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

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

Information on fuel management

Companys fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	44,937.21	39,572.38	39,151.66
Gasoline (Litres)	4,774.96	5,554.33	7,729.90
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	62.71	0.00
LPG (Kilograms)	0.00	0.00	0.00
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*

Companys fuel expense (*)

	2023	2024	2025
Total fuel expense (Baht)	2,031,508.81	1,964,817.51	1,832,394.13

	2023	2024	2025
Percentage of total fuel expense to total expenses (%)(**)	0.38	0.37	0.37
Percentage of total fuel expense to total revenues (%)(**)	0.35	0.35	0.33

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	476.53	436.72	447.15

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	0.00081107	0.00077299	0.00081698
Intensity of total energy consumption within the organization (Megawatt-Hours / m^2)	0.06618472	0.06065555	0.06210416

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

the Company prioritizes efficient water resource management by applying the 3R principle, which is a guideline for using resources to their fullest potential and sustainably. The company has implemented the follows:

1. Reduce water consumption (R: Reduce): The Company focuses on reducing water consumption by changing daily water usage habits, such as turning off taps completely after use and regularly checking for leaks in the plumbing system to reduce unnecessary water loss;
2. Reuse water (R: Reuse): The Company promotes the reuse of water that has already been used but is still of suitable quality, such as using water from washing vegetables and fruits to water plants; and
3. Recycle treated water (R: Recycle): The Company treats wastewater using aerated septic tanks to improve water quality, which can be reused in some activities, such as watering plants and lawns and washing cars.

Reference link for company's water management plan	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	111

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 5,377.00 Cubic meters	2025 : Reduced by 5% or 5,070.00 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 has put up posters to encourage employees to participate in using water resources in the most valuable way. The Company has campaigns for employees to use only necessary toilet paper, not to flush it down the toilet bowl, and to turn off the faucet tightly every time after use. In addition, the Company regularly checks the quality of water pipes and faucets to ensure that they are ready for use and have no leaks.

In 2025 the Company's water consumption was 4,947, compared to target number 5,377 cubic meters in 2024, it was reduced 430 cubic meters, or a decrease 8%.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	5,660.00	8,816.00	4,947.00
Water withdrawal by third-party water (cubic meters)	5,660.00	8,816.00	4,947.00
Water withdrawal by surface water (cubic meters)	0.00	N/A	N/A
Water withdrawal by groundwater (cubic meters)	0.00	N/A	N/A
Water withdrawal by seawater (cubic meters)	0.00	N/A	N/A
Water withdrawal by produced water (cubic meters)	0.00	N/A	N/A
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	9.01	15.20	9.13
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.01	0.02	0.01

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00

	2023	2024	2025
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	N/A
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	N/A
Wastewater discharged to seawater (cubic meters)	0.00	0.00	N/A

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	5,660.00	8,816.00	4,947.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	15.00	24.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00963347	0.01560427	0.00903860
Intensity of total water consumption (Cubic meters / m^2)	0.78611111	1.22444444	0.68708333

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	111,902.00	163,188.66	104,124.64
Total water withdrawal expense from third-party water (Baht)	111,902.00	163,188.66	104,124.64
Total water withdrawal expense from other sources (Baht)	0.00	0.00	N/A
Percentage of total water withdrawal expense to total expenses (%)(*)	0.02	0.03	0.02
Percentage of total water withdrawal expense to total revenues (%)(*)	0.02	0.03	0.02
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	178.19	281.36	192.11

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company aims to manage waste more efficiently, reducing waste generation and landfilling. This is achieved through employee participation, such as encouraging employees to bring their own containers for food from on-site canteens. This has led to the target of reducing waste volume. In 2024, the Company generated 13,525 kilograms of waste, all of which were non-hazardous. Furthermore, the target for 2025 is a 3% reduction in non-hazardous waste. The Company has also begun collecting data on hazardous waste and aims to reduce its volume by 5% by 2025. For the long term, the Company aims to further reduce waste volume. Both hazardous and non-hazardous waste will decrease by 10% by 2027. In 2025, the Company's total waste volume was 14,153 kilograms, an increase of 4.65% from 2024. The reason for the increase in waste volume in 2025 is due to Standard Weighing's waste measurement method being Direct Weight Recording, which reflects the amount of waste more accurately.

To achieve its goals, the Company has implemented the 3R principle:

1. Reduce: Control the use of resources, such as switching from paper to email, online meetings, and using files instead of printing, as well as meetings using tablets and data files instead of printing;
2. Reuse: Reuse items, such as using both sides of paper, using recycled paper in gift baskets, and reusing plastic bottles or cups; and
3. Recycle: The Company encourages employees to separate recyclable waste, especially plastic bottles, paper, and scrap metal, to be sent to waste processing companies for further processing.

In addition, the Company also organizes various activities and services using the 3R principle (Reduce, Reuse, Recycle), which helps reduce landfill waste. For example, employees are encouraged to bring their own containers for food from the Company's canteen. The Company provides water dispensers where everyone can bring their own reusable cups, water bottles, or portable bottles that can be refilled, instead of buying single-use plastic bottles, or using rechargeable batteries.

Reference link for company's waste management plan	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	112

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
Reduction of waste generation Waste type: Non-hazardous waste	2023 : non-hazardous waste 12,730.00 Kilograms	2024 : Reduced by 3% or 12,348.10 Kilograms	• Reuse • Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The company has joined the Care the Bear project, a project of the Stock Exchange of Thailand to help drive the reduction of global warming by reducing greenhouse gas emissions from the organization's activities, whether onsite or online.

Information on waste management

Waste Generation(*)

	2023	2024	2025
Total waste generated (Kilograms)	12,730.00	13,525.00	14,153.00
Total non-hazardous waste (kilograms)	12,730.00	13,525.00	14,153.00
Non-hazardous waste - Landfilling (Kilograms)	12,730.00	13,525.00	14,153.00
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
Non-hazardous waste Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	0.00	0.00	0.00

	2023	2024	2025
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
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)(**)	0.02	0.02	0.03
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.02	0.02	0.03
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	0.00

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	39,432.53	90,579.93	73,335.60
Reused/Recycled non-hazardous waste (Kilograms)	39,432.53	90,579.93	73,335.60
Reused non-hazardous waste (Kilograms)	748.80	720.00	746.40
Recycled non-hazardous waste (Kilograms)	38,683.73	89,859.93	72,589.20
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00

	2023	2024	2025
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	309.76	669.72	518.16
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	309.76	669.72	518.16

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	:	6
Actual number of disclosure boundaries	:	6
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

Relief of Global Warming and Management of Risk for Climate Change

Climate change is a direct or indirect result of human activities that changes the composition of the atmosphere, in addition to natural variability. Human activities have an effect on climate change; for instance, humans have increased the amount of greenhouse gases in the atmosphere, resulting in a severe greenhouse effect and higher global surface temperatures (http://climate.tmd.go.th/content/article/9).

The Company has therefore set a target to reduce its carbon footprint, a major cause of global warming. By 2025, the Company aims to reduce greenhouse gas emissions by 500 tons of carbon dioxide (CO2), with actual emissions projected at 454 tons. The Company's emissions are defined as follows: 241 tons of CO2 in Scope 1 and 213 tons in Scope 2. Scope 1 emissions stem from fuel and refrigerant use within the factory. The Company is changing refrigerants in 2025 for long-term energy efficiency, thus increasing Scope 1 emissions. Scope 2 emissions are from electricity consumption, and the Company's reduced electricity usage is equivalent to a reduction in Scope 2 emissions. Furthermore, by 2025, the Company aims to reduce greenhouse gas emissions by 5% compared to 2024, or by less than 394.25 tons of CO2, as a long-term goal. The Company aims to reduce greenhouse gas emissions by 10% by 2028, or a 2.5% annual reduction.

In 2025, the Company underwent a greenhouse gas emission assessment conducted by the University of Phayao, following the guidelines of the Thailand Greenhouse Gas Management Organization (TGO). The assessment results showed that Teera-Mongkol Industry Public Company Limited had the following greenhouse gas emissions:

SCOPE 1: 241.00 tCO2e SCOPE 2: 213.00 tCO2e

The total greenhouse gas emissions assessed by the independent assessor from the University of Phayao amounted to 454.00 tCO2e. After deducting the greenhouse gas removals assessed for 2025, the Company can reduce greenhouse gas emissions for Thailand. This amounts to 112,805 tCO2e, equivalent to planting 118,742 rai of trees and 11,874,200 trees by 2025.

Furthermore, the Company has announced a policy of being a green enterprise, conducting business that sustainably reduces greenhouse gas emissions (or their equivalent) in Thailand. The Company and its subsidiaries have the capability to absorb (reduce) greenhouse gases equivalent to 113,259 tons of carbon dioxide per year, or a reduction of 792,813 tons of carbon dioxide over 7 years (renewable) from 2023-2030. This is equivalent to planting 834,540 rai of forest* or 83,454,000 trees over the 7-year registration period (renewable)**.

* Estimated figures from the Forest Economics Division, Royal Forest Department.

** Renewal data from the Thailand Greenhouse Gas Management Organization (Public Organization).

This refers to the amount of greenhouse gas absorbed or carbon credits. The amount of greenhouse gas sequestration achieved by the Company after the assessment may increase, as the Company is currently undergoing assessment for two more projects. This suggests that the Company and its subsidiaries' greenhouse gas sequestration is

likely to increase in the future. This confirms the Company's goal of operating a green business under the BCG (Bio-Circular-Green Economy) framework, aiming to reduce Thailand's greenhouse gas emissions and contribute to mitigating global warming by preventing the global temperature from rising by another 1.5 degrees Celsius, as declared by the Thai government at COP28 in 2023.

Reference link for company's greenhouse gas management plan : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 112-113

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

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

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2023 : Greenhouse gas emissions 415.00 tCO_2e	2024 : Reduced by 2.5% or 394.25 tCO_2e in comparison to the base year	2028 : Reduced by 10% or 373.50 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : Net zero • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1	2023 : Greenhouse gas emissions 415.00 tCO_2e	2025 : Reduced by 454.00 tCO_2e	• Thailand Greenhouse Gas Management Organization (TGO)

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1	2023 : Greenhouse gas emissions 415.00 tCO_2e	2026 : Reduced by 5% or 394.25 tCO_2e in comparison to the base year	2028 : Reduced by 10% or 373.50 tCO_2e in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The company has reduced Scope 2 emissions by 10.88 percent from 2023, which complete the target and better than the Company has set.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	415.00	405.00	454.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	176.00	186.00	241.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	239.00	219.00	213.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	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)(*)	0.000706	0.000717	0.000829
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.66	0.70	0.84
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m^2)	0.05763888	0.05625000	0.06305555

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	:	Greenhouse Gas Management Certification Unit, School of Energy and Environment University of Phayao
Reference link for the greenhouse-gas verifier entity	:	https://www.thaiballast.com/AR2569/14.1.pdf

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	92,985,000.00	113,496,390.29	113,496,390.29
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	5,453.60	0.00

	2023	2024	2025
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	231,936.69	0.00
Other projects (Metric tonnes of carbon dioxide equivalent)	92,985,000.00	113,259,000.00	113,496,390.29
Greenhouse Gas Reduction Project (Metric tonnes of carbon dioxide equivalent)	92,985,000.00	113,259,000.00	113,496,390.29

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
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Other projects (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Greenhouse Gas Reduction Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : TEERA-MONGKOL INDUSTRY PUBLIC COMPANY LIMITED Symbol : TMI

Market : mai Industry Group : Industrials Sector : SECTOR 0

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

Human rights are fundamental rights in humanity including both legal rights and rights not specified by the law. Teera-Mongkol Industry Public Company Limited is a company that continuously promotes, supports and develop human rights for personnel within the organization. The company has a policy to treat workers equally, support welfare development and maintain employee benefits, protect the rights of underprivileged, open opportunities for equality of employees at all levels, and organize activities to build relationships, unity. and motivation to work for the organization, without eliminating the opportunity to creatively express their opinions as part of sustainable development,.

