



2025

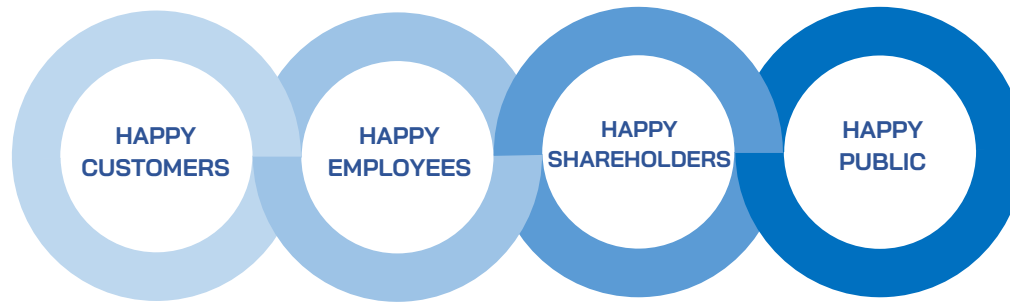
SUSTAINABILITY REPORT

AAPICO HITECH PUBLIC COMPANY LIMITED



AAPICO's VISION

Our vision is to become a **Lean, Green, Happy,** and **Digital** World Class Organization with 4 Fundamental Values of Happiness.



CONSISTS OF 3 CORE PILLARS

OEM AUTO PARTS MANUFACTURING BUSINESS

 THAILAND, PORTUGAL,
AND CHINA

- Metal Forming
- Chassis & Structural
- Plastics & Parts
- Fuel Tank & Washer System
- Forging, Machining, & Casting
- Jigs & Dies

CAR DEALERSHIP BUSINESS

 THAILAND AND MALAYSIA

- | <u>Thailand</u> | <u>Malaysia</u> |
|--|--|
| <ul style="list-style-type: none">• Ford• Mitsubishi• MG | <ul style="list-style-type: none">• Honda• Proton |

IOT CONNECTIVITY & MOBILITY BUSINESS

 THAILAND

- Smart Factory
- Smart Logistics
- Smart Mobility
- Smart Office
- Smart Location
- Smart Farm

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MESSAGE FROM PRESIDENT & CEO



Mr. Yeap Swee Chuan

President & CEO

AAPICO Hitech Public Company Limited

The year 2025 was another challenging year, marked by global economic volatility, geopolitical conflicts, and international tariff measures, which continued to create uncertainties in logistics and raw material costs and affected the industrial sector. These circumstances required companies in the automotive industry to continuously adjust their business strategies to maintain competitiveness, improve operational efficiency, and manage risks while pursuing long-term sustainable growth.

Geopolitical conflicts and unrest in certain regions have also impacted on labor-related issues and cross-border workforce mobility. The Company places great importance on respecting human rights and ensuring equal treatment for all employees without discrimination based on race, nationality, religion, gender, age, or status. We firmly believe that all employees are valuable members of the organization, and we are committed to providing a safe, inclusive, and respectful working environment where everyone could grow and develop alongside the Company in a stable and sustainable manner.

The Company remains committed to conducting business with consideration for Environmental, Social, and Governance (ESG) principles throughout our value chain. Over the past year, we continued to implement various sustainability initiatives, including the use of renewable and clean energy, efficient resource utilization, waste reduction and greenhouse gas emissions reduction, production efficiency improvement, workplace safety promotion, and fostering a corporate culture that emphasizes social responsibility and employee engagement. In addition, the Company conducted Supplier ESG Assessments to evaluate environmental, human rights, and business ethics risks within the supply chain and to encourage suppliers to operate responsibly in alignment with the Company's sustainability approach.

This Sustainability Report 2025 reflects the Company's commitment to advancing our sustainability strategy, covering environmental impact reduction, energy and resource management, employee safety and development, community engagement, and ethical, transparent, and good governance practices. The Company has established strategic goals and implementation guidelines to ensure alignment with international standards and to effectively respond to the rapidly evolving automotive industry, while creating long-term value for all stakeholders.

On behalf of the Company, I would like to express my sincere appreciation to our stakeholders, business partners, customers, suppliers, communities, and employees for their continued support and collaboration in driving the Company's sustainable growth. The Company will continue to strengthen our business while creating long-term value for society, the environment, and all stakeholders in the most sustainable manner.

SUSTAINABILITY AWARDS

1. Selected in the ESG 100 Index 2025 by Thaipat Institute
2. Supporting Organization for Driving Industrial Greenhouse Gas Management from The Project for Achieving Carbon Neutrality Goals in the EEC Area
3. Rated at 4 Stars in Corporate Governance Assessment from The Thai Institute of Directors (IOD)
4. SET ESG DNA Certificate from The Stock Exchange of Thailand
5. Certificate of Recognition under the PM2.5 Reduction Microorganism Initiatives from the Thailand Institute of Scientific and Technological Research
6. Certificate of Recognition for Supporting Greenhouse Gas Reduction by the Thailand Greenhouse Gas Management Organization
7. Certificate of Eco-Excellence Level in 2025 From Industrial Estate Authority of Thailand
8. Silver and Gold Level Certificates under the Zero Accident Campaign from the Thailand Institute of Occupational Safety and Health



About this report



The Sustainability Reports are published annually as a means for the AAPICO Group to communicate the Company's sustainability performance on the subjects of economy, environment, social, and corporate governance to both internal and external stakeholders in order to demonstrate the transparency in the Company's operations and build up the stakeholders' confidence. This 2025 Sustainability Report will cover the Company's performance during the period of 1st January 2025 to 31st December 2025.

Guideline for the Formation of the Report

This report has been prepared in accordance with the GRI Standards (GRI Standards Revised 2021): Core Option. It will provide necessary information to the stakeholders to understand the nature of the Company's operations and its management of sustainability issues – including the Company's performance and its related impacts. Furthermore, the Company's operations included within this report were conducted in line with the UN Sustainable Development Goals. The information in this report has been reviewed by the Company's top management prior to the publication in order to ensure the accuracy and completeness of the report.

Scope of the Report

This report covers all of AAPICO Group's operations, both within Thailand and overseas; and also covers the 3 pillars of the Company: namely, OEM Auto Parts Manufacturing Business, Car Dealership Business, and

Internet of Things (IoT) Connectivity and Mobility Business.

Determining Report Content and Topic Boundaries

The process for defining the report content in this report has been prepared in accordance with the GRI standards, meaning that the contents covered within this report have been considered for their relevance on the principles of Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness; and were deemed to be the most suitable topics to include in this report. In the end, the contents included within this report have been selected through the following qualifying steps.

- 1. Determine the Relevance of the Topics to the Company's Business Operation** – Identifying which topics are suitable to be included in the report by judging if the topics are directly associated with the Company's fields of operations. The topics that are irrelevant will then be left out of the report.
- 2. Rank the Significance of the Topics to the Company's Operations** – In this report, only the topics that are most significant to the Company's operations are chosen to be reported.
- 3. Receive Approval by the Company's Executives** – The chosen topics and their respective contents are to be sent to the Company's top management for revision and approval before being included in the report.

Contact

For more information or suggestions, please contact the following channels:

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North Sathorn Rd. Silom, Bang Rak, Bangkok 10500
- aapicohitech@aapico.com
- 02-613-1504

Scope of Disclosure

This report discloses Sustainability information in the dimension of governance, environment and social collected by the Company, 2 associate companies and 36 subsidiary companies of AAPICO Hitech PLC as of 2025, as detailed below:

Topic	ENHANCE ECONOMIC VALUE							ECO-EFFICIENCY					ELEVATE QUALITY OF LIFE									
	Corporate Governance	Risk Management	Creating Shared Value	Innovation for Improvement	Customer Relationship Management	Supplier Relationship Management	Tax Governance	Environment Policy	Energy	Water	Waste	Air emission	GHG Emission	Human Resource Management	Respecting Human Rights	Fair Treatment of Labors	Personnel Development	Safety, Occupational Health, and Work Environment	Social Responsibilities and Community Development			
OEM Auto Parts Manufacturing Business Thailand	Company	AH	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			
	Branch	AHR	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
	Associate companies	ASICO	●	●	●	N/A	N/A	○	○	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
		EA	●	●	●	N/A	N/A	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
	Subsidiary companies	AHP	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
		AHT	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
		AHA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
		AA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
		ASP	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
		AF	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		APC	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		APB	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		APR	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		AL	●	●	●	●	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
		AMK	●	●	●	○	○	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○

Topic	ENHANCE ECONOMIC VALUE							ECO-EFFICIENCY						ELEVATE QUALITY OF LIFE					
	Corporate Governance	Risk Management	Creating Shared Value	Innovation for Improvement	Customer Relationship Management	Supplier Relationship Management	Tax Governance	Environment Policy	Energy	Water	Waste	Air emission	GHG Emission	Human Resource Management	Respecting Human Rights	Fair Treatment of Labors	Personnel Development	Safety, Occupational Health, and Work Environment	Social Responsibilities and Community Development
OEM Automotive Parts Manufacturing Business Thailand	KCX	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	AMI	●	●	●	N/A	N/A	N/A	●	N/A	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A
	AAG	●	●	●	N/A	N/A	N/A	●	N/A	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A
	AGG	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	AVE	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Car Dealership Business Thailand	AM	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	AMPK	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	AMPT	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	AMMG	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Car Dealership Business Overseas	AMSB	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	AMTS B	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	AMKS B	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	AMOB	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	NESM	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	TSR	●	●	●	N/A	N/A	N/A	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
IoT Connectivity and Mobility Business	AITS	●	●	●	N/A	N/A	N/A	●	○	○	○	○	○	○	○	○	○	○	○
	AERP	●	●	●	N/A	N/A	N/A	●	○	○	○	○	○	○	○	○	○	○	○
	AEC	●	●	●	N/A	N/A	N/A	●	○	○	○	○	○	○	○	○	○	○	○