Reference link for social and human rights policy and guidelines	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	115-118

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, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The Company has provided practical plans leading to obvious implementation by arranged HRDD plans for all target groups.

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Human Rights Due Diligence: HRDD

The Company places great importance on respecting and protecting human rights in all aspects of its business operations. Therefore, the Company has established a comprehensive Human Rights Due Diligence (HRDD) process covering both internal operations and the entire value chain. This process assesses, identifies, and analyzes potential human rights risks arising from business activities, and determines appropriate and timely preventive, corrective, and mitigating measures. In this process, the Human Resources Department coordinates with an HRDD team comprising a professional safety officer, the Research and Development Department, the Human Resources Department, the Environmental Officer, and the Company Secretary to jointly assess, investigate, and monitor human rights issues among relevant stakeholders, including employees, business partners, customers, and the surrounding community. This is done in accordance with the Company's established HRDD process, which is systematic, transparent, and verifiable.

Order	Stakeholder Group	Evaluator / Reviewer	Review Period		
			Beginning of the Year	Mid-Year	Annually
1	Employee	HR / Professional Expert	/	/	/
2	Customer	Service Provider / Sales Department			/
3	Business Partner	Procurement Department / R&D Department			/
4	Community	Environment Official / Professional Expert			/

In 2025, a comprehensive Human Rights Due Diligence (HRDD) assessment showed that all risks are at an acceptable level for the organization.

The Company has established policies, mechanisms, and processes for remedying or compensating for the impact of human rights violations caused by the company. If a risk or impact occurs, the effects will be closely monitored to ensure that those affected receive attentive care and redress. The redress process includes:

- The Company will provide initial assistance;
- The Risk Management Department will investigate the facts and those involved, and the findings will be presented to the Risk Management Committee meeting to determine appropriate assistance and redress (depending on the level and value of the damage); and

The findings will be presented to the Board of Directors for consideration and approval of the risk management actions related to human rights issues.

Reference link for the information and an HRDD process : https://esg.setlink.set.or.th/report/4968/humanRights

Page number of the reference link : 211-213

Information on other social management

Plans, performance, and outcomes related to other social management

Performance Monitoring and Report

The Company continuously monitors, audits, and evaluates its human rights performance. Furthermore, it provides comprehensive communication, knowledge transfer, and training to all employees to enhance understanding and prevent risks that may negatively impact the Company's business operations and business relationships. By 2023, the Company had completed the 100% assessment of human rights risks and impacts and had established mitigation measures, including high-level risk management and redress processes, for 100% of its employees.

Order	HRDD Process	Practical Guidelines
1	Consideration and Assessment of Existing and Future Human Rights Impact	Conduct a comprehensive review of human rights audit results, along with a review of past human rights violations. Analyze and assess the human rights impacts that have occurred or may occur in the future and prepare a report for the Corporate Risk Management Committee
2	Implementation of Assessment Outcomes to Operation to Prevent or Mitigate Impacts	The Corporate Risk Management Committee will jointly consider and analyze the root causes of the problems and develop preventive measures or mitigation strategies. Prepare relevant reports, guidelines, or announcements for submission to management for approval.
3	Review the Effectiveness and Accomplishment of Impact Management by the Organization	Monitor and evaluate the performance of the departments responsible for managing various impacts. Collect monitoring results, analyze the effectiveness of implemented measures, and report to the management or relevant committees.
4	Dissemination of Information Concerning Procedure and Outcomes of Impact Management to the Executives, Employees and All Groups of Stakeholders	Prepare reports and development plans for submission to the Corporate Risk Management Committee. Communicate information regarding impacts, operational guidelines, and monitoring results thoroughly to management, employees, and stakeholders.
5	Provision of Relief or Compensation If the Organization Is Involved in the Violation against Human Rights	The organization will provide appropriate initial assistance to those affected. Collect and verify facts from relevant parties and present them to the Board of Directors, which includes senior management from all departments, for consideration of assistance measures, finalization, and approval.

The Company has announced the appointment of a five-member Workplace Welfare Committee, pursuant to Article 96 of the Labor Protection Act B.E. 2541 (A.D. 1998). The committee was first appointed in 2009, with the most recent appointment scheduled for March 10th, 2025.

The committee's duties and powers are as follows:

1. 1. To consult with the employer regarding employee welfare at least twice a year, where in 2025, meetings were held on Tuesday, March 11th, 2025, and Friday, September 19th, 2025
1. 2. To provide advice and recommendations to the employer regarding employee welfare
2. 3. To monitor, control, and supervise the welfare provided by the employer to employees

3. 4. To propose opinions and guidelines for employee welfare to the Workplace Welfare Committee

The committee members appointed in this round will have the rights and duties of a Workplace Welfare Committee member from March 10th, 2025, to March 9th, 2027.

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	6
Actual number of disclosure boundaries	:	6
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

The company provides a provident fund for employees, including basic welfare, trainings, Organizational Knowledge Management

Reference link for employee and labor management plan	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	115-119

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Employees should be provided training courses and develop skills by average hour 5% of the base year.	2025: In 2025 employees had average hours of training as 29.16 hour/person/year	2026: In 2026 employees had average hours of training as 30.62 hour/person/year

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

The Company has had employee representatives joining meetings with the Company to discuss welfare, benefits, changes to regulations, or other matters affecting employees. Employees have been selected to serve on a workplace welfare committee to discuss the following:

1. Proposing influenza vaccinations for employees to promote good health and occupational hygiene;
2. Proposing activities such as New Year parties and annual Company trips to build relationships among employees, foster unity, and create a happy working environment; and.
3. Establishing a special savings fund or provident fund. A provident fund established by the Company will provide employees with peace of mind and confidence in their future prospects, as it serves as savings for emergencies and can be invested for personal growth.

Furthermore, the Company conducts employee surveys regarding organizational commitment. In 2025, the Company conducted a survey of employee opinions regarding Teera-Mongkol Industry Public Company Limited to measure the level of organizational commitment, recognizing employees as a key stakeholder. The results of the 2025 assessment are as follows:

1. Goals and assessment results for employee satisfaction and engagement in 2024 and 2025

Details foe Evaluation	Target (Percent)	Results for 2024		Results for 2025	
		Mean	Percentage	Mean	Percentage
Work Environment	80.00	4.61	92.20	4.59	91.75
Welfare	80.00	4.58	91.60	4.38	87.62
Attachment to Organization	80.00	4.13	82.60	4.29	85.71
Belongingness to Organization	80.00	4.26	85.20	4.37	87.30
Total	**80.00**	**4.39**	**87.90**	**4.40**	**88.10**

2.Improvementfor satisfaction and attachment

The Company has used the analysis results to develop a project to improve employee satisfaction and care. The Company prioritizes building an organizational culture and employee engagement, which results in an environment where employees feel valued, understood, and connected to the organization's purpose. When employees see that their work aligns with the Company's broader goals and values, they are more engaged and motivated. Engaged employees also tend to stay with the Company longer than average, reducing turnover and recruitment and development costs. Furthermore, the Company promotes career advancement, providing high-potential employees with development, motivation, and career progression opportunities through:

- Considering the re-employment of former employees with excellent records;
- Promoting career advancement for high-performing employees, such as promotions and promotions; and
- Converting temporary or contract employees to permanent positions.

Number of Voluntarily Resigning Employee	2023	2024	2025
Male Employee (Persons)	79	69	54
Female Employee (Persons)	180	146	127
Total	**259**	**215**	**181**

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	628	580	542
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
Total employees (persons)	628	580	542
Male employees (persons)	217	214	199
Percentage of male employees (%)	34.55	36.90	36.72
Female employees (persons)	411	366	343
Percentage of female employees (%)	65.45	63.10	63.28
Total of workers who are not employees (Person)	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
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)	254	244	235
Percentage of employees under 30 years old (%)	40.45	42.07	43.36

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	362	320	288
Percentage of employees 30-50 years old (%)	57.64	55.17	53.14
Total number of employees over 50 years old (Persons)	12	16	19
Percentage of employees over 50 years old (%)	1.91	2.76	3.51

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	65	80	83
Percentage of male employees under 30 years old (%)	29.95	37.38	41.71
Total number of male employees 30-50 years old (Persons)	148	126	105
Percentage of male employees 30-50 years old (%)	68.20	58.88	52.76
Total number of male employees over 50 years old (Persons)	4	8	11
Percentage of male employees over 50 years old (%)	1.84	3.74	5.53

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	189	164	152
Percentage of female employees under 30 years old (%)	45.99	44.81	44.31
Total number of female employees 30-50 years old (Persons)	214	194	183

	2023	2024	2025
Percentage of female employees 30-50 years old (%)	52.07	53.01	53.35
Total number of female employees over 50 years old (Persons)	8	8	8
Percentage of female employees over 50 years old (%)	1.95	2.19	2.33

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	609	561	523
Percentage of employees in operational level (%)	96.97	96.72	96.49
Total number of employees in management level (Persons)	14	14	14
Percentage of employees in management level (%)	2.23	2.41	2.58
Total number of employees in executive level (Persons)	5	5	5
Percentage of employees in executive level (%)	0.80	0.86	0.92

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	206	203	188
Percentage of male employees in operational level (%)	94.93	94.86	94.47
Total number of male employees in management level (Persons)	6	6	6
Percentage of male employees in management level (%)	2.76	2.80	3.02

	2023	2024	2025
Total number of male employees in executive level (Persons)	5	5	5
Percentage of male employees in executive level (%)	2.30	2.34	2.51

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	403	358	335
Percentage of female employees in operational level (%)	98.05	97.81	97.67
Total number of female employees in management level (Persons)	8	8	8
Percentage of female employees in management level (%)	1.95	2.19	2.33
Total number of female employees in executive level (Persons)	0	0	0
Percentage of female employees in executive level (%)	0.00	0.00	0.00

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	217	214	199

	2023	2024	2025
Bangkok Metropolitan (Person)	208	205	190
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	9	9	9
Eastern (Person)	0	0	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	411	366	343
Bangkok Metropolitan (Person)	409	364	341
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	2	2	2
Eastern (Person)	0	0	0

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	628	580	542
Total male employees working abroad (Person)	628	580	542
Total female employees working abroad (Person)	0	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	5	5	5
Percentage of disabled workers to total employment (%)	0.80	0.86	0.92
Total number of employees with disabilities (Persons)	5	5	5
Total male employees with disabilities (persons)	2	2	3
Total female employees with disabilities (persons)	3	3	2
Percentage of disabled employees to total employees (%)	0.80	0.86	0.92
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	81,856,783.00	81,659,879.00	83,722,218.00
Total male employee remuneration (baht)	32,914,612.00	35,081,084.00	37,214,526.00
Percentage of remuneration for male employees (%)	40.21	42.96	44.45
Total female employee remuneration (baht)	48,942,171.00	46,578,795.00	46,507,692.00
Percentage of remuneration for female employees (%)	59.79	57.04	55.55

	2023	2024	2025
Average of remuneration of employees (Baht/persons)	130,345.20	140,792.89	154,469.04
Average of remuneration for male employees (Baht/persons)	151,680.24	163,930.30	187,007.67
Average of remuneration for female employees (Baht/persons)	119,080.71	127,264.47	135,590.94
Rate of average of remuneration between female employees and male employees	0.79	0.78	0.73

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

To encourage employees to save money for retire age.

Reference link to provident fund management policy and guidelines : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 206, 207

Overview of methods for determining employee and employer contribution Rates

The Company has encouraged employees contributing to provident funds as 4% of employees' salaries, and the Company would contribute the same amount up to 4% of employees' salaries to the provident fund. Employees would obtain the accumulated savings and benefits, and also obtain the accumulated fund and benefits from the Company, depends on employees' membership duration.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

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)	592	550	502
Number of employees joining in PVD (persons)	62	87	104
Number of PVD members / Total employees (%)	9.87	15.00	19.19
Number of PVD members / Total eligible employees (%)	10.47	15.82	20.72

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	807,150.00	958,214.00	1,211,283.00
Total amount of provident fund contributed by employee (baht)	807,150.00	958,214.00	1,211,283.00

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 (%)
TEERA-MONGKOL INDUSTRY PUBLIC COMPANY LIMITED	Yes	542	502	104	19.19	20.72

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

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies

The Company would describe employees to attend the provident fund for financial security upon retirement. The human resource staffs would describe conditions of contributions and withdraws to the employees, depends on their voluntaries. However, the Company would convince employees to be membership of the fund gradually.

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)	35.41	31.33	29.16
Total amount spent on employee training and development (Baht)	29,902.32	764,316.67	71,608.10
Percentage of training and development expenses to total expenses (%) (*)	0.000056	0.001423	0.000143
Percentage of training and development expenses to total revenue (%) (*)	0.000051	0.001353	0.000131

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	1,466,036.06	1,450,542.45	1,316,541.44
Total number of hours worked by employees (Hours)	1,466,036.06	1,450,542.45	1,316,541.44
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

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

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	259	215	181
Total number of male employee turnover leaving the company voluntarily (persons)	79	69	54
Total number of female employee turnover leaving the company voluntarily (persons)	180	146	127

	2023	2024	2025
Proportion of voluntary resignations (%)	41.24	37.07	33.39
Percentage of male employee turnover leaving the Company voluntarily (%)	30.50	32.09	29.83
Percentage of female employee turnover leaving the Company voluntarily (%)	69.50	67.91	70.17

	2023	2024	2025
Evaluation result of employee engagement	No	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Others : Representative of employees

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://www.thaiballast.com/AboutUs/2EN.pdf
Page number of the reference link	:	1

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
Reference link for responsible sales and marketing policy and guidelines	:	https://www.thaiballast.com/AboutUs/2EN.pdf
Page number of the reference link	:	5

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels
Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers	:	https://www.thaiballast.com/AboutUs/2EN.pdf
Page number of the reference link	:	5-6, 9

Information on customer management plan

Customer management plan

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

To produce quality products based on proper standards, deliver services and products, including after-sales services to resolve problem of products.

Reference link for company's customer management plan	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	104

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 • Communication of product and service impacts to customers/consumers • Development of customer satisfaction and customer relationship • Protection of customer personal information	Level of customers' satisfaction	2023: To determined level of customers' satisfaction should be at least 83 percent	2026: To remain level of customers' satisfaction over the objective.

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management	:	Yes

The company always survey customers' satisfaction and take the result to improve products and services.

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 customers/consumers	:	Yes
Telephone	:	028779510
Fax	:	-
Email	:	corp.sec@thaiballast.com
Companys website	:	www.thaiballast.com
Address	:	260/2 Charoen Nakhon Rd., Samrae, Thonburi, Bangkok 10600

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.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	101-107

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

The company emphasizes on importance to sustainability management in social dimensions and corporate social responsibility principles, by adhering to social missions consistently. Therefore, the company has set policy guidelines for sustainable development. There are guidelines to promote and develop society in parallel with the development of the company in order to grow together steadily, the company also supports the opportunity for the community and stakeholders to participate in the comments for various projects that may affect the community.

Reference link for company's community and social management plan	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	120-128

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)

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development • Education • Religion and culture • Forests and natural resources • Sports and recreation • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups • Water and sanitation management • Reducing inequality	Donation amount to enhance community and society increase at least 2% by the base year.	2023: Donation amount in base year was 31,753.50 Baht	2026: To provide donation value at least 32,388.57 Baht

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The company usually arranges various activities to develop communities, as internal activities and to coordinate with partners, which the objectives set to encourage communities in order to grow up together with the company.

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

	2023	2024	2025
Beneficiaries of the company's community development projects (Donation Value (Baht))	128,136.38	189,500.00	31,753.50

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	28,310,000.00	16,900,000.00	19,930,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	5.320845	3.147232	3.984478
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	4.818437	2.991290	3.641386

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

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ESG Performance

Company Name : TEERA-MONGKOL INDUSTRY PUBLIC COMPANY LIMITED Symbol : TMI

Market : mai Industry Group : Industrials Sector : SECTOR 0

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company focuses on and adheres to good governance guidelines that the Stock Exchange of Thailand (SET) has set in order that the business administrative is transparent, fair and reliable too all stakeholders. The Company has set good governance policy through business ethics as guidelines for all Directors, executives and employees.

Reference link for the full version of corporate governance policy and guidelines : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 158

Policy and guidelines related to the board of directors

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

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

Nomination of directors

As for the selection of persons to be appointed as the Company Directors, the Company has set up Nomination Committee to nominate Directors. The person appointed to be a Director of the Company must be a person who meets the qualifications according to Article 68 of the Public Company Act B.E. 2535 (A.D. 1992) and the Announcement by the Capital Market Supervisory Board numbered To Cho. 39/2559 on permission to offer for sale of newly issued shares (including additional announcements).

Reference link for Nomination of directors : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 190

Determination of director remuneration

The Company has set a clear and transparent policy on remuneration for Directors. The remuneration is at the same level as those in the same industry, and is high enough to attract and retain Directors with quality as required by the Company. The Directors' remuneration is in accordance with the resolution that has been approved by the shareholder meeting. The details of remuneration for Directors have been disclosed in Item 8, Report on Key Performance of Corporate Governance, and Allowance for Meeting Attendance and Remuneration of Individual Director

Reference link for Determination of director remuneration : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 227-228

Independence of the board of directors from the management

The Board of Directors has leadership, vision, and independence in making decisions for the best interests of the Company and its shareholders collectively by providing a system for clearly separating roles and responsibilities between the Board of Directors and the management, as well as ensuring that the Company has a work system whereby the Company's activities are carried out in a legal and ethical manner.

Reference link for Independence of the board of directors from the management : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 158

Director development

The Board of Directors will promote and facilitate training and knowledge to those involved in the Company's administrative system, such as Directors, audit committees, and executives, in order to continually improve their performance, training and educating by organizing in-house training courses, of sending them to attend external training courses as deemed appropriate.

Reference link for Director development : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 162

Board performance evaluation

The company has two types of performance evaluation of the Board of Directors: the evaluation of the Board of Directors as a whole, including the Board of Directors and five sub-committees, namely the Audit Committee, the Risk Management Committee, the Nomination Committee, the Remuneration Committee, and the Corporate Governance and Sustainability Development Committee; and the evaluation of individual directors (self-evaluation). The objective is to help the Board of Directors review their performance, problems, and obstacles in the past year, and to use the evaluation results to analyze the performance of the directors, and to use the recommendations to improve and develop the operation further. The Company has specified the self-evaluation of both the Board of Directors and the Board as a whole, and the individual evaluation once a year, and to certify the evaluation results by assigning the Chairman of the Board of Directors to certify in the form of a group, and for each individual to sign to certify the self-evaluation results.

Reference link for Board performance evaluation : https://www.thaiballast.com/AR2568/14.1.pdf

Page number of the reference link : 157

Corporate governance of subsidiaries and associated companies

The Company has set a policy to supervise subsidiaries and associated companies in accordance with or in the same direction as Teera-Mongkol Industry Public Company Limited, which emphasizes on and adheres to the principles of good corporate governance in accordance with the guidelines set by the Stock Exchange of Thailand. The Company has assigned Directors or executives of the Company to act as representatives in subsidiaries and associated companies to set policies and manage according to the scope of authority assigned by the Company. The goal is to maintain the best interests of the Company and its stakeholders which are shareholders, trading partners, executives and employees, which oversight in various fields based on fairness, transparency, and accountability, and in accordance with human rights principles including the business Code of Conduct .

Reference link for Corporate governance of subsidiaries and associated companies : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 228-229

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, Other guidelines regarding shareholders and stakeholders

Shareholder

The Company is committed to operating with integrity and ethics as well as deciding to take any action with fairness, and is committed to building growth on true potential respect to the right of shareholders to obtain necessary information, and treating all shareholders equally.

Reference link for Shareholder	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	107-108

Employee

The company treats directors, executives and employees on the basis of human dignity. and respect for individual rights, aware of importance on the value of its employees by encouraging directors, executives and employees to develop their knowledge, abilities, morality, and appropriate behaviors mainly for the benefit of the company as well as providing opportunities for executives and employees to participate in external activities within the scope of the company's policy.

Reference link for Employee	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	104-105

Customer

The company takes into account the highest customer satisfaction and focuses on providing customers with good quality products and services with fair prices and responsibility to customers.

Reference link for Customer	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	104

Business competitor

The company has a policy to conduct business with fairness, not misrepresenting, defrauding, or using any other method that is not in line with the competition. Sometimes, the company needs to cooperate with its competitors, and such cooperation must be transparent. There is no concealment of unlawful agreements.

Reference link for Business competitor	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	108

Business partner

The company considers the contractors, partners/sellers and joint venture partners as important part of helping the company's business survive. The company has a policy to treat each other as equal business partners. Therefore, the company's procurement is based on fair and equal competition for the best benefit of the company. The Company has entered into a written agreement and respected that agreement, whereby directors, executives and employees adhere to the principle of not taking advantage of procurement activities.

Reference link for Business partner	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	105-106

Creditor

The Company has a strict policy regarding accounts receivable, commits to repaying both principal and interest in full on time.

Reference link for Creditor : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 108

Government agencies

The company operates on the basis of the regulations, rules and laws of the governmental agencies to which its operations are involved. The company supports directors, executives and employees of the company to comply with the law in order that the company can conduct business without conflict.

Reference link for Government agencies : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 106

Community and society

The company is aware of the roles and duties as a good member for society by focusing on participation and building good relationships between the company and society on the basis of accuracy, transparency and fairness, to create a body of knowledge and lead to sustainable social development under the corporate social responsibility concept, which adhere to the philosophy of sufficiency economy as a management guideline, which is an important foundation that will lead to development that is beneficial to the community and society, as well as the conservation of culture and the environment to be sustainable.

Reference link for Community and society : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 107

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Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The company has established Business Code of Conduct for Directors, executives and employees at all levels to adhere to as guidelines for practicing and running business comprehensively and in accordance with ethical principles, human rights principles and legal principles by respecting the rights and treating stakeholders equally, fairly and verifiably,.

Reference link for the full version of business code of conduct : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 169

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, Money

laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The Company requires Directors, executives and employees to take any action by taking the interests of the Company as the most important issue and not involved in activities that may cause conflicts of interest.