Topic		ENHANCE ECONOMIC VALUE								ECO-EFFICIENCY					ELEVATE QUALITY OF LIFE					
		Corporate Governance	Risk Management	Creating Shared Value	Innovation for Improvement	Customer Relationship Management	Supplier Relationship Management	Tax Governance	Environment Policy	Energy	Water	Waste	Air emission	GHG Emission	Human Resource Management	Respecting Human Rights	Fair Treatment of Labors	Personnel Development	Safety, Occupational Health, and Work	Social Responsibilities and Community Development
Other Supporting Activities of the 3 Pillars	Subsidiary companies	AIPL	●	●	●	N/A	N/A	N/A	●	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		AT	●	●	●	N/A	N/A	N/A	●	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		AB	●	●	●	N/A	N/A	N/A	●	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		ATC	●	●	●	N/A	N/A	N/A	●	●	N/A	N/A	N/A	N/A	○	○	○	●	●	●
		AV	●	●	●	N/A	N/A	N/A	●	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

- Management approach information and operating results covering the business
- Management approach information is provided and covers the business; however, operating results are not included
- N/A Not material or not applicable to the specified business segment

abbreviation	OEM Automotive Parts Manufacturing Business				Car Dealership Business		IoT Connectivity and Mobility Business and Others	
	Thailand Subsidiaries		Overseas Subsidiaries		Thailand Subsidiaries		Thailand Subsidiaries	
	AH	AAPICO Hitech PLC. (Head Quarter)	KCX	Kunshan Chaitai-Xincheng Precision Forging Co., Ltd.	AM	Able Motors Co., Ltd.	AITS	AAPICO ITS Co., Ltd.
	AHR	AAPICO Hitech PLC. (Rayong Branch)	AMI	AAPICO Maia, S.A.	AMMG	MG Able Motors Co., Ltd.	AERP	A ERP Co., Ltd.
	AHP	AAPICO Hitech Parts Co., Ltd.	AAG	AAPICO Águeda, S.A.	AMPK	Able Motors Pakkret Co., Ltd.	AEC	AAPICO Electronics Co., Ltd.
	AHT	AAPICO Hitech Tooling Co., Ltd.	AGG	AAPICO Germany GmbH	AMPT	Able Motors Pathumthani Co., Ltd.	AT	AAPICO Technology Co., Ltd.
	AHA	AAPICO Hitech Automation Co., Ltd.	AVE	AAPICO Avee Sdn. Bhd.	Overseas Subsidiaries		AB	AAPICO BIKE Co., Ltd.
	AA	AAPICO Amata Co., Ltd.	Associates and JV		AMSB	AAPICO Motors Sdn. Bhd.	ATC	AAPICO Training Center Co., Ltd.
	ASP	AAPICO Structural Products Co., Ltd.	ASICO	Able Sanoh Industries (1996) Co., Ltd.	AMTSB	AAPICO Motors (Temerloh) Sdn. Bhd.	AV	AAPICO Venture Co., Ltd.
	AF	AAPICO Forging PLC	EA	Edscha AAPICO Automotive Cp., Ltd.	AMKSB	AAPICO Motors (Kuantan) Sdn. Bhd.	Overseas Subsidiaries	
APC	AAPICO Precision Co., Ltd.			AMOB	Able Mobility Sdn. Bhd.	AIPL	AAPICO Investment Pte. Ltd.	
APB	AAPICO Plastics PLC (Bangplee)			NESM	New Era Sales (M) Sdn. Bhd.			
APR	AAPICO Plastics PLC (Rayong Branch)			TSR	Tenaga Setia Resources Sdn. hd.			
AL	AAPICO Leadtech Co., Ltd.							
AMK	AAPICO Mitsuike (Thailand) Co., Ltd.							

Company Overview

General Information (As of 31 December 2025)

Name of the Company / Name in Stock Market	AAPICO Hitech Public Company Limited / AH		Locations of Operations	1. Thailand	6. Germany
Products and Services	The 3 Core Pillars of AAPICO business, which are		2. Malaysia	7. Singapore	
	<ul style="list-style-type: none"> ▪ Manufacture of OEM automotive parts which include; <ul style="list-style-type: none"> - Metal Forming - Chassis & Structural - Plastics & Parts - Fuel Tank & Washer System - Forging, Machining & Casting - Jigs & Dies ▪ Car dealerships and service centers <ul style="list-style-type: none"> - Ford - MG - Honda - Mitsubishi - Changan - Proton ▪ Internet of Thing (IoT) Connectivity and Mobility business <ul style="list-style-type: none"> - Smart Factory - Smart Mobility - Smart Location - Smart Logistics - Smart office - Smart Farm 		3. Republic of China	8. The United States of America	
Listed Date	17 October 2002		Registration Number	0107545000179	
Year Established	1996		Company Website	www.aapico.com	
			Number of Employees	5,597	
			Total Revenue	26,167 THB Million	
			Registered Capital	Baht 354,842,228.00 (consist of 354,842,228 Ordinary Shares ¹⁾)	
			Paid-up Capital	Baht 354,842,012.00 (consist of 354,842,012 Ordinary Shares ^{1,2)})	
			Membership of Associations	<ul style="list-style-type: none"> - Thai Auto-Parts Manufacturers Association (TAPMA) - Electric Vehicle Association of Thailand (EVAT) 	
			Standard and Index	ISO/TS 16949: 2016, ISO9001:2015, ISO 14001: 2015, OHSAS 18001: 2007, Green Industry Level 3, ESG100 Index, and CGR Rating 4 stars, Thai CAC Verification	

Remark: 1) Par Value at Baht 1 per share 2) Before treasury shares: 18,754,600 shares

Business Overview

AAPICO Hitech Public Company Limited (“the Company” or “AAPICO”) was established in 1996 and listed on the Stock Exchange of Thailand in 2002. The company’s core business initially was to design, produce, and install car assembly jigs and stamping dies for comprehensive automotive assembly, as well as to manufacture OEM automotive parts, including floor parts, cross members, pillars, brackets, clips, and fuel tanks for leading automobile assemblers in Thailand. Subsequently, the Company expanded its business to include the production of chassis frame components for pickup trucks, forging metal parts, machining metal parts, casting metal parts, plastic parts, plastic fuel tanks, and windshield washer systems.

AAPICO Hitech PLC operates under the management of Mr. Yeap Swee Chuan, the President & CEO and founder of AAPICO Group. The Company’s first factory was located at Hitech Industrial Estate, Ayutthaya. Today, it has factories in Samutprakarn, Chonburi and Rayong. Globally, the Company also expand its footprint to Malaysia, China and Portugal.

AAPICO Hitech PLC is comprised of 3 business pillars: the OEM Auto Parts Manufacturing Business, the Car Dealership Business, and the IoT Connectivity & Mobility Business. As of today, the Group comprises 52 subsidiaries and associate companies, 32 of which companies are operating in Thailand and 20 companies are located oversea.

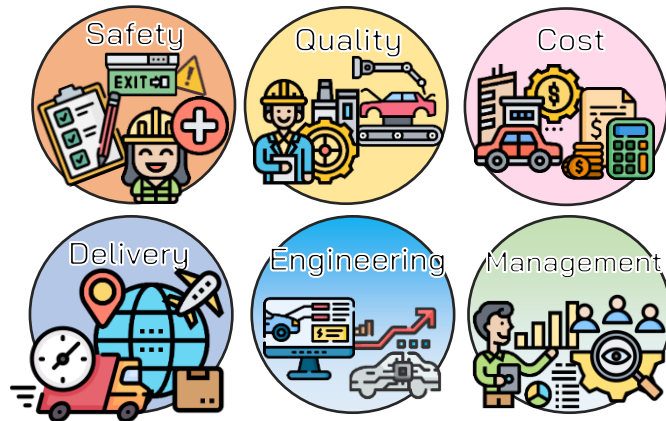
Vision, Objective, Target, or Operation Strategy

The Company has set the vision to become a **Lean, Green, Happy,** and **Digital** World Class Organization for sustainable growth. The Company has an important mission to grow into a Global organization with excellence in 4 fundamental values of happiness, as follows.



Happy Customers	Happy Employees	Happy Shareholders	Happy Public
<p>The Company set operational targets for the organization to achieve manufacturing excellence in order to satisfy customers’ needs. This is accomplished by maintaining safety standards, product quality, competitive price, on-time delivery, engineering development, and continuous excellent management for utmost customers’ satisfaction.</p>	<p>The Company gives importance to employees, which are the heart to driving stable and sustainable organization growth. This is accomplished by arranging for happy workplace environment, encouraging teamwork, defying problem as opportunity, inspiring loyalty, fostering respect between colleagues, and imprinting familial love of the employees in order to lay a strong happy foundation that will carry over to the organization and country.</p>	<p>The Company is determined to operate with optimal profits and benefits for the shareholders, and to arrange for appropriate returns for the shareholders.</p>	<p>The Company is aware and gives precedence to the importance of managing business with regards to corporate social responsibility to the community and public for sustainable growth.</p>

AAPICO set a clear target in becoming an organization with excellence in operations that adhere to the standard of good Corporate Governance, as to promote stable and sustainable growth. The Company has set operational production targets based on the SQCDM guidelines, as follows:



- **Safety** - Safety always comes first
- **Quality** - Manufacturing operations that are up to quality standards and produce zero waste in order to achieve '0' PPM targets
- **Cost** - The ability to compete in pricing with low and appropriate cost
- **Delivery** - 100% on-time delivery, with Just-In-Time (JIT) production method
- **Engineering** - The determination to continuously improve the Company's engineering process (KAIZEN)
- **Management** - Managing operations to be clever, transparent, and attentive to details, while also utilizing digital technology to increase efficiency as appropriate.