Reference link for Prevention of Conflicts of Interest : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 230

Anti-corruption

The company implements anti-corruption policies and procurement operations with all business partners of the company; and has a policy not to commit or neglect corruption in any organization by requiring employees not to receive items or give anything for any other benefit from a person in charge of or does business related to the organization,. The company has also signed a declaration of participation Thailand's Private Sector Collective Action Against Corruption (CAC) to take part in solving corruption problems.

Reference link for Anti-corruption : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 230-231

Whistleblowing and Protection of Whistleblowers

Complainants are under the Whistle Blowing policy to encourage the investigation of non-transparent acts and to ensure that reporters of non-transparency, corruption, non-compliance or negligence of the employee's duty will be treated fairly to prevent retaliation from those with bad intentions, and train employees to have knowledge and understanding of Anti-Corruption. This is one of the Company's efforts to encourage employees to be aware of corruption control and prevention.

Reference link for Whistleblowing and Protection of Whistleblowers : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 231

Prevention of Misuse of Inside Information

The company has policies and methods for the use internal information of the company for nom-personal benefit and not for the trading of securities. Directors, executives, and employees, including their spouses and children who have not yet become of legal age, as well as the relevant persons under Section 258 of such persons, are prohibited from using internal information that has not been disclosed for the purpose of buying, selling, transferring or receiving transfer of company securities for a period of 30 days during the period prior to the presentation of the financial statements to the Office of the Securities and Exchange Commission or before the information is disclosed to the public.

Reference link for Prevention of Misuse of Inside Information : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 229-230

Money laundering prevention

-

Gift giving or receiving, entertainment, or business hospitality

Directors, executives and employees should be careful in receiving or giving benefits which is an incentive, or order others including the employees' spouses and relatives to receive and delegate benefits on their behalves that may influence business decisions on behalf of the Company, or for advancement in career or annual consideration of merit, such as gifts, souvenirs, money, any property or any other benefit that may be calculated as money, such as debt reduction or debt reduction for free, interest-free lending, free use of the service, or discounts in interest or service fees to other people in normal trade and other actions that will benefit that person, which may be calculated as money or exempt of payment.

Reference link for Gift giving or receiving, entertainment, or business hospitality : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 176-177

Compliance with laws, regulations, and rules

Directors, executives and employees comply with regulations, rules and orders, as well as laws and international human rights principles related to the Company's business.

Reference link for Compliance with laws, regulations, and rules : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 170

Information and assets usage and protection

Directors, executives and employees must keep the information of the Company and customers confidential, without disclosing information or news of the Company that should not be disclosed and not giving any news or information that the person with the authority to give orders has not yet authorized.

Reference link for Information and assets usage and protection : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 173

Anti-unfair competitiveness

The Company considers all contractors, Partners/Sellers, and co-investors as important aspects that allow the Company's business to sustain. Therefore, the Company has a policy to treat each other as equal business partners. The Company's procurement is based on equal competition, fair competition and for the Company's best interests. The Company makes written agreements and respects such agreements. Directors of the Board, executives and employees adhere to the principle of not receiving benefits from procurement activities.

Reference link for Anti-unfair competitiveness : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 170

Information and IT system security

Directors, executives and employees have duties and responsibilities to protect and maintain the Company's intellectual property, respect the copyright of intellectual property owners, including the use of information and communication technology systems that benefit the Company and in accordance with the relevant law.

Reference link for Information and IT system security : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 173

Environmental management

The company is committed to conducting business without causing negative impacts on the environment, climate, occupational health and safety. The company has established an international management system in accordance with the 17 United Nation Sustainable Development Goals (17 SDGs) and encourages directors, executives, and employees to be aware of the importance of and comply with laws, policies, standards, and environmental, climate, occupational health and safety requirements of the company which strictly covers each of all areas that the

company operates in. In addition, the company also supports the use of natural resources, materials or equipment efficiently and effectively.

Reference link for Environmental management	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	110-113

Human rights

Human rights are fundamental rights in humanity including both legal rights and rights not specified by the law. Teera-Mongkol Industry Public Company Limited is a company that continuously promotes, supports and develop human rights for personnel within the organization. The company has a policy to treat workers equally, support welfare development and maintain employee benefits, protect the rights of underprivileged, open opportunities for equality of employees at all levels, and organize activities to build relationships, unity. and motivation to work for the organization, without eliminating the opportunity to creatively express their opinions as part of sustainable development.

Reference link for Human rights	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	115-118

Safety and occupational health at work

According to the policies of quality, security, safety, occupational hygiene and environment, the company has specified that executives at all levels in the company are responsible for and should serve as role models for the development and sustainment of quality, occupational hygiene, safety and environment management systems, by providing sufficient resources and encouraging employees to be aware of safety, occupational hygiene and environment by arranging various training courses for the company's employees

Reference link for Safety and occupational health at work	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	117-118

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 provided an orientation on business ethics and code of conduct for new directors, executives and employees. In addition, there is a review meeting and an evaluation and follow-up of the compliance with business ethics and code of conduct annually.

In 2025, the Company opened channels for receiving complaints from all relevant parties, including complaints through the audit committee, internal auditors, company directors, company secretary, and supervisors (for employees). The Company has not received any complaints regarding non-compliance with business ethics and code of conduct.

Regarding the evaluation and monitoring of compliance with business ethics and code of conduct among directors, executives, and employees in 2025, the evaluation results were satisfactory, achieving a score of 89.57%, based on an evaluation of 235 executives and 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.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	181

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 : คำประกาศเจตนาเข้าร่วมแนวร่วมต่อต้าน Corruption Signed _ Both.pdf

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	:	No

-

Implementation of the CG Code for listed companies

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

-

Other corporate governance performance and outcomes

-

Corporate Governance Structure

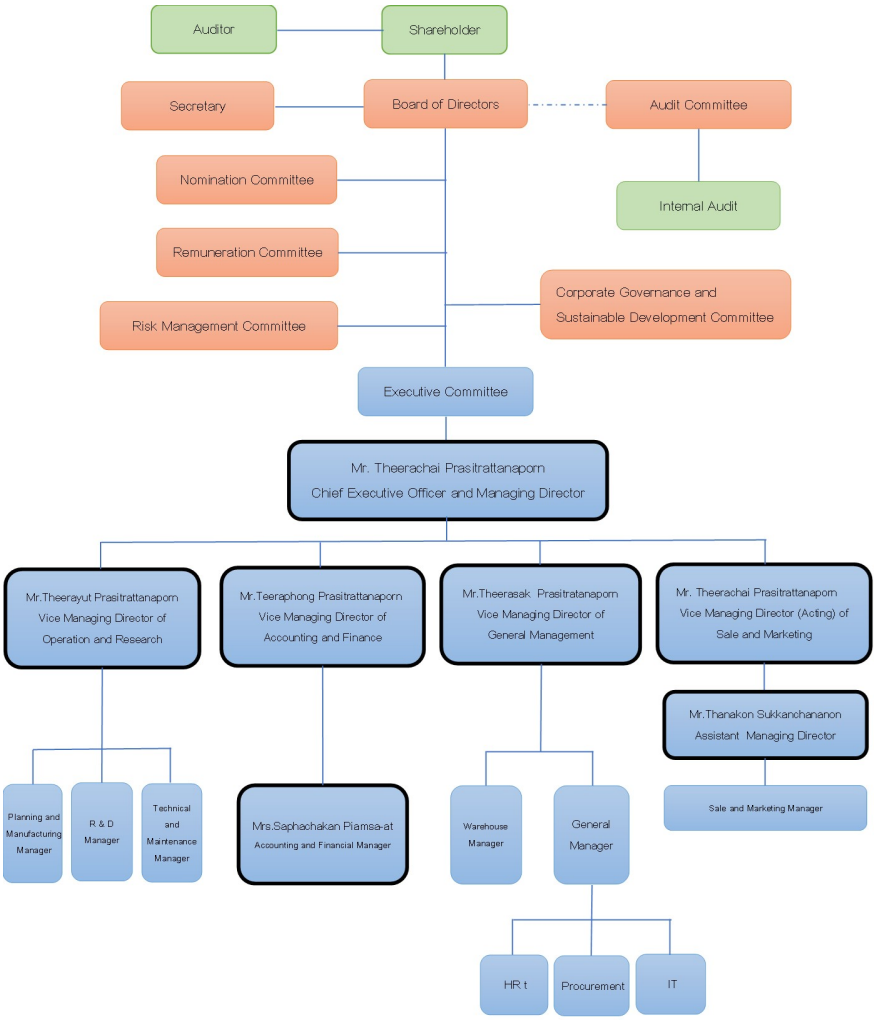
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		8		8	
	6	2	6	2	6	2
Executive directors	4		4		4	
	4	0	4	0	4	0
Non-executive directors	4		4		4	
	2	2	2	2	2	2
Independent directors	4		4		4	
	2	2	2	2	2	2
Non-executive directors who have no position in independent directors	0		0		0	
	0	0	0	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	75.00	25.00	75.00	25.00	75.00	25.00
Executive directors	50.00		50.00		50.00	
	50.00	0.00	50.00	0.00	50.00	0.00
Non-executive directors	50.00		50.00		50.00	
	25.00	25.00	25.00	25.00	25.00	25.00
Independent directors	50.00		50.00		50.00	
	25.00	25.00	25.00	25.00	25.00	25.00
Non-executive directors who have no position in independent directors	0.00		0.00		0.00	
	0.00	0.00	0.00	0.00	0.00	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	57		58		59	
	54	66	55	67	56	68

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
1. Mr. THANU KULACHOL Gender: Male Age : 84 years Highest level of education : Doctoral degree Study field of the highest level of education : Education Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -None-	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	24 Apr 2020	Finance, Data Analysis, Change Management, Strategic Management, Audit

List of directors	Position	First appointment date of director	Skills and expertise
2. Mr. THEERAYUT PRASITRATTANAPORN Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : No **Shareholding in the company** • Direct shareholding : 81,254,600 Shares (12.101495 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	5 Sep 2009	IT Management, Engineering, Change Management, Strategic Management, Data Management

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. TEERAPHONG PRASITRATANAPORN Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 80,750,264 Shares (12.026383 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	5 Sep 2009	Finance, Procurement, Data Analysis, Strategic Management, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
4. Mr. THEERASAK PRASITRATANAPORN Gender: Male Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 63,154,600 Shares (9.405807 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 0 Shares (0.000000 %) Indirect shareholding details -	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	5 Sep 2009	Data Analysis, Corporate Management, Strategic Management, Risk Management, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
5. Mrs. CHOLLADA ISRANKURA NA AYUDHYA Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	27 Apr 2018	Human Resource Management, Corporate Management, Risk Management, Internal Control, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
6. Mr. APICHART CHARNKIATKONG Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	26 Apr 2019	Accounting, Finance, Audit, Internal Control, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. THEERACHAI PRASITRATTANAPORN Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 81,254,600 Shares (12.101495 %) • Shareholding by persons related to the directors, executives according to Section 59 (**) : 6,000,000 Shares (0.893598 %) Indirect shareholding details Spouse	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	5 Sep 2009	Corporate Management, Risk Management, Strategic Management, Budgeting, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
8. Ms. SRISUDA CHONGSITHIPHOL Gender: Female Age : 69 years Highest level of education : Doctoral 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 (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	23 Apr 2021	Accounting, Finance, Data Analysis, Audit, 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 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. THANU KULACHOL	Chairman of the board of directors		✔	✔		
2. Mr. THEERAYUT PRASITRATTANAPORN	Director	✔				✔
3. Mr. TEERAPHONG PRASITRATANAPORN	Director	✔				✔
4. Mr. THEERASAK PRASITRATANAPORN	Director	✔				✔
5. Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Director		✔	✔		
6. Mr. APICHART CHARNKIATKONG	Director		✔	✔		
7. Mr. THEERACHAI PRASITRATTANAPORN	Director	✔				✔
8. Ms. SRISUDA CHONGSITHIPHOL	Director		✔	✔		
Total (persons)		**4**	**4**	**4**	**0**	**4**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Accounting	2	25.00

Skills and expertise	Number (persons)	Percent (%)
2. Finance	4	50.00
3. Human Resource Management	1	12.50
4. Procurement	1	12.50
5. IT Management	1	12.50
6. Data Management	1	12.50
7. Data Analysis	4	50.00
8. Corporate Management	3	37.50
9. Engineering	1	12.50
10. Change Management	2	25.00
11. Strategic Management	5	62.50
12. Risk Management	3	37.50
13. Audit	3	37.50
14. Internal Control	2	25.00
15. Budgeting	3	37.50
16. Governance/ Compliance	3	37.50
17. Business Administration	1	12.50

Information about the other directors (*)(**)

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

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

All four independent directors would discuss issues before determining as agendas.

Information on the roles and duties of the board of directors

Board charter : Have

The charters are appropriate guidelines for the performance of each committee's duties based on the best interests of all stakeholders, with fairness, efficiency, effectiveness and accountability.

Reference link for the board charter : https://thaiballast.com/tmi/about-us/content/

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

• Others

• Supervising and controlling the management to work in accordance with the specified policies with efficiency in order to maximize the economic value of the business;

Scope of authorities, role, and duties

Supervising and controlling the management to work in accordance with the specified policies with efficiency in order to maximize the economic value of the business;

Reference link for the charter

https://thaiballast.com/tmi/about-us/content/

Audit Committee

Role

• Audit of financial statements and internal controls

Scope of authorities, role, and duties

Review Financial Statement and internal control system

Reference link for the charter

https://thaiballast.com/tmi/about-us/content/

Executive Committee

Role

• Others

• Organization Management

Scope of authorities, role, and duties

to plan operation of the company in accordance with the policies determined by the Board of Directors of the company;

Reference link for the charter

https://thaiballast.com/tmi/about-us/content/

Risk Management Committee

Role

• Risk management

Scope of authorities, role, and duties

Risk Management Committee considers the criteria and policies for risk management to cover the entire organization in order to maximize benefits and to be in line with the company's strategic plan

Reference link for the charter

https://thaiballast.com/tmi/about-us/content/

Nomination Committee

Role

• Director and executive nomination

Scope of authorities, role, and duties

Nomination Committee has to consider the criteria and process of nomination and recruitment of suitable people to hold the positions of directors and senior executives, including the selection of people in accordance with the specified recruitment process

Reference link for the charter

https://thaiballast.com/tmi/about-us/content/

Remuneration Committee

Role

• Remuneration

Scope of authorities, role, and duties

Remuneration Committee considers the criteria regarding the remuneration and benefits of directors and senior management and provides opinions to the Board of Directors

Reference link for the charter

https://thaiballast.com/tmi/about-us/content/

Corporate Governance and Sustainable Development Committee

Role

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

Scope of authorities, role, and duties

1) To define the scope of duties and responsibilities concerning corporate governance and sustainable development of the company covering both economic, social and environmental responsibility, good corporate governance, regulatory compliance supervision and the creation of long-term value for stakeholders which is under the company's Business Code of Conduct;

Reference link for the charter

https://thaiballast.com/tmi/about-us/content/

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Ms. SRISUDA CHONGSITHIPHOL(*) Gender: Female Age : 69 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	23 Apr 2021	Accounting, Finance, Data Analysis, Audit, Business Administration
2. Mrs. CHOLLADA ISRANKURA NA AYUDHYA Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	27 Apr 2018	Human Resource Management, Corporate Management, Risk Management, Internal Control, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. APICHART CHARNKIATKONG(*) Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	26 Apr 2019	Accounting, Finance, Audit, Internal Control, Governance/ Compliance

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. THEERACHAI PRASITRATTANAPORN Gender: Male Age : 52 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	9 Nov 2000

List of committee members	Position	Appointment date of executive committee member
2. Mr. THEERAYUT PRASITRATTANAPORN Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	9 Nov 2000
3. Mr. TEERAPHONG PRASITRATANAPORN Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	9 Nov 2000
4. Mr. THEERASAK PRASITRATANAPORN Gender: Male Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	9 Nov 2000

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

Other Subcommittees

Subcommittee name	Name list	Position

Subcommittee name	Name list	Position
Risk Management Committee	Mr. THANU KULACHOL	The chairman of the subcommittee (Independent director)
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member of the subcommittee (Independent director)
	Mr. APICHART CHARNKIATKONG	Member of the subcommittee (Independent director)
	Mr. THEERACHAI PRASITRATTANAPORN	Member of the subcommittee
	Mr. THEERASAK PRASITRATANAPORN	Member of the subcommittee
	Mr. Thanakon Sukkanchananon	Member of the subcommittee
	Mrs. Saphachakan Piamsa-at	Member of the subcommittee
	Ms. SRISUDA CHONGSITHIPHOL	Member of the subcommittee (Independent director)
Nomination Committee	Mr. THANU KULACHOL	The chairman of the subcommittee (Independent director)
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member of the subcommittee (Independent director)
	Mr. APICHART CHARNKIATKONG	Member of the subcommittee (Independent director)
	Mr. THEERACHAI PRASITRATTANAPORN	Member of the subcommittee
	Mr. THEERAYUT PRASITRATTANAPORN	Member of the subcommittee
	Ms. SRISUDA CHONGSITHIPHOL	Member of the subcommittee (Independent director)
Remuneration Committee	Mr. THANU KULACHOL	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member of the subcommittee (Independent director)
	Mr. APICHART CHARNKIATKONG	Member of the subcommittee (Independent director)
	Mr. THEERACHAI PRASITRATTANAPORN	Member of the subcommittee
	Mr. TEERAPHONG PRASITRATANAPORN	Member of the subcommittee
	Ms. SRISUDA CHONGSITHIPHOL	Member of the subcommittee (Independent director)
Corporate Governance and Sustainable Development Committee	Mr. THANU KULACHOL	The chairman of the subcommittee (Independent director)
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member of the subcommittee (Independent director)
	Mr. APICHART CHARNKIATKONG	Member of the subcommittee (Independent director)
	Mr. THEERACHAI PRASITRATTANAPORN	Member of the subcommittee
	Mr. THEERAYUT PRASITRATTANAPORN	Member of the subcommittee (Independent director)
	Ms. SRISUDA CHONGSITHIPHOL	Member of the subcommittee (Independent director)

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Mr. THEERACHAI PRASITRATTANAPORN Gender: Male Age : 52 years Highest level of education : Bachelor'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	Managing Director, Chief Executive Officer (The highest-ranking executive)	5 Sep 2009	Corporate Management, Risk Management, Strategic Management, Budgeting, Governance/ Compliance
2. Mr. THEERAYUT PRASITRATTANAPORN Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	5 Sep 2009	IT Management, Engineering, Change Management, Strategic Management, Data Management

List of executives	Position	First appointment date	Skills and expertise
3. Mr. THEERASAK PRASITRATANAPORN Gender: Male Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	5 Sep 2009	Data Analysis, Corporate Management, Strategic Management, Risk Management, Budgeting
4. Mr. Thanakon Sukkanchananon Gender: Male Age : 52 years Highest level of education : Bachelor'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	Assistant to Managing Director	5 Sep 2009	Marketing, Negotiation, Project Management, Corporate Management, Risk Management

List of executives	Position	First appointment date	Skills and expertise
5. Mr. TEERAPHONG PRASITRATANAPORN(*)(**) Gender: Male Age : 49 years Highest level of education : Bachelor'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 : Yes Accounting supervisor : Yes	Deputy Managing Director, Chief Financial Officer	5 Sep 2009	Finance, Procurement, Data Analysis, Strategic Management, Budgeting

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 set a policy on remuneration for the Executives by taking into account the duties, experiences and responsibilities assigned, including the results, benefits expected from the Directors, which must be comparable with companies listed on the Stock Exchange of Thailand which are in the same industry and are of similar size. The remuneration should be appropriate enough to maintain and motivate the Executives to work with the company to achieve goals with efficiency and through a transparent process.

In addition, the Company has determined that the compensation of the Chief Executive Officer (CEO) and senior executives is consistent with the performance and KPI (Key Performance Indicator) which is based on the goals specified in the Annual Business Plan, divided into short-term and long-term as follows:

1. Short-term compensation includes salary and bonus (according to normal criteria) which is based on the same criteria for considering salary adjustments and bonus payments as general employees, which the company will consider paying bonuses at a rate of 1-2 months of salary, depending on the qualifications of each individual; and

2. Long-term compensation, which the company will consider long-term compensation for senior executives in cases where the company's performance is in line with the goals specified in the Annual Business Plan for more than 5 years, by considering special bonuses or additional bonuses from item 1), which must be approved by the Board of Directors' meeting.

Reference link for remuneration policy for executive directors and executives : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 204

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

The remuneration committee has considered the remuneration for the executives as it's appropriate to the duties, experiences and responsibilities assigned, including performance, which must be comparable with companies listed on the Stock Exchange of Thailand which are in the same industry and are of similar size.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	7,916,465.00	9,884,730.00	11,808,147.00
Total remuneration of executive directors (baht)	160,000.00	160,000.00	160,000.00
Total remuneration of executives (baht)	7,756,465.00	9,724,730.00	11,648,147.00

-

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	259,865.00	304,630.00	403,547.00
Employee Stock Ownership Plan (ESOP)	No	No	No

	2023	2024	2025
Employee Joint Investment Program (EJIP)	No	No	No

-

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives in the current year : 11,808,147.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Teeraphong Prasitrattanaporn	teeraphong_pr@thaiballast.com	028779510-21

List of the company secretary

General information	Email	Telephone number
1. Ms. Julaiwan Duangkota	julaiwan_du@thaiballast.com	028779510-21 # 350

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Suwit Chanamphon	suvitch@elba.co.th	028779510-21

List of the head of the compliance unit

General information	Email	Telephone number

General information	Email	Telephone number
1. Mr. Phum Munsin	corp.sec@thaiballast.com	028779510-21

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Julaiwan Duangkota	julaiwan_du@thaiballast.com	028779510-21 # 350

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
AST MASTER COMPANY LIMITED 790/12 THONG LOR TOWER, SOI THONG LOR 18, SUKHUMVIT 55 ROAD KHLONGTAN KHLONG TOEI Bangkok 10110 Telephone number 0-2714-8843	1,715,000.00	Types of non-audit service : Fees for compliance audits of investment promotion certificates (BOI) Details of non-audit service : To monitor and control under conditions of the investment promotion certificates (BOI) Amount paid during the fiscal year 0.00 baht Amount to be paid in the future 0.00 baht Total non-audit fee 40,000.00 baht	1. Ms. SUNANTA KUMSUK Email: sunanta@astmaster.co.th License number: 8207 2. Ms. PAKAMON LAOHAARREEDILOK Email: pakamon@astmaster.co.th License number: 11499

Assigned personnel in case of a foreign company

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

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

The Company conducts two types of performance evaluations for the Board of Directors. The first type is a committee-level the Audit Committee, the Risk Management Committee, the Nomination Committee, the Remuneration Committee, and the Corporate Governance and Sustainability Development Committee. The second type is an individual Board self-evaluation. The goal is to help the Board review its performance, identify problems and obstacles from the past year, and analyze the results to improve and develop future operations. The Company schedules self-evaluations for both the Board of Directors and each committee once a year. For committee-level evaluations, the Chairman of the Board certifies the results, and each individual director signs to certify their self-evaluation.