AAPICO is determined to improve the Company's manufacturing process, strengthen the employees' knowledge, and search for new technologies from around the globe to support and increase the efficiency of the Company's manufacturing process. Our goal is to become one of the most accepted top automotive parts manufacturers within both Thai and international automotive industry, offering high quality standards, while also standing ready to support and push Thailand into becoming a global base for the production of automotive parts.

Owing to the Company's longstanding commitment to the simple visions and principles of being a lean and happy organization with transparent management and excellence in corporate governance, AAPICO has been accepted by customers from every corner of the globe as an entrepreneur with sustainable excellence in manufacturing and consistently maintain quality operation standards in accordance with SQCDM guidelines on Safety, Quality, Cost, Delivery, Engineering, and Good Management. The Company was approved and guaranteed of its quality manufacturing process with ISO/TS16949 and ISO14001 standards, in addition to various other awards and certificates continuously received from customers and suppliers combined with transparent management and attentiveness to stakeholders, which contributed to the establishing of trust with customers and suppliers, the Company is therefore able to sustainably elevate business relations with various brands of automotive manufacturers.

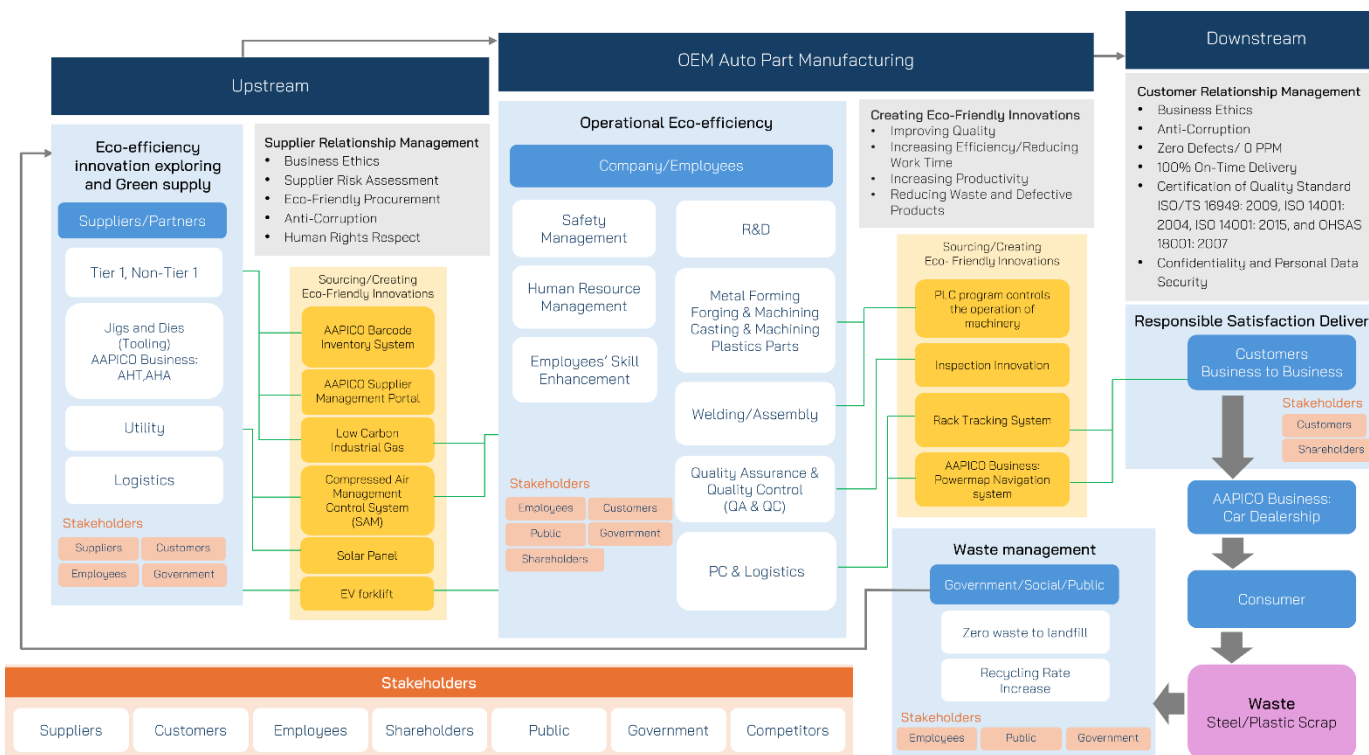
Long-Term Plan

The Company has a long-term plan to expand its business to the international level. Currently, the Company has a solid operational base in Thailand, Malaysia, the People's Republic of China, Europe, and the United States. At present, the Company is interested in expanding its business into Japan and other countries in Asia.

Business Value Chain

With the Company’s commitment to deliver innovative products and services through environmentally conscious production and service methods, while taking into account the needs and impacts on stakeholders, the Company has integrated the organizational vision, code of conduct, and sustainability framework under the “3E” concept, into the value chain. This involves linking and analyzing stakeholders’ needs and expectations, leading to the creation of a 6-step strategy for sustainable operations throughout the value chain.

Value Chain of Organization



Outcomes for AAPICO

Financial Capital

- Revenue and profit growth
- Capital market accessibility

Manufactured Capital

- Efficiency production
- Effective resource management

Natural Capital

- GHG emission and waste reduction
- Effective resource and energy management
- Cost savings on raw materials and resources

Human and Intellectual Capital

- Employee engagement
- Skillful and knowledgeable employee
- Business opportunity
- Efficiency and productive operation

Social and Relationship Capital

- Organization credibility
- Stakeholders’ satisfaction and trust
- Transparency in business
- Employee from the community with high competence

Outcomes for stakeholders

Financial Capital

- Dividends and stock market values
- Income tax and government taxes

Manufactured Capital

- Emission-free and safe manufacturing
- Quality goods and no defects

Natural Capital

- GHG emission and waste reduction
- Effective resource and energy management
- Resource conservation for sustainability

Human and Intellectual Capital

- Employee satisfaction
- Skillful and knowledgeable employee
- Income stability and job opportunities
- Raising the value of productivity and operational accuracy

Social and Relationship Capital

- Ethics in the supply chain
- Stakeholders’ satisfaction and trust
- Quality people and consistent revenue in the community and society

1. Procurement of Raw Materials

The Company places strong emphasis on sourcing environmentally friendly materials and innovative solutions across key inputs, including raw materials, molds, tooling, utilities, and transportation. Key stakeholders in this process include suppliers, customers, employees, and government authorities.

Supplier relationships are managed systematically and transparently in alignment with corporate policies and best practices. This includes ESG-based supplier selection and evaluation processes, requiring compliance with the Company's Code of Conduct and sustainable procurement guidelines, as well as ongoing monitoring in areas such as anti-corruption, human rights protection, and sustainability risk management.

To enhance operational efficiency and reduce environmental impacts, the Company has implemented environmental innovations and best practices, including:

- The AAPICO Barcode Inventory System to improve inventory accuracy, reduce material losses, and enhance logistics efficiency.
- The AAPICO Supplier Management Portal, a digital platform that strengthens supply chain coordination, reduces paper usage, and supports environmentally responsible operations.
- Procurement of environmentally preferable materials, such as low-carbon Argon gas, to support greenhouse gas reduction in production processes.
- The deployment of energy-efficient utility management innovations, including Compressed Air Management Control systems to optimize energy consumption in production lines, Solar Rooftop installations, and the replacement of diesel forklifts with electric forklifts to reduce greenhouse gas emissions and air pollutants.

2. Manufacturing Processes in the Automotive Parts Business

The Company operates its manufacturing processes in accordance with principles of safety, efficiency, and environmental responsibility throughout the value chain. It strives to deliver high-quality products and customer satisfaction while optimizing resource utilization and minimizing environmental impacts. Stakeholders involved in this stage include employees, customers, surrounding communities, regulatory authorities, and shareholders.

The manufacturing process encompasses research and development, product design and engineering, production operations, quality assurance and control, production planning and logistics, occupational health and safety management, human resource management, and employee capability development. The Company continuously integrates innovation and advanced technologies into its production processes to enhance productivity, product quality, and operational performance while reducing energy and resource consumption. Key technologies include:

- PLC-controlled machinery systems to increase precision, reduce process losses, and promote efficient resource use.
- The application of automated and digital inspection technologies to improve quality standards, reduce production waste, and enhance quality control efficiency.
- The Rack Tracking System, part of the Company's IoT Connectivity and Mobility solutions, to improve packaging management, minimize losses, and enhance logistics efficiency.

- The Powermap navigation system, also part of the Company's IoT Connectivity and Mobility solutions, to optimize transportation routes, reduce fuel consumption, and support the Company's greenhouse gas reduction targets.

3. Product Distribution

The Company is committed to delivering products and services responsibly, with due consideration for social and environmental impacts. Customers are the primary stakeholders in the distribution process.

Customer relationships are governed by strict adherence to the Company's Code of Conduct, anti-corruption policies, and data protection standards, including the safeguarding of confidential business information and personal data.

Throughout production and delivery, the Company focuses on providing high-quality products on schedule while complying with occupational health, safety, and environmental standards. The Company supplies automotive components to leading vehicle manufacturers for assembly into finished vehicles, which are subsequently distributed through dealer networks, which the dealership business is one of AAPICO's business.

At the end of the product life cycle, waste generated from production, use, and dismantling such as metal and plastic scrap is carefully managed. The Company recognizes the potential environmental impacts and supports appropriate waste management practices based on circular economy principles, with a focus on increasing recycling rates and achieving zero landfill.

4. Waste Management

The Company adheres to the principle of waste reduction at source, alongside increasing reuse and recycling initiatives, with the goal of minimizing landfill disposal. It carefully considers the impacts on surrounding communities, society, and government authorities as key stakeholders.

Waste management practices are conducted in strict compliance with applicable laws and regulations. The Company also promotes collaboration with relevant stakeholders to continuously develop and improve sustainable waste management systems.



Company Structure (GRI 2-1, 2-2, 2-6)

Note: ■ AAPICO Holds 100% ■ AAPICO Holds <100%

AAPICO HITECH PUBLIC COMPANY LIMITED

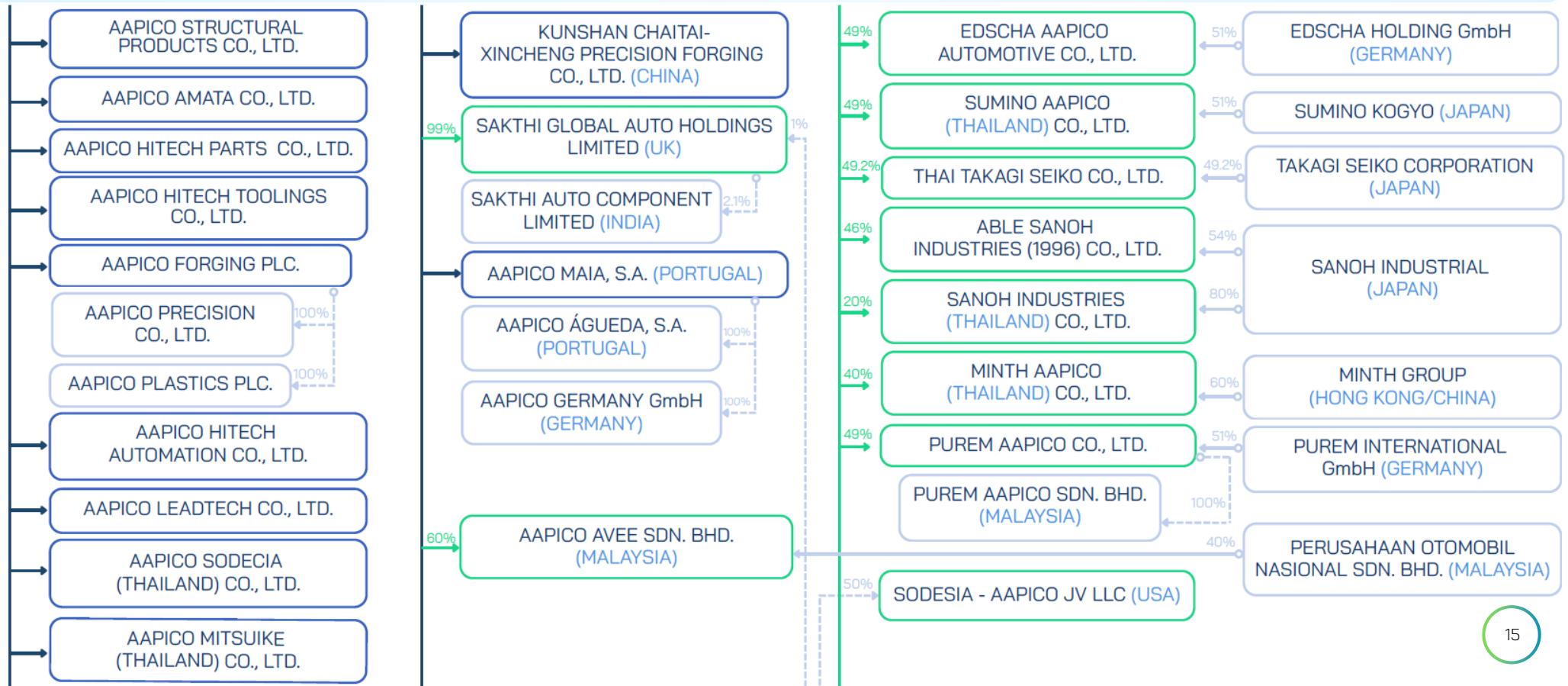
THAILAND SUBSIDIARIES

OVERSEAS SUBSIDIARIES

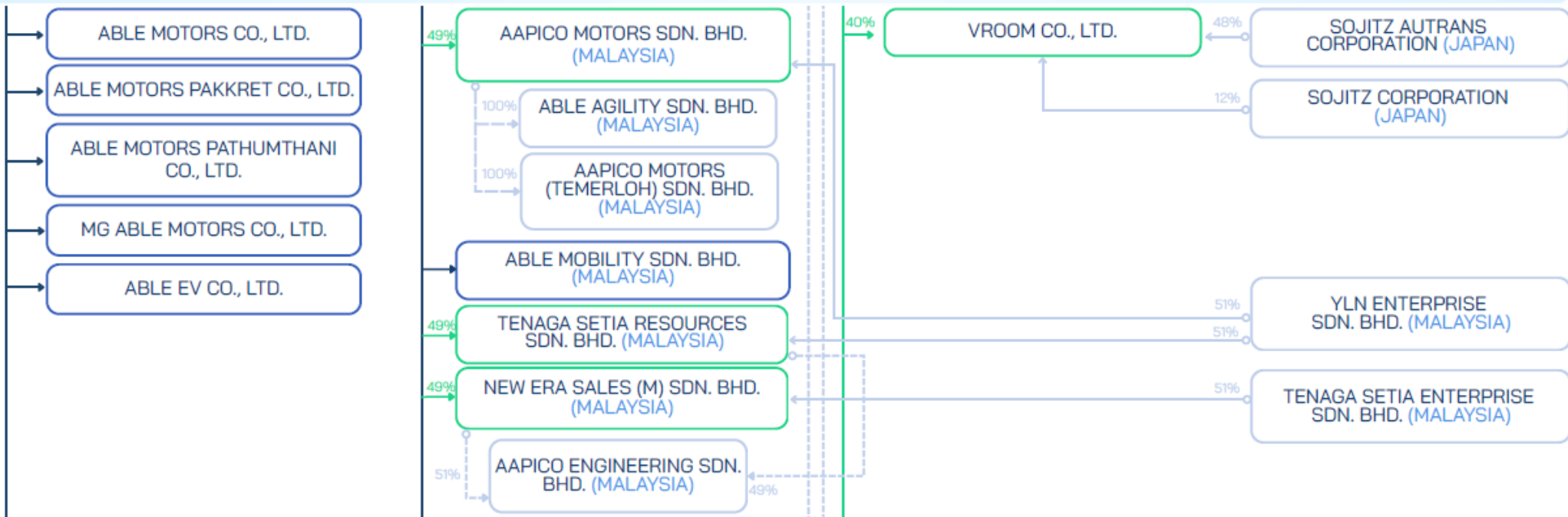
ASSOCIATES AND JV

PARTNERS

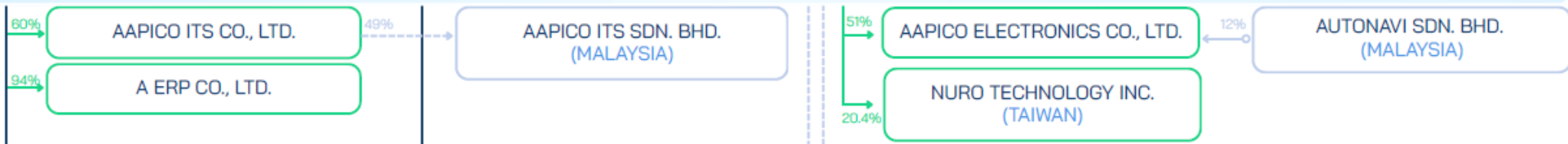
PILLAR I : MANUFACTURE OF OEM AUTOMOTIVE PARTS BUSINESS



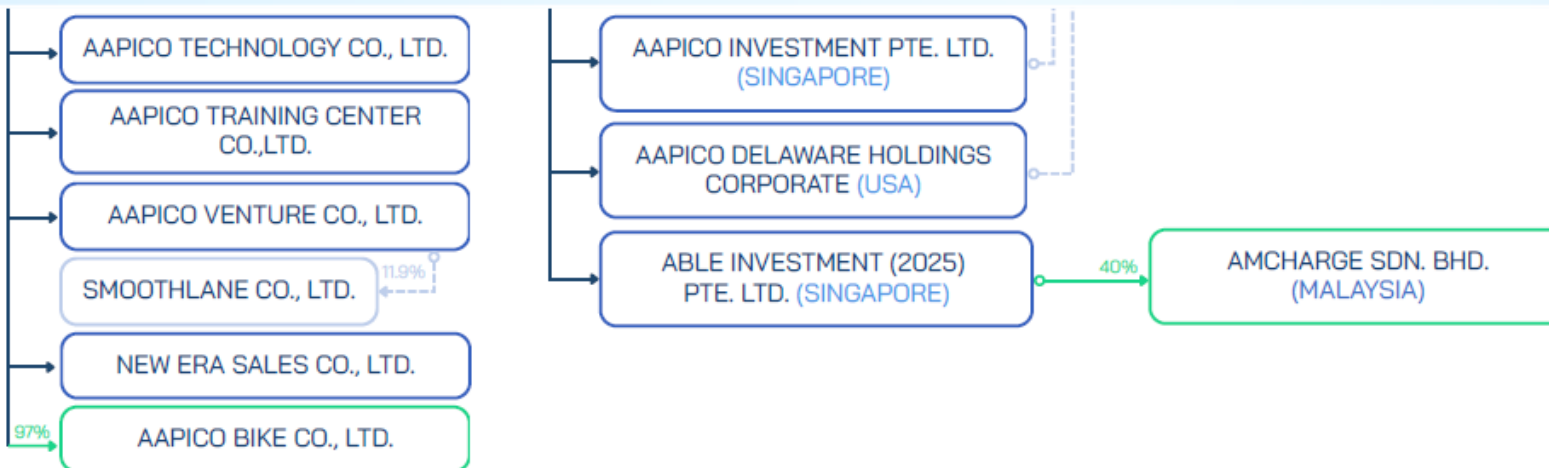
PILLAR II : CAR DEALERSHIPS BUSINESS



PILLAR III : IOT CONNECTIVITY & MOBILITY BUSINESS



OTHER BUSINESSES TO SUPPORT THE 3 CORE PILLARS



ESG Journey



2022

- Arranged for the Carbon Footprint Verification for Organization in the Company and got certification by the third-party company
- Be selected in the THSI List 2022 from SET and listed in SETTHSI Index for the period of January to December 2022
- Be selected in the ESG100 List 2022 from ThaiPAT Institute