The committee-level evaluation comprises of six main topics:

1. Board structure and qualifications;
2. Board roles, responsibilities, and accountability;
3. Board meetings;
4. Director performance;
5. Relationship with management; and
6. Director self-development and management development.

The individual director evaluation comprises of three main topics:

1. Board structure and qualifications;
2. Board meetings;and
3. Board roles, responsibilities, and accountability.

Results from the evaluation of each committee and each of its members for 2025 have details as follows:

Performance Evaluation of Committee	Average Score	Criteria
Board of Directors	4.73	Excellent
All Sub-Committees	4.80	Excellent
Each Sub-Committee	4.60	Excellent
● Audit Committee	4.70	Excellent
● Risk Management Committee	4.74	Excellent
● Nomination Committee	4.67	Excellent
● Remuneration Committee	4.60	Excellent
● Corporate Governance and Sustainability Development Committee		

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. THEERAYUT PRASITRATTANAPORN	Director	5 Sep 2009	IT Management, Engineering, Change Management, Strategic Management, Data Management
Mr. TEERAPHONG PRASITRATANAPORN	Director	5 Sep 2009	Finance, Procurement, Data Analysis, Strategic Management, Budgeting
Mr. APICHART CHARNKIATKONG	Director	26 Apr 2019	Accounting, Finance, Audit, Internal Control, Governance/ Compliance

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

The Board of Directors has carefully considered the appropriateness of the Independent Directors qualifications, as well as focusing diversity in the board structure (Board Diversity). The current Board of Directors is diverse in various aspects such as genders and specializations, and qualified according to the Announcement of the Capital Market Supervisory Board No. To Cho. 39/2559.

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)	:	4

Rights of minority shareholders on director appointment

-The Company will give equal importance to the rights of all shareholders, the minor shareholders are able to propose a list of persons to be selected as the Company's Directors within appropriate duration. The Company would collect information and arrange to Nomination Committee Meeting, in order to consider and inspect qualifications. If the persons are qualified appropriately, the Board of Directors would approve to shareholders' meeting for final consideration and approval.

Method of director appointment	:	Method by which shareholders can divide their votes among candidates in accordance with the Public Limited Companies Act (Cumulative voting), 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. THANU KULACHOL (Chairman of the board of directors, Independent director)	Non-participating	-
2. Mr. THEERAYUT PRASITRATTANAPORN (Director)	Non-participating	-
3. Mr. TEERAPHONG PRASITRATANAPORN (Director)	Non-participating	-
4. Mr. THEERASAK PRASITRATANAPORN (Director)	Participating	Other • 2025: The Executive Program in Energy Literacy for a Sustainable Future, Thailand Energy Academy
5. Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Director, Independent director)	Non-participating	-
6. Mr. APICHART CHARNKIATKONG (Director, Independent director)	Non-participating	-
7. Mr. THEERACHAI PRASITRATTANAPORN (Director)	Participating	Other • 2025: Doctor of Philosophy Program in Social Management, Srinakharinwirot University
8. Ms. SRISUDA CHONGSITHIPHOL (Director, Independent director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The objectives of performance evaluation of the Board of Directors and sub-committees aim to review their performance, problems, and obstacles in the past year, and to use the evaluation results to analyze the performance of the directors, and to use the recommendations to improve and develop the operation further. The topics in the group evaluation consist of six main topics:
1) Structure and qualifications of the Board of Directors
2) Roles, duties, and responsibilities of the Board of Directors
3) Board meetings
4) Performance of the Board of Directors
5) Relationship with management
6) Self-development of directors and development of executives
For the evaluation of individual directors, there are 3 main topics:
1) Structure and qualifications of the board
2) Board meetings
3) Roles, duties and responsibilities of the board

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

The overall results of all board evaluations were "Excellent".

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

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Reference link for the performance evaluation criteria for the executives : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 161

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 past year (times) : 8

Date of AGM meeting : 25 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. THANU KULACHOL (Chairman of the board of directors, Independent director)	8	/	8	1	/	1		/	
2. Mr. THEERAYUT PRASITRATTANAPORN (Director)	8	/	8	1	/	1		/	
3. Mr. TEERAPHONG PRASITRATANAPORN (Director)	8	/	8	1	/	1		/	
4. Mr. THEERASAK PRASITRATANAPORN (Director)	8	/	8	1	/	1		/	
5. Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Director, Independent director)	8	/	8	1	/	1		/	
6. Mr. APICHART CHARNKIATKONG (Director, Independent director)	8	/	8	1	/	1		/	
7. Mr. THEERACHAI PRASITRATTANAPORN (Director)	8	/	8	1	/	1		/	
8. Ms. SRISUDA CHONGSITHIPHOL (Director, Independent director)	8	/	8	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. THANU KULACHOL (Chairman of the board of directors)	8/8 (100.00%)	1/1 (100.00%)	N/A
2. Mr. THEERAYUT PRASITRATTANAPORN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
3. Mr. TEERAPHONG PRASITRATANAPORN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
4. Mr. THEERASAK PRASITRATANAPORN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
6. Mr. APICHART CHARNKIATKONG (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
7. Mr. THEERACHAI PRASITRATTANAPORN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
8. Ms. SRISUDA CHONGSITHIPHOL (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**100.00%**	**100.00%**	**N/A**

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

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Remuneration of the board of directors

Types of remuneration of the board of directors

The Company has determined that the annual Directors' remuneration in 2025 consists of meeting allowances and annual compensation, combined to be paid in the amount of not more than 3,000,000 baht

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. THANU KULACHOL (Chairman of the board of directors, Independent director)			**830,000.00**		**0.00**
Board of Directors (Chairman of the board of directors)	80,000.00	750,000.00	830,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
Remuneration Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance and Sustainable Development Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
2. Mr. THEERAYUT PRASITRATTANAPORN (Director)			**40,000.00**		**0.00**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
3. Mr. TEERAPHONG PRASITRATANAPORN (Director)			**40,000.00**		**0.00**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
4. Mr. THEERASAK PRASITRATANAPORN (Director)			**40,000.00**		**N/A**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
5. Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Director, Independent director)			**430,000.00**		**0.00**
Board of Directors (Director)	40,000.00	350,000.00	390,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	N/A	40,000.00	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
6. Mr. APICHART CHARNKIATKONG (Director, Independent director)			**430,000.00**		**0.00**
Board of Directors (Director)	40,000.00	350,000.00	390,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	N/A	40,000.00	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
7. Mr. THEERACHAI PRASITRATTANAPORN (Director)			**40,000.00**		**0.00**
Board of Directors (Director)	40,000.00	0.00	40,000.00	No	
Executive Committee (The chairman of the executive committee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
8. Ms. SRISUDA CHONGSITHIPHOL (Director, Independent director)			**480,000.00**		**0.00**
Board of Directors (Director)	40,000.00	400,000.00	440,000.00	No	
Audit Committee (Chairman of the audit committee)	40,000.00	N/A	40,000.00	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Corporate Governance and Sustainable Development Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
9. Mr. Thanakon Sukkanchananon (Member of the subcommittee)			**N/A**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
10. Mrs. Saphachakan Piamsa-at (Member of the subcommittee)			**0.00**		**0.00**
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	360,000.00	1,850,000.00	2,210,000.00
2. Audit Committee	120,000.00	0.00	120,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	0.00	0.00	0.00
5. Nomination Committee	0.00	0.00	0.00
6. Remuneration Committee	0.00	0.00	0.00
7. Corporate Governance and Sustainable Development Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	2,370,000.00	2,370,000.00	480,000.00
Other monetary remuneration (Baht)	0.00	0.00	1,850,000.00
Total (Baht)	2,370,000.00	2,370,000.00	2,330,000.00

Remunerations or benefits pending payment to the board of directors

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

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 companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Company has established supervisory policy for its subsidiaries and associated companies that is consistent with or aligned with the direction of Teera-Mongkol Industry Public Company Limited, which prioritizes and adheres to the principles of good corporate governance as defined by the Stock Exchange of Thailand. The Company has assigned its directors or executives to represent it in subsidiaries and associated companies to set policies and manage them within the scope of their assigned authority. The goal is to protect the best interests of the Company and stakeholders, including shareholders, business partners, executives, and employees. Supervision in various aspects is based on fairness, transparency, accountability, and adherence to human rights principles, as well as established business ethics

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

-

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company has mandated that its personnel and related family members disclose information or reports that may contain conflicts of interest with the Company. Such conflict of interest reports must be approved by the Board of Directors, and the Audit Committee must also approve transaction of related parties. Approval of related party transactions is based on the principles of prioritizing the Company's best interests, fairness, reasonableness of the transaction, and compliance with market conditions and pricing. Furthermore, stakeholders or those with potential conflicts of interest in related party transactions are prohibited from participating in the approval process to ensure fairness and the Company's best interests. If the related party transaction falls under the regulations, announcements, orders, requirements, or rules of the Stock Exchange of Thailand, the Company will comply with the Stock Exchange of Thailand's regulations.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company has policies and procedures in place to prevent executives from using internal information for personal gain, including for securities trading. The Company has included the use of internal information in its Business Ethics section as one of the topics covered in the orientation for all new directors, executives, and employees. Furthermore, the use of internal information is reviewed annually as follows.
Directors, executives, and employees, including their spouses and minor children, as well as related persons as defined in Section 258 of the Securities and Exchange Act, are prohibited from using undisclosed internal information to buy, sell, transfer, or receive transfers of the Company's securities for a period of 30 days prior to the presentation of the periodic financial statements to the SEC or before such information is publicly disclosed, and for one business day after such important information is publicly disclosed.

In addition, the purchase, sale, transfer, or receipt of transfers of the Company's securities by directors and executives, including their spouses and minor children, as well as related persons as defined in Section 258 of the Securities and Exchange Act B.E. 2535 (A.D. 1992), must report changes in securities holdings to the Securities and Exchange Commission according to the prescribed regulations. Failure to comply with these regulations or restrictions will result in legal actions. Violators will be subject to penalties under Section 275 of the Securities and Exchange Act B. E. 2535 (A.D. 1992). Furthermore, the Company's directors and executives must submit one copy of the report to the Company for record-keeping purposes.

Regarding the monitoring results and statistics on the prevention of internal information misuse as of 2025, there has been no complaint or instance of misconduct by directors, executives, employees, including their spouses and minor children, as well as related persons, under Section 258, concerning the use of internal information of the Company for personal gain, including for securities trading.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication

and training for employees on anti-corruption policy and guidelines, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company has signed a declaration of intent to join the Thai Private Sector Collective Action against Corruption (CAC) since 2021. This is contribute to solving the problem of corruption, with a commitment to comply with CAC's rules and regulations, and to support the expansion of a clean business network by inviting business partners, companies in the same industry, and other stakeholders to join. Joining the CAC supports improvements in the efficiency and transparency of government service delivery and transactions between the public and private sectors. It also establishes guidelines for combating corruption in various areas, including diverse complaint channels. Employees or individuals with information on corruption can directly report it (whistleblower) through channels such as direct complaints to management or via email to the Company Secretary, executive directors, audit committee members, or Company Directors. The Company has established appropriate protection measures for whistleblowers to prevent them from facing negative consequences for their reporting.