2023

- Expanded the scope of the Carbon Footprint for Organization (CFO) verification to include factories in Chonburi province for the first time
- Provided scholarships for master's degrees in engineering and technology (School of Engineering and Technology) at the Asian Institute of Technology (AIT)
- Collaborated with Bangkok Industrial Gas Co., Ltd., the Company's supplier, to develop a system for collecting and visualizing the Company's greenhouse gas data on a Carbon dashboard



2024

- Expanded sustainability practices covering all 12 OEM Auto parts manufacturing entities in Thailand. Sustainable Development Committee were established at each facility to implement initiatives aligned with the Company's sustainability strategy. These teams are also responsible for monitoring, collecting, and reporting operational data for inclusion in the annual sustainability report.
- Reviewed and refined the Company's sustainability strategy and goals to drive continuous improvement toward long-term objectives.
- Partnered with Bangkok Industrial Gas Co., Ltd. to incorporate low-carbon industrial gases into the production process, supporting the reduction of GHG emissions.
- Supported suppliers that prioritize ESG practices by encouraging emission reductions within the Company's Scope 3 emissions and conducting ESG performance assessments of key suppliers.

2025

- Expanded the verification scope of the Company's Carbon Footprint for Organization (CFO) to include, for the first time, plastic component manufacturing plants located in Samut Prakan and Rayong.
- Increased solar panel system installations across 6 additional facilities, bringing the cumulative total to 8 facilities to date.
- Supported ESG-focused suppliers to help reduce the Company's Scope 3 greenhouse gas emissions, alongside conducting ESG performance assessments of suppliers.
- Shared ESG practices and practical examples with suppliers to encourage adoption and application within their own operations.



Sustainability Management

AAPICO and Sustainability

It should go without saying that a sustainable business operation is an important factor for many business aspects including economic growth, sustainable resource management, or responsibilities to the community and stakeholders. Therefore, AAPICO would like to become a part of this movement to drive society's stability and sustainability.

The Company recognizes that conducting business sustainably, while acting responsibly towards stakeholders and effectively managing environmental and social impacts, is essential to long-term competitiveness and growth. The Company is therefore committed to minimizing environmental impacts, mitigating climate related risks, and creating shared value for communities and stakeholders on an ongoing basis. The Company supports public policies and regulations addressing climate change and facilitating the transition toward a low-carbon economy. We are also a member of the Federation of Thai Industries (FTI), an organization that promotes sustainable industrial development in Thailand. Through this membership, the Company participates in activities, conference, and knowledge sharing platforms related to climate change and greenhouse gas reduction, thereby contributing to the advancement of Thailand's industrial sector in line with its corporate sustainability strategy.

To demonstrate this commitment, the Company has established its approach, framework, and strategy for sustainable business operations by integrating its corporate vision and core mission with active stakeholder engagement across the value chain. This is further complemented by the consideration of global trends and emerging issues that may present both risks and opportunities to the business. With the aspiration to become a globally competitive automotive parts manufacturer that is efficient, agile, environmentally responsible, and driven by digital technology, the Company operates under a comprehensive sustainability framework encompassing the three ESG dimensions. This is underpinned by strong corporate governance and continuous stakeholder engagement. Guided by the "3E" principle, the Company focuses on: 1) Enhancing Economic Value, 2) Eco-Efficiency, and 3) Elevating Quality of Life.

The Company integrates the United Nations Sustainable Development Goals (UN SDGs) into the Company's strategy and prioritizes 10 key goals that are most relevant to its business context. In addition, the Company has set an ambitious objective of attaining Carbon Neutrality by 2048, reaffirming its commitment to becoming a low-carbon organization and contributing to climate change mitigation.

To support these objectives, the Company has issued organization-wide policies on sustainable business development and carbon neutrality as guiding principles for executives and employees across all operations. The Company has also set greenhouse gas reduction targets in accordance with the Science Based Targets Initiatives (SBTi), consistent with the Paris Agreement and Climate-science pathways. The Company continues to work towards sustainability through strategies, frameworks, and project execution plans established by the Sustainable Development Committee to achieve short-term and long-term sustainability objectives, aligning with the Company's vision and missions.

The Company reviews its policies, strategies, stakeholder engagement processes, and sustainability practices on an annual basis. This is to reassess material issues, align operations with current strategies and evolving circumstances, and enhance the effectiveness of managing stakeholder expectations in an appropriate and responsive manner. In 2025, the Company conducts its business in line with its sustainable development policy. In this regard, short-term targets have been reviewed and more clearly defined, with a strong focus on reducing the consumption of key resources such as energy, fuel, and water, as well as minimizing waste. These efforts aim to enhance resource efficiency and deliver tangible reductions in environmental impact. In addition, the Company has participated in a Net Zero advisory program organized by the Stock Exchange of Thailand. This reflects the Company's recognition of the importance of aligning its climate targets with the national commitment to achieve Net Zero greenhouse gas emissions by 2050, as announced on the global stage.

Currently, the Company is in the early stage of studying and assessing the feasibility of transitioning its climate ambition from Carbon Neutrality to Net Zero. This assessment remains at a preliminary phase, and the Company will carefully consider the appropriateness of any potential target revision. Should any changes be made, the Company will disclose and report further progress in due course.

Sustainable Development Policy

The OEM Auto Parts Manufacturing Business plays an important part in helping drive the country's industry forward. Many different businesses – such as materials, equipment, machines, parts manufacturer, and transportation – are involved in the supply chain. However, as the business operations can both positively and negatively affect the economy, social, and environment – be it directly or indirectly; the Company has taken care to set in place the Sustainable Development Policy to encourage sustainable growth and development within the Company which entails the consideration for the topics of economy, social, and environment as follows:

1. Conducting business according to both short-term and long-term plans, while also considering both internal and external risk factors
2. Conducting business with transparency and good governance
3. Conducting business with consideration to the stakeholders and the environment
4. Conducting business by increasing values with innovation

Carbon Neutrality Policy

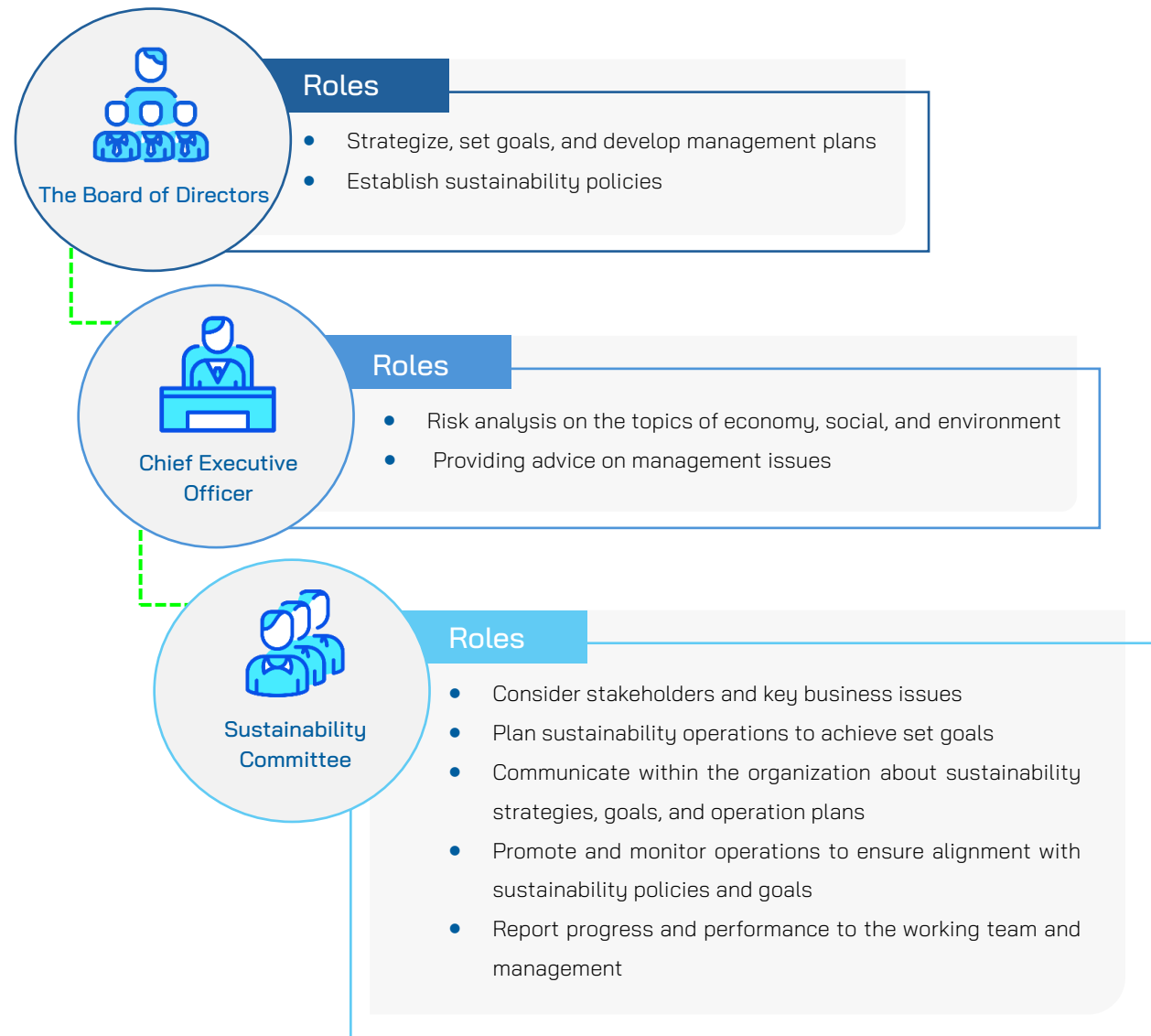
To support the achievement of carbon neutrality, the Company has formally established a Carbon Neutrality Policy and conducts regular annual reviews to ensure its continued relevance and alignment with the Company's business context, environmental conditions, and sustainability developments at both national and international levels. This Policy serves as a governance framework for the systematic and continuous management and control of greenhouse gas (GHG) emissions of the Company and its subsidiaries within the automotive parts manufacturing and distribution businesses. The Company has assigned c-level management to oversee the implementation of the Carbon Neutrality Policy, with progress updates and performance reviews reported to the Board of Directors at least once a year. Implementation of this Policy forms an integral part of the Company's climate change risk management framework, encompassing regulatory and public policy risks, volatility in energy costs, as well as evolving expectations from customers and stakeholders across the value chain. The outcomes of such risk assessments are incorporated into the formulation of the Company's sustainability strategies and action plans in a structured and systematic manner.

The Company implements the Carbon Neutrality Policy through the following key approaches:

1. Apply the concepts of decarbonization and circular economy to production processes, services, and products according to the company's policy and the requirements of the standard.
2. Encourage environmental and resource-conservative awareness in all employees.
3. Comply with environmental laws and greenhouse gas emission regulations according to the nationally determined contributions (NDCs) under the Paris agreement which is the Thai government aims to be Carbon Neutrality by 2050.
4. Comply with the customers and other stakeholders' environmental policies.
5. Disclose the verified amount of greenhouse gas emissions from factories yearly.

Sustainability Management’s Structure and Guidelines

AAPICO has combined risk management and risk analysis of the Company, which are important parts of sustainable development, with sustainability management. For risk analysis, the topics of economy, social, and environment will all be analyzed; of which the dimensions of business strategy, business operation, finance, and regulation will be covered. The Board of Directors will be responsible for analyzing the risks and providing management advice to the CEO and each department, with the follow-up performance taking place at least once annually.



Sustainability Committee's Structure

The Company's board of directors and Sustainable Development Committee have been one of the major driving forces in the Company's sustainability performance on an ongoing basis. Climate-related matters are placed under direct oversight of the Board of Directors, with regular monitoring and review to ensure effective governance and accountability. To support the execution of the sustainability strategy, the Company has established a Sustainable Development Committee chaired by C-Level executives and director, together with employee representatives from all departments. The cross-functional structure enables an integrated, organization-wide approach to sustainability across all dimensions of the Company's operations. The Sustainable Development Committee has clearly defined mandates, authorities, and responsibilities, encompassing the implementation of the Company's sustainability policies, developing and monitoring action plans, promoting internal and external stakeholder engagement, and enhancing awareness among employees and stakeholders regarding responsible business conduct. In implementing its sustainability strategy, the Company places strong emphasis on minimizing environmental impacts through initiatives such as greenhouse gas emission reductions, energy-efficiency programs, systematic waste management, and the adoption of environmentally friendly technologies to optimize production processes. The Company also seeks to increase the proportion of renewable energy used in its operations. In parallel, social value creation is promoted through employee welfare programs, talent development, and community engagement, while strong corporate governance principles are upheld to ensure transparency, accountability, and adherence to ethical business practices.



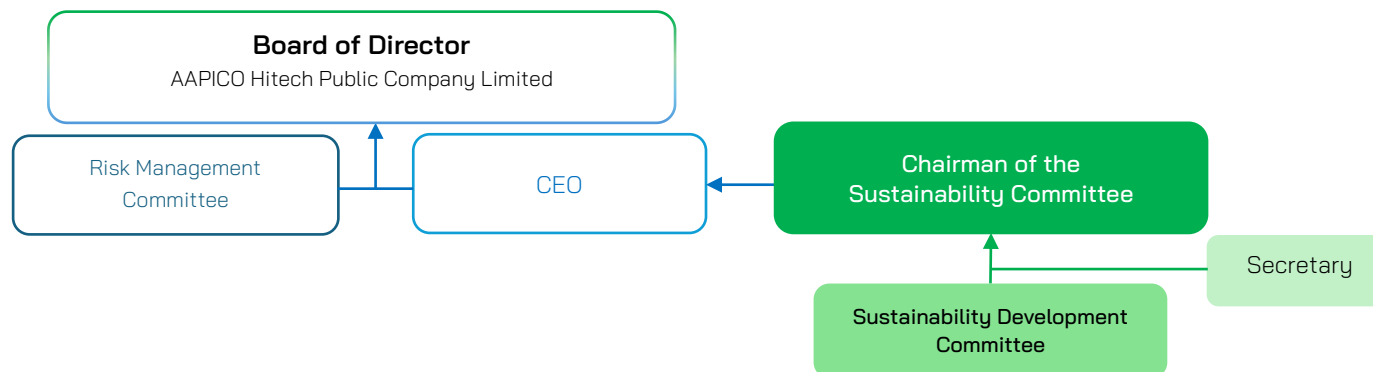
Management Performance Follow-Up and Report

The Sustainable Development Committee convenes monthly to review project progress, exchange perspectives, and assess performance against established plans and targets. In addition, the Company holds at least one annual strategic review meeting to report year-end performance, propose objectives and action plans for the following year, and reassess sustainability policies, strategies, and operating frameworks to reflect evolving business conditions.

The Chair of the Sustainable Development Committee regularly reports material sustainability and climate-related matters, together with management performance and mitigation measures, to the Board of Directors to ensure robust oversight and alignment with the Company’s corporate strategy, prevailing market conditions, and stakeholder expectations.

To further strengthen execution, the Company has enhanced and formalized its sustainability operating framework so that all subsidiaries operate consistently with its sustainable business development policy, carbon neutrality commitment, and sustainability management objectives. Accordingly, Sustainability Committees have been established across all subsidiaries within the automotive parts manufacturing businesses in Thailand, with each entity’s top executive overseeing implementation at the site level. In 2025, the Company expanded the scope of its organizational greenhouse gas emissions calculation and third-party verification to include its plastic component manufacturing operations, providing a stronger data foundation for emissions-reduction planning and long-term decarbonization targets.

The Company prepares sustainability performance reports for submission to the Board of Directors and for public disclosure through its Annual Report (Form 56-1 One Report) and Sustainability Report, in accordance with the Global Reporting Initiative (GRI) Standards. These disclosures cover environmental, social, and governance dimensions, including sustainability context, material business issues, data completeness, and stakeholder engagement processes. The reports demonstrate alignment with the United Nations Sustainable Development Goals (UN SDGs) and transparently present both positive and negative impacts arising from the Company’s operations.



Sustainable Operations Framework, Strategy and Targets

The Company aims to ensure business long-term viability and integrity by balancing three dimensions: environmental, social, and governance through the delivery of quality products and services that are environmentally friendly, using precise and diverse technological innovations in product production and service delivery. Moreover, the impact on the environment and society is minimized as much as possible. All operations are conducted in accordance with good business governance and the development of positive relationships with stakeholders by establishing a framework for sustainable development under the concept of "3E" to foster collaborative work culture within the organization and lay a solid foundation for long-term development in line with our dedication and vision. This involves creating a balance across three dimensions.

1. Governance aspect: Enhance Economic Value

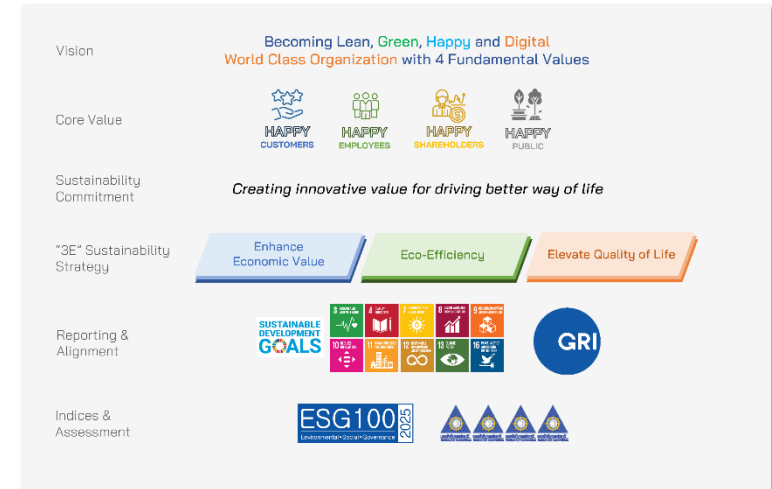
The Company is committed to conducting its business with responsibility, integrity, honesty, transparency, and fairness. AAPICO's business principles are guided by its ethical framework, with a focus on continuous improvement in response to changes in the economy, society, environment, and corporate governance factors.

2. Environment aspect: Eco-Efficiency

OEM automotive parts production significantly contributes to greenhouse gas emissions and waste, both of which have substantial impacts for the environment and surrounding communities. The Company has implemented an environmental policy and is raising resource efficiency awareness by applying innovation and the 3R principles (Reduce, Reuse, and Recycle) across our operations. Our goal is to improve resource management and achieve a 100% zero waste operation.















3. Social aspect: Elevate Quality of Life













The Company is committed to respecting human rights and ensuring fair labor practices by promoting workplace ergonomics, providing appropriate benefits, prioritizing employee's safety and fostering skills development, particularly in innovation and creativity for all management and employees. The Company also deeply cares about the well-being of our surrounding community. The Company efforts to extend sustainability include organizing social events, supporting education local schools through educational initiatives, assisting in community development, and actively participating in environmental conservation efforts.