In line with its declared commitment to combating corruption, the Company has prepared a written "Anti-Corruption Handbook," which was approved by the Board of Directors on December 12th, 2025. The company mandates regular reviews of this handbook to ensure it reflects changes in circumstances and relevant laws, and to provide clear guidelines for the performance of duties by the Board of Directors, management, and employees across the group.

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 procedures over the past year : Yes

The Company has established a policy prohibiting employees from accepting, procuring, or purchasing any asset or benefit that would negatively impact business operations through dishonest means or would lead to a lack of transparency in business operations. This is to prevent corruption and maintain transparency in business dealings with all business partners.

In addition, the Company provides channels for employees at all levels to report any lack of transparency in the performance of their duties directly to management and the Board of Directors. Employees and all stakeholders can

report suspected fraud, corruption, dishonest conduct, or actions that violate ethical standards, morals, or laws to the Board of Directors, the Audit Committee, and the Secretary. In 2024, the Company did not receive any complaint regarding corruption or lack of transparency from any agency or individual.

Whistleblowing is conducted under the Whistleblowing Policy to encourage the investigation of lack of transparency and to ensure that those reporting lack of transparency, corruption, non-compliance, or omission of duties by employees are treated fairly to protect against retaliation from those with malicious intent. The Company also provides training to employees to enhance their knowledge and understanding of anti-corruption measures. This is part of the Company's efforts to encourage employees to be aware of corruption control and prevention.

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

-

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 Ms. SRISUDA CHONGSITHIPHOL (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. APICHART CHARNKIATKONG (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of the audit committee

The audit committee's performance, within the scope and authority of the committee, can be summarized as follows.

1. Provision of Opinions Concerning Accuracy, Completeness and Reliability of Financial Report of the Company

The Audit Committee has reviewed the quarterly and annual financial statements for 2025, as well as related financial reports, to ensure that the Company's financial statements have been prepared fairly in all material respects, adequately disclosed, and in compliance with generally accepted accounting standards. Furthermore, the committee reviewed disclosures of related party transactions between the Company and individuals who may have conflicts of interest before presentation to the Board of Directors. This review focused on the material accuracy, completeness of the financial statements, and adequacy of disclosures. Importantly, meetings between the Audit Committee and the auditors reviewing the quarterly and annual financial statements for 2025, and related financial reports, were held without management or any other representatives. This allowed the auditors the opportunity to clarify any issues that could not be directly disclosed to management, or to address any irregularities discovered that is not corrected after being reported to management.

2. Provision of Opinions Concerning Adequacy of Internal Control System of the Company

Regarding the supervision of internal audits, the Audit Committee has reviewed and followed up on the implementation of recommendations and corrective actions, as well as random audits of compliance with the internal control system, based on reports presented directly to the Audit Committee by the internal control auditors. The Company has hired El Business Advisory Co., Ltd. to perform this function as the Company's internal auditor. Meetings between the Audit Committee and representatives from El Business Advisory Co., Ltd., are held without the presence of management or any other representatives, to allow El Business Advisory Co., Ltd., to directly present its reports to the Audit Committee. This ensures that the Company's various internal control systems are in accordance with the correct guidelines, meet good internal control standards, and are consistently implemented.

Furthermore, the Audit Committee reviewed the risk management policies and guidelines, and the progress of risk management as presented by the Company's management, to consider management approaches that align with changing risks and environments, and to ensure a timely and effective response to potential situations. The Audit Committee concludes that the Company has adequate and appropriate internal control systems.

3. Provision of Opinion Concerning Transactions between the Company and Individuals with Potential Conflict of Interest

The Audit Committee, having reviewed the financial statements, considered and provided an opinion on transactions between the Company and individuals who may have conflicts of interest, vested interests, or potential future conflicts of interest, in accordance with the Securities and Exchange Commission's regulations. At the meeting, the committee unanimously resolved that the transactions with related parties are reasonable, with fair pricing and meeting other terms and conditions, whilst not involving the transfer of benefits between the Company and individuals who may have such conflicts of interest.

4. Provision of Opinion of Compliance with Law Concerning Securities and Stock Exchange Market, Regulations of Stock Exchange Market or Law Concerning Business of the Company

The Audit Committee reviewed the Company's compliance with laws, regulations of the Stock Exchange of Thailand, and other laws related to its business operations. The Audit Committee have found out that the Company had complied with all relevant regulations and requirements and found no material discrepancies.

5. Provision Additional Opinion Concerning Annual Business Plan and Acknowledgement of Problems by Executives of the Company

The Audit Committee has reviewed and commented on the annual business plan presented by management and also has acknowledged and provided recommendations on any issue that occurred or were anticipated. From management's perspective, the Audit Committee believed that the Company had prepared the annual business plan carefully and thoroughly, and that management had considered and made decisions regarding issues that had occurred or were anticipated with due diligence.

6. Provision Opinion Concerning Appropriateness of Account Auditors

The Audit Committee was satisfied with the assessment of the auditors' independence and had considered their suitability, selected them, and determined their remuneration. It is deemed appropriate to propose to the Board of Directors for approval by the shareholders' meeting the appointment of the following auditor.

Account Auditor	Number of Licensed Auditor	
Miss Sunantha Khamsuk	8207	Or
Miss Phakhamon Laoha-aridilok	11499	

Who are affiliated with AST Master Co., Ltd., as the auditor for the year 2026 and will conduct the audit, certify, and express an opinion on the Company's financial statements.

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) : 15

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THEERACHAI PRASITRATTANAPORN (The chairman of the executive committee)	15	/	15	15/15 (100.00%)
2 Mr. THEERAYUT PRASITRATTANAPORN (Member of the executive committee)	15	/	15	15/15 (100.00%)
3 Mr. TEERAPHONG PRASITRATANAPORN (Member of the executive committee)	15	/	15	15/15 (100.00%)
4 Mr. THEERASAK PRASITRATANAPORN (Member of the executive committee)	15	/	15	15/15 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Executive Committee

-

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANU KULACHOL (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Mr. APICHART CHARNKIATKONG (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. THEERACHAI PRASITRATTANAPORN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. THEERASAK PRASITRATANAPORN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
6 Mr. Thanakon Sukkanchananon (Member of the subcommittee)	4	/	4	4/4 (100.00%)
7 Mrs. Saphachakan Piamsa-at (Member of the subcommittee)	4	/	4	4/4 (100.00%)
8 Ms. SRISUDA CHONGSITHIPHOL (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Risk Management Committee

-

Meeting attendance of Nomination Committee

Meeting Nomination Committee (times) : 2

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANU KULACHOL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. APICHART CHARNKIATKONG (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
4 Mr. THEERACHAI PRASITRATTANAPORN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. THEERAYUT PRASITRATTANAPORN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
6 Ms. SRISUDA CHONGSITHIPHOL (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Nomination Committee

-

Meeting attendance of Remuneration Committee

Meeting Remuneration Committee (times) : 3

List of Directors	Meeting attendance of Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANU KULACHOL (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
3 Mr. APICHART CHARNKIATKONG (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. THEERACHAI PRASITRATTANAPORN (Member of the subcommittee)	3	/	3	3/3 (100.00%)
5 Mr. TEERAPHONG PRASITRATANAPORN (Member of the subcommittee)	3	/	3	3/3 (100.00%)
6 Ms. SRISUDA CHONGSITHIPHOL (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
			Average meeting attendance rate	**(100.00%)**

The results of duty performance of Remuneration Committee

-

Meeting attendance of Corporate Governance and Sustainable Development Committee

Meeting Corporate Governance and Sustainable Development Committee (times) : 2

List of Directors	Meeting attendance of Corporate Governance and Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANU KULACHOL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Corporate Governance and Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. APICHART CHARNKIATKONG (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
4 Mr. THEERACHAI PRASITRATTANAPORN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
5 Mr. THEERAYUT PRASITRATTANAPORN (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
6 Ms. SRISUDA CHONGSITHIPHOL (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of Corporate Governance and Sustainable Development Committee

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Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company has a policy to conduct business for sustainable growth along with management in dimensions of environment, society and corporate governance, which the company has defined in the corporate philosophy, We will serve and work on the cheap, correct and meeting the goals at the same time, with responsibility to self and society in order to let all stakeholders to grow together, and stipulated in the vision to grow up with social and environmental responsibility in a sustainable manner. Moreover, TMI has officially determined environmental policy since 29th December 2023 and already pronounced on its website

Sustainability management goals

Does the company set sustainability management goals : Yes

TMI has set goals of sustainable management in accordance with 17 United Nation Sustainable Development Goals (17 SDGs) which are goals for global development between 2016 and 2030 and have been approved by 193 member nations of the United Nations (UN). Thailand is a member of the United Nations; thus, such goals also serve as the guidelines for sustainable management that organizations and sectors of Thailand can use as goals for development, which consist of 17 goals.

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

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

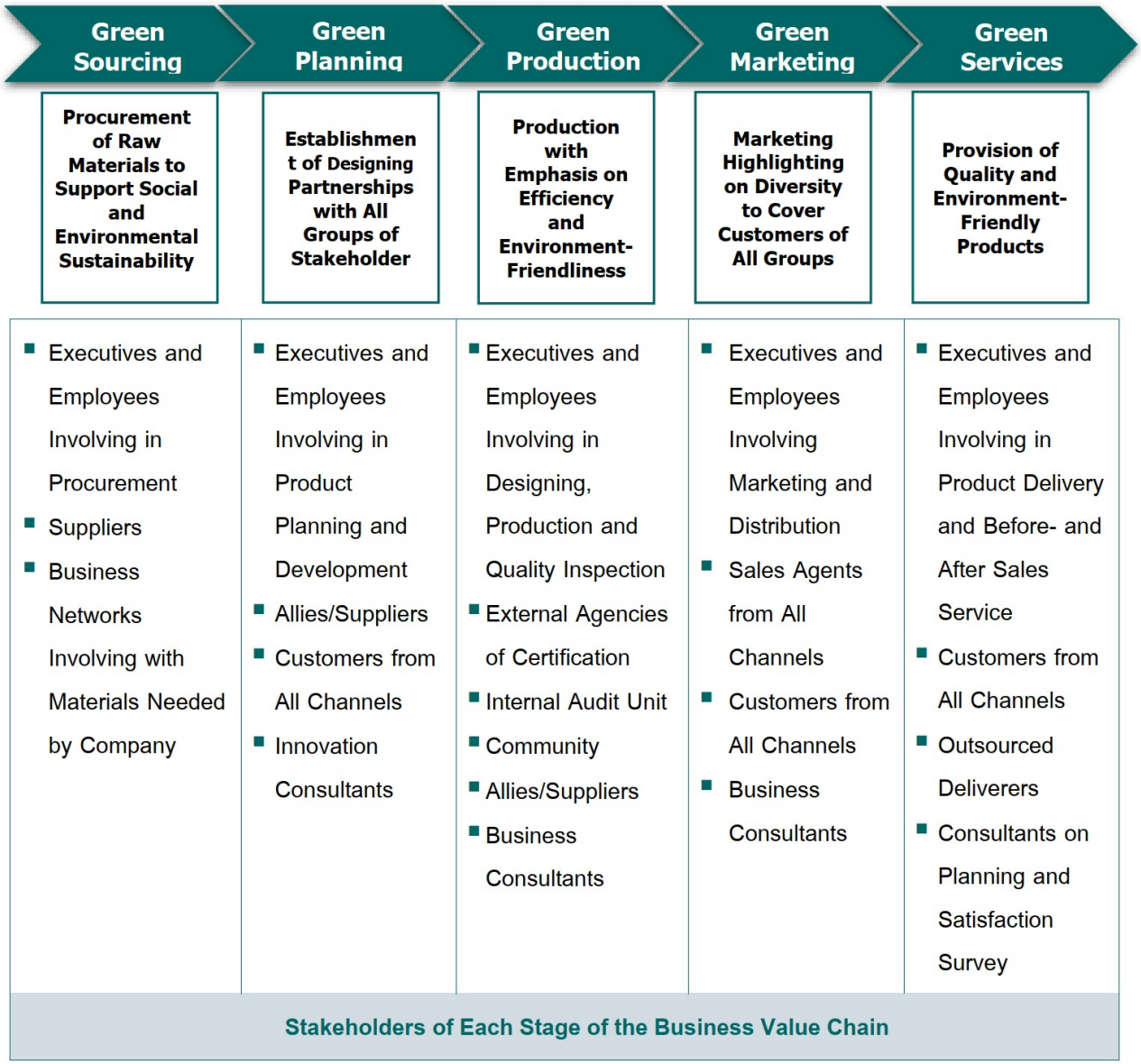
Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

The Corporate Governance and Sustainability Development Committee and operation team have reviewed plans and processes for continuity during the unexpected situation.