Supporting Sustainable Development Goals

Determined to be a part of the driving force for UN Sustainable Development Goals (SDGs), the Company has been continuously supporting their Sustainable Development Goals. For the operations in 2025, the Company focused on 10 main Sustainable Development Goals that were most in line with the Company’s operations in order to create sustainable values for every stakeholder.

Aspect	Material issue to Sustainability	UN SDGs
Governance/Economic Enhance Economic Value	Create confidence and attract the interest of shareholders and investors through conducting business with integrity, transparency, and demonstrating accountability to all stakeholders based on good corporate governance practices.	 
	Customers' trust and satisfaction in our high-quality goods and services through our efficient and innovative manufacturing and operations.	 
	Managing supply chains with good corporate governance, integrity, and transparency. Sourcing will not only be based on best cost but will also take into consideration the impact on the environment and society. The Company aims to raise awareness of the development of sustainable businesses and provide local communities with business opportunities for economic growth.	  
Environmental Eco-Efficiency	Reduction of carbon footprint emission through operations innovations efficiency, and minimize negative environmental impacts.	   
	Awareness on the enhancement of water conservation and efficient consumption.	
	Enhancing employee awareness of resource recycling by repurposing unused resources for maximum benefit and waste management in order to increase efficiency and achieve zero waste operations.	  

Aspect	Material issue to Sustainability	UN SDGs
<p>Environmental Eco-Efficiency</p>	<p>Strict compliance with environmental laws and regulation.</p>	 
<p>Social Elevate Quality of Life</p>	<p>Promoting employee well-being and quality of life in a variety of areas;</p> <ul style="list-style-type: none"> Fair salary and benefits, as well as a willingness to listen to employees' opinions, are all important factors in increasing employee engagement and loyalty. Innovative creations are applied at all levels of operations to improve employees' safety, occupational health, and productivity. Promoting employees' skills development especially innovation and creativity. 	   
<p>Social Elevate Quality of Life</p>	<p>Fair labor treatment, good human resource management in terms of employees' diversity, and human rights promotion.</p>	
<p>Social Elevate Quality of Life</p>	<p>Taking responsibility for society through the impact of the Company's operations, including community development in terms of overall environmental care and promoting educational opportunities for young people.</p>	    

The Company regularly reviews its sustainability policies and targets to ensure alignment with its business context, resource conditions, and sustainable development directions at both national and international levels. In 2025, the Company conducted a review and further clarified its short-term sustainability targets, with a particular focus on reducing the consumption of key resources such as energy, fuel, water, and waste. These efforts aim to enhance resource efficiency and achieve tangible reductions in environmental impacts.

The Company has set the sustainability targets covering ESG aspects and aligning with the Company's sustainable strategies and framework. Its targets can be defined as follows.

Short term targets during 2022-2026

Environmental aspect	Social aspect	Governance/Economic aspect
<ol style="list-style-type: none"> 1. Receiving Carbon Footprint for Organization certification (CFO) in OEM business units in Thailand, while the pilot group receives Carbon Footprint of Products verification (CFP). 2. Developing a greenhouse gas (GHG) reduction strategy aligned with the Science Based Targets initiative (SBTi). 3. Monitoring and analyzing GHG emissions data while managing energy consumption through data visualization systems. 4. Increasing the proportion of renewable energy usage. 5. Reducing electricity consumption per production unit by 4% annually. 6. Reducing oil and gas consumption per production unit by 5% annually. 7. Reducing water usage per production unit by 3% annually. 8. Reducing general waste generated from production process per production unit by 1% annually. 9. Reducing hazardous waste from production process per production unit by 5% by 2026 compared with the 2023 baseline. 	<ol style="list-style-type: none"> 1. Conducting thorough Human Rights Due Diligence (HRDD) assessments. 2. Increasing an average of employee engagement and satisfaction score of 89%. 3. Achieving an average of training hour for employees of 8.5 hours/person/year[1]. 4. Delivering 3 innovation training courses for employees skill enhancement by 2026. 5. Enhancing ESG awareness among employees. 6. Ensuring 100% employee participation in on business code of conduct and anti-corruption training prepared by the Company in 2023. 7. Maintaining injury frequency rate (IFR) below 5[1]. 8. Achieving 0 lost-time injury frequency rate (LTIFR)[1]. 	<ol style="list-style-type: none"> 1. Increasing the volume of traffic in the Company's online media with efficient and attractive information such as analyst meetings and increase in analyst coverage by 5% in 2025 compared to 2024. 2. Maintaining the frequency of conducting meetings to communicate the Company's operations through organizing meetings and participating in investor engagement activities, compared to operations in 2024. 3. Assessing 100% of the Company's suppliers on their ESG performance. 4. Supporting 80% of Critical Tier 1 suppliers in adopting sustainability practices. 5. Engaging partners and suppliers on Environmental, Social and Governance (ESG) principles awareness to help reduce Scope 3 GHG emissions. 6. Encouraging 100% of the Company's suppliers to make a public commitment to be a member of the Thai Collective Action Against Corruption (Thai CAC).

Middle term targets by 2030

Environmental aspect	Social aspect	Governance/Economic aspect
<ol style="list-style-type: none"> 1. Pursuing certification of Carbon Footprint of Products across OEM business units in Thailand to support customers. 2. Reducing GHG emission in Scope 1 and 2 by 50% compared to the 2023 baseline. 3. Reducing GHG emission in Scope 3 by 25% compared to the 2023 baseline. 4. Reducing water usage per production unit by 25% compared to the 2023 baseline. 5. Reducing waste generated from production process per production unit by 25% compared to the 2023 baseline. 6. Reducing hazardous waste from production process per production unit by 5% by 2026 compares with the 2023 baseline. 7. Maintaining the volume of air pollution is within the permissible range of environmental laws and regulations. 8. Encouraging Critical tier 1 suppliers report GHG emissions within Scope 1 and 2 boundaries or provide certification of emission quantities for products purchased by the Company. 	<ol style="list-style-type: none"> 1. Achieving an average of employee engagement and satisfaction score of 95%. 2. Delivering 5 innovation training courses for employees skill enhancement by 2030. 3. Achieving 0 injury frequency rate (IFR)⁽¹⁾. 4. Achieving 0 lost-time injury frequency rate (LTIFR)⁽¹⁾. 5. Recording 0 complaints from the community on the environment and other environmental issues. 6. Recording 0 complaints on human rights violation and other social issues from the community. 7. Achieving 80% of average community satisfaction score. 	<ol style="list-style-type: none"> 1. Increasing the frequency of meetings and activities organized by the Investor Relations department to disclose information transparently and increase opportunities for shareholders and investors to access company information by 15%. 2. Supporting 80% of Critical Tier 1 suppliers in adopting sustainable practices. 3. Assessing 100% of the Company’s suppliers on their ESG performance. 4. Encouraging 100% of the Company’s suppliers to make a public commitment to be a member of the Thai Collective Action Against Corruption (Thai CAC). 5. Ensuring at least one Critical Tier 1 supplier obtains certification as a member of the Private Sector Collective Action Coalition Against Corruption (CAC). 6. Engaging partners and suppliers on Environmental, Social and Governance (ESG) principles awareness to help reduce Scope 3 GHG emissions. 7. Encouraging Critical Tier 1 suppliers report GHG emissions within Scope 1 and 2 boundaries or provide certification of emission quantities for products purchased by the Company.

Long term targets by 2038

Environmental aspect	Social aspect	Governance/Economic aspect
<ul style="list-style-type: none"> Reducing GHG emission in Scope 1 and 2 by 70% compared to the 2023 baseline. Reducing GHG emission in Scope 3 by 45% compared to the 2023 baseline. 	<ul style="list-style-type: none"> Treating everyone with equality and eliminating discrimination. Enhancing employee skills and potential. 	<ul style="list-style-type: none"> Conducting responsible procurement with consideration for environmental and social impacts. Supporting suppliers in joining the Thai Private Sector Collective Action Against Corruption (CAC).

Ultimate goals by 2048

Environmental aspect	Social aspect	Governance/Economic aspect
<ul style="list-style-type: none"> Aiming to become a Carbon-Neutral organization by reducing greenhouse gas emissions from its operations by 90% and offsetting the remaining emissions through carbon credits, the Company's greenhouse gas report will be certified according to ISO 14068-1:2023 standards. 	-	<ul style="list-style-type: none"> Collaborating 100% with organizations committed to sustainability principles.