Information on impacts on stakeholder management in business value chain

Business value chain

The Company prioritizes all stakeholders throughout its value chain, from the beginning to the end of the production process, through product delivery and customer service. Therefore, the Company adheres to ethical practices, respects the rights of all stakeholders, treats them fairly and equitably, and ensures transparency. Furthermore, it considers feedback and supporting information from stakeholders at various stages, as illustrated in the following 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
External stakeholders			
• Board of director • Competitors • Suppliers • Community • Investors or investment institutions • Shareholders • Employees • Customers • Government agencies and Regulators • Standard organization	Customers - High-quality products and services with innovative ideas. - Safe and energy-efficient products. - Fairly priced products that offer good value for money in terms of performance and quality. - Security of personal data. Directors, Executives and Employees - Fair treatment, respecting fundamental rights and human dignity. - Good compensation, both monetary and non-monetary. - Opportunities for career growth. - Skill and aptitude development. - Workplace safety. - Security of	Customers -The Company prioritizes the highest level of customer satisfaction. -Focuses on providing customers with high-quality products and services. -Researches and develops innovative products to improve quality, increase energy efficiency, be environmentally friendly, and reduce greenhouse gas emissions. Sets fair prices. -Becomes responsible to customers through after-sales service. -Protects customer personal information. Directors, Executives and Employees -Treats directors, executives, and employees with dignity and respects their individual rights and duties. -Provides fair employment conditions and appropriate -compensation commensurate with employee knowledge, skills, responsibilities, and	• Visit • Press Release • Social Event • Online Communication • Internal Meeting • External Meeting • Annual General Meeting (AGM) • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	personal data. Business Partners - Fair and transparent procurement processes, free from hidden agendas. - Collaborative product development. - Timely payment for goods or services. Governmental Agencies - Good corporate governance. - Strict adherence to laws. - Anti-corruption. Communities and Society - No negative impact from business operations in terms of noise, odor, and air. - Community involvement in protecting the community from negative impacts. - Redress in case of	performance. -Each employee has a fair opportunity for advancement within the company, and the company ensures that there is no harassment or intimidation between employees or those associated with the Company. -Values the Company's employees by encouraging directors, executives, and employees to develop their knowledge, skills, ethics, and appropriate behavior. -Promotes employee participation in determining the company's direction and solving problems by listening to opinions and suggestions from employees at all levels equally and fairly. -Provides a safe working environment and treats all employees equally. No discrimination based on origin, race, gender, age, skin color, religion, disability, or any other status irrelevant to the work. -Personal information of directors, executives, and employees is protected unless required by Companys regulations or laws.	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	negative impacts Shareholders - Good returns through dividends. - Business growth. Measured by share price: - Business operations based on good corporate governance. - Effective risk management to ensure business continuity. Business Competitors - Fair competition. - No distortion of information or facts to gain a competitive advantage. Creditors - Accurate and precise management of financial information. Timely payment of principal and interest.	Business Partners -The Company considers contractors, partners/suppliers, and joint ventures to be essential to the continued operation of its business. -The Company has a policy of treating all business partners as equals. -The Company's procurement is based on fair and equal competition for the best interests of the company. -The Company enters into written agreements and respects them. Directors, executives, and employees adhere to the principle of not accepting any benefits from procurement activities. -There is an exchange of knowledge and joint development of products or technologies. Governmental Agencies -The Company conducts its business in accordance with the regulations, rules, and laws of the government agencies whose operations are relevant. -The Company encourages its directors,	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		executives, and employees to comply with the law. To ensure the company conducts its business without conflict: -Signs a declaration of intent to join the Thai Private Sector Collective Action against Corruption (CAC) since 2021 and has produced an "Anti-Corruption Handbook" as a guideline for directors, executives, and employees in accordance with the declaration of intent. Communities and Society -The Company recognizes its role and responsibility as a good corporate citizen. -Prioritizes participation and building good relationships between the Company and society based on integrity, transparency, and fairness. -Contributes to the creation of knowledge and contributes to sustainable social development under the corporate social responsibility concept, "adhering to the philosophy of sufficiency economy as a	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		management guideline," leading to development that benefits the community and society, as well as the conservation of culture and the environment sustainably. -Conducts business with caution to avoid negative impacts on the community. -Establishes measures to resolve problems and provide appropriate remedies in case of negative impacts on the community. Shareholders -The Company is committed to conducting business with integrity and ethics and making all decisions fairly, and is committed to achieving growth based on true potential. -Respecting shareholders' rights to receive necessary information and treating all shareholders equally. -Preparing risk management reports and publishing them for shareholders in the annual report. -Preparing quarterly and annual performance reports and providing financial statements to	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		shareholders. Business Competitors -The Company has a policy of conducting business fairly, without distorting information, deceiving, or using any other methods that are not in line with competitive principles. -Cooperation with business competitors must be transparent, without concealing any illegal agreements. Creditors -The Company considers timely and on-time payment as a fundamental aspect of its business operations. -The Company is committed to repaying both principal and interest in full on time. -The Company has a strict policy regarding accounts receivable.	

Information on organization's material sustainability topics

Organization's material sustainability topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Reduction of Garbage and Greenhouse Gas Emission	• Greenhouse Gas Management
Development of Energy-Saving Innovations and Technologies	• Innovation Development
Doing Business with Environment Concern	• Environmental Management Standards Policy and Compliance
Anti-Corruption and Anti-Fraud	• Good Governance
Strict Adherence to Law	• Good Governance
Production of Products Meeting Standards	• Customer / Consumer Responsibility
Fair Business	• Sustainable Supply Chain Management
Safe Community	• Community / Social Responsibility
Safe Work	• Fair Labor Practices
Security and Privacy of Customers	• Customer / Consumer Responsibility

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : Others : 17 United Nation Sustainable Development Goals: 17 SDGs

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company has policy to prioritize the management of business risks of the Company and its subsidiaries that may arise and significantly impact the future operations of the Company and its subsidiaries. The Company continuously reviews, revises, and develops approaches to manage various risk factors to ensure they can be controlled at an acceptable level and that the Company can achieve sustainable growth while being responsible towards society and the environment. Risks and risk prevention approaches comprise seven areas:

1. Strategic Risk
2. Operational Risk
3. Compliance Risk
4. Financial Risk
5. Information Technology Risk
6. ESG Risk (Environmental, Social, and Governance)
7. Emerging Risk, which is another area that the Company monitors and has identified as a risk that must be brought before the Risk Management Committee. This is considered a risk that may occur or is likely to occur in the future, so that it can be managed to prevent or minimize its impact on the Company's business in both the short and long term.

In addition, the Company has an organizational risk management working group. The ("Risk Management Working Group") is comprised of individuals with knowledge and experience in various fields who work together to consider various risks and find ways to prevent or mitigate potential future risks. This working group is under the supervision of the Company's Risk Management Committee and Audit Committee. The working group reports progress in risk management to both committees quarterly. Furthermore, an internal audit firm is responsible for reviewing the internal control system to ensure reliability and effective risk management. The Secretary of the Audit Committee or the Corporate Secretary is directly responsible for coordinating with the internal audit firm.

Reference link to risk management policy and plan : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 74

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : Others : 17 UN SDGs

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk from Assessment to Emit High Carbon (Environment)

Related risk factors : Strategic Risk

• ESG risk
• Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Given the global trend towards reducing carbon emissions, Thailand has adopted this concept to align with the trend. On February 10th, 2026, the Cabinet approved the trading of carbon credits in the derivatives market, which will provide more opportunities to sell carbon credits in the future.*

For TMI and its subsidiaries, which are currently considered contributors to carbon emission reduction and have not yet been affected, this is a good opportunity to sell carbon credits in the future.

*Source: < https://www.bangkokbiznews.com/economics/1220671?anf= > Online Bangkokbiznews, 10th February 2026.

Risk-related consequences

TMI and its subsidiaries, which are currently considered contributors to carbon emission reduction and have not yet been affected, this is a good opportunity to sell carbon credits in the future.

Risk management measures

To produce and develop products with energy-saving innovation, and create environment friendly activities to reduce emitting Greenhouse Gases.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The company has a corporate crisis management plan and has announced it since November 12th, 2021. It is a Business Continuity Plan (BCP) which aims to manage the continuity of operations in the event of an emergency that affects the company and to reduce the impact of work disruptions and the impact on the lives and property of employees.

Reference link to business continuity plan (BCP) : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 92-95

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes
Link for companys sustainable supply chain management policy and guidelines	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	101-109

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	Yes

The Company prioritizes all stakeholders throughout its value chain, from the beginning to the end of the production process, through product delivery and customer service. Therefore, the Company adheres to ethical practices, respects the rights of all stakeholders, treats them fairly and equitably, and ensures transparency. Furthermore, it considers feedback and supporting information from stakeholders at various stages.

Reference link to sustainable supply chain management plan	:	https://www.thaiballast.com/AR2569/14.1.pdf
Page number of the reference link	:	101

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	No

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

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct?	:	No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : Yes

Reference link to companys research and development (R&D) policy : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 25

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)	3.66	3.72	3.57

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

The expenses for research and development involve researching, designing, and developing new energy-efficient products, particularly LED products, which also covers improving performance in all aspects, including raw material quality, manufacturing efficiency, and energy savings.

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 innovation culture : Yes

The Company mandates research and development to ensure its products are cutting-edge, and developed as energy-efficient lighting solutions that reduce greenhouse gas emissions and utilize natural energy sources, particularly solar power (solar cells). Continuous technological advancements in lighting equipment are also undertaken to deliver high-quality products to all user groups. Furthermore, technology is integrated into production and service processes to reduce turnaround times.

In addition, the Company has a policy of promoting the potential and capabilities of its partners to foster mutual development. This involves collaborating with partners to develop products or innovations, such as exchanging knowledge on manufacturing technologies for new innovative products.

Reference link to organizations innovation culture development and promotion process : https://www.thaiballast.com/AR2569/14.1.pdf

Page number of the reference link : 25

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 from innovation development?	:	No

Non-financial benefits

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

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