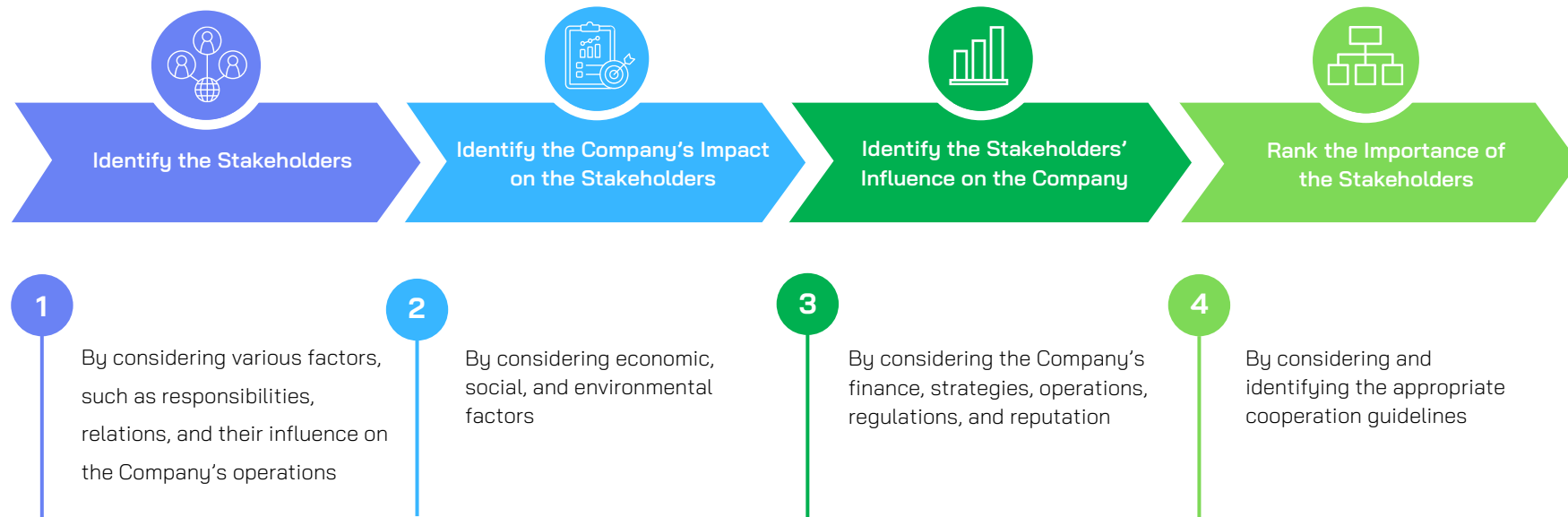
In addition, the Company participated in a Net Zero advisory program organized by the Stock Exchange of Thailand, recognizing the importance of aligning its climate-related targets with Thailand’s national commitment to achieving net zero greenhouse gas emissions by 2050, as announced on the global stage. Currently, the Company is in the early stage of studying and assessing the feasibility of transitioning its climate ambition from Carbon Neutrality to Net Zero. This assessment remains at a preliminary phase, and the Company will carefully consider the appropriateness of any potential target revision. Should any changes be made, the Company will disclose and report further progress in due course.

¹ Rayong (AHR), and its subsidiaries which are AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Leadtech Co., Ltd. (AL), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging PLC. (AF), AAPICO Precision Co., Ltd. (APC), AAPICO Plastics PLC. (APB) and branch in Rayong (APR) not include Able Sanoh Industries Co., Ltd. (ASICO) and Edscha AAPICO Automotive Co., Ltd. (EA)

Stakeholder Engagement

AAPICO recognizes that stakeholders are critical to the Company's operations, and the importance of the stakeholders is reflected in the Company's vision of the four sustainable happiness goals. The firm places high value on stakeholder engagement and management, which includes analyzing all stakeholders, prioritizing the company's effects on stakeholders and the stakeholders' influence on the company, and considering relevant topics and scopes that affect and interest all stakeholders and the Company. This approach aims to satisfy the stakeholders' expectations for the Company's long-term sustainability, as well as to take responsibility for them and maintain excellent relationships with them via various platforms.



Steps for Analyzing the Stakeholders








Stakeholder Prioritization Matrix

Stakeholder	Level of Influence on Business Operations	Level of Impact on Business Operations	Priority Level
Customers	High	High	Very High
Employees	Medium	High	High
Shareholders	High	Medium	High
Suppliers	Medium	High	High
Communities / Society	Low	Medium	Medium
Government Authorities	High	Low	High
Competitors	Medium	Medium	Medium

Factors that the Stakeholders are Interested in and Communication Channels

Stakeholder	Expectations	Treatment of Stakeholders	Communication Channels	Sustainability issue
 <p>Customer</p>	Safety Working Conditions, Quality Products, Competitive Price, On time Delivery, Good Engineering, Transparent and Professional Management, Environmental Management	<ol style="list-style-type: none"> 1. Safety operation 2. 0 PPM 3. Improving operational efficiency in the effort to achieve zero defect 4. Effective cost management 5. On-time delivery 6. Managing good relations with customers 7. Compliance with customer policies and business ethics 8. Customer data protection 9. Following international standards in operation in terms of quality and environmental management 	<ol style="list-style-type: none"> 1. Annual customer policy acknowledgment/ customer meeting 2. Reports 3. Annual Report/SD Report 4. Relationship-building activities 5. Annual customer satisfaction and expectations survey 6. Company website 7. Complaint channels 8. Attend customer’s conference 	<ol style="list-style-type: none"> 1. Managing good relations 2. Improving products quality 3. Implementing innovations in the Company’s operations 4. Efficient cost management 5. Environmental Management 6. Customer Privacy and data security 7. Business ethics
 <p>Employee</p>	Good pay and welfare, Fairness, Loyalty and Engagement, Human Rights, Safety, Good quality of life, Self-improvement, Advancement in job position	<ol style="list-style-type: none"> 1. Managing good compensation and welfare 2. Managing work environment and safety 3. Developing employees’ skills to fit the Companies’ growth 4. Improving the employees’ quality of life 5. Fair treatment and respect for human rights 6. Personal data Protection 7. Performance Evaluation 8. Equitable pay and benefits for employees 	<ol style="list-style-type: none"> 1. Weekly conference 2. Intranet 3. Email 4. Employees’ training 5. Employees’ relation activities 6. Whistleblower 7. Annual employee satisfaction and expectation survey 8. Welfare meeting 	<ol style="list-style-type: none"> 1. Safe working conditions 2. Personnel development 3. Human rights 4. Loyalty to the Company 5. Business ethics 6. Fair treatment of labors 7. Stable income and welfare 8. Privacy and personal data protection 9. Essential knowledge and skills advancement

Stakeholder	Expectations	Treatment of Stakeholders	Communication Channels	Sustainability issue
 <p>Shareholder</p>	Remunerations, Transparency in management, Future investment plans and Competitiveness, Business' sustainability, Organization risk management, Good corporate governance and financial strength	<ol style="list-style-type: none"> 1. Building up the investors' confidence 2. Disclosure of traceable factual information 3. Reporting corporate social responsibilities 4. Risk Assessment and Management 5. Appropriate dividend payment 6. Annual credit rating 	<ol style="list-style-type: none"> 1. Shareholders' meeting 2. Annual Report / Sustainability Report 3. Investor relation activities 4. Company website 5. Company visits 6. Whistleblower 7. Analyst meetings 8. Disclosure of information and participation in activities to meet investors organized by the Thai Stock Exchange (SET) 	<ol style="list-style-type: none"> 1. Good corporate governance 2. Business ethics 3. Risk management 4. Stable and sustainable performance 5. Transparent and traceable operations 6. Anti-corruption policy
 <p>Supplier</p>	Profits, Business stability, On-time payment, Transparent business conduct, Fair and clear business contracts, Improving along with the suppliers	<ol style="list-style-type: none"> 1. Managing the Company's credibility and the business partners' confidence 2. Improving business partners' capabilities by increasing competitiveness 3. Communicating anti-corruption policy and CSR policy as well as exchange information and opinions 4. Improving relations with win-win strategy 5. Transparent, fair, and verifiable procurement 	<ol style="list-style-type: none"> 1. Annual conference 2. Visiting the suppliers' company 3. Meetings 4. Arranging social activities with business partners 5. Training / Seminar 6. Suppliers' evaluation 7. Policies and regulations in procurement 	<ol style="list-style-type: none"> 1. Supplier management 2. Fair and transparent purchasing 3. Joint sustainable growth 4. Sustainable value chain 5. Supplier code of conduct

Stakeholder	Expectations	Treatment of Stakeholders	Communication Channels	Sustainability issue
Community/ Society 	Health safety, No pollution to the community, Community engagement and development, Career opportunities for community	<ol style="list-style-type: none"> 1. Complaint management and proper community remedies 2. Arranging community activities for engagement contribution 3. Building good relations between the factories and the surrounding communities 4. Career opportunity for community 5. Efficient resource management to reduce environmental impact 	<ol style="list-style-type: none"> 1. Community visit 2. Accepting complaints 3. Activities' support 4. Providing assistance 	<ol style="list-style-type: none"> 1. Community development 2. Encouraging community activities 3. Taking care of the community's environment 4. Improving and supporting economic growth within the community / society 5. Climate actions
Government 	Fully abiding by the law, Paying taxes, Giving cooperation, Managing complaints with the community	<ol style="list-style-type: none"> 1. Following the government's regulations 2. Cooperate with the government 	<ol style="list-style-type: none"> 1. Joining seminar conference 2. Visiting on important occasions 3. Company Website 	<ol style="list-style-type: none"> 1. Coming up with and enforcing regulations for clean factories 2. Encouraging recycling for zero waste 3. Operate in compliance with laws and regulations
Competitor 	Fair competitions	<ol style="list-style-type: none"> 1. Transparent and fair business operations 	<ol style="list-style-type: none"> 1. Becoming a member of an association 2. Meetings and sharing experience 	<ol style="list-style-type: none"> 1. Corporate governance 2. Code of conducts

Materiality Assessment

On a regular basis, the Company examines and identifies important concerns that may have a meaningful impact on our company operations, as well as internal and external stakeholders, while taking risk factors from the risk assessment into consideration. The material topics assessment is managed using the GRI Standards, which cover the four sustainable happiness features of the Company's vision, as well as ESG aspects, to allow the Company to efficiently manage the needs of all stakeholders.

Steps for Evaluating Important Topics

1

Identify Important Business Topics

Based on the concerns and goals of the sustainable development, the Company gathers information on sustainability issues that are essential to business operations from inside and outside. In addition, the Company evaluates various issues raised in the last report and considers the impacts on the Company as well as the interests and expectations of stakeholders.

2

Evaluate and Rank the Importance

The Company creates a survey that gathers all sustainability concerns and asks both internal and external stakeholders to evaluate the significance of various issues and recommend additional subjects of interest. The Company gathers all opinions, groups issues, and prioritizes them based on the level of both positive and negative impacts on business operations in the short and long term, as well as the impact on stakeholders across all three dimensions, including future opportunities in all aspects.

3

Review and Check the Correctness of the Rankings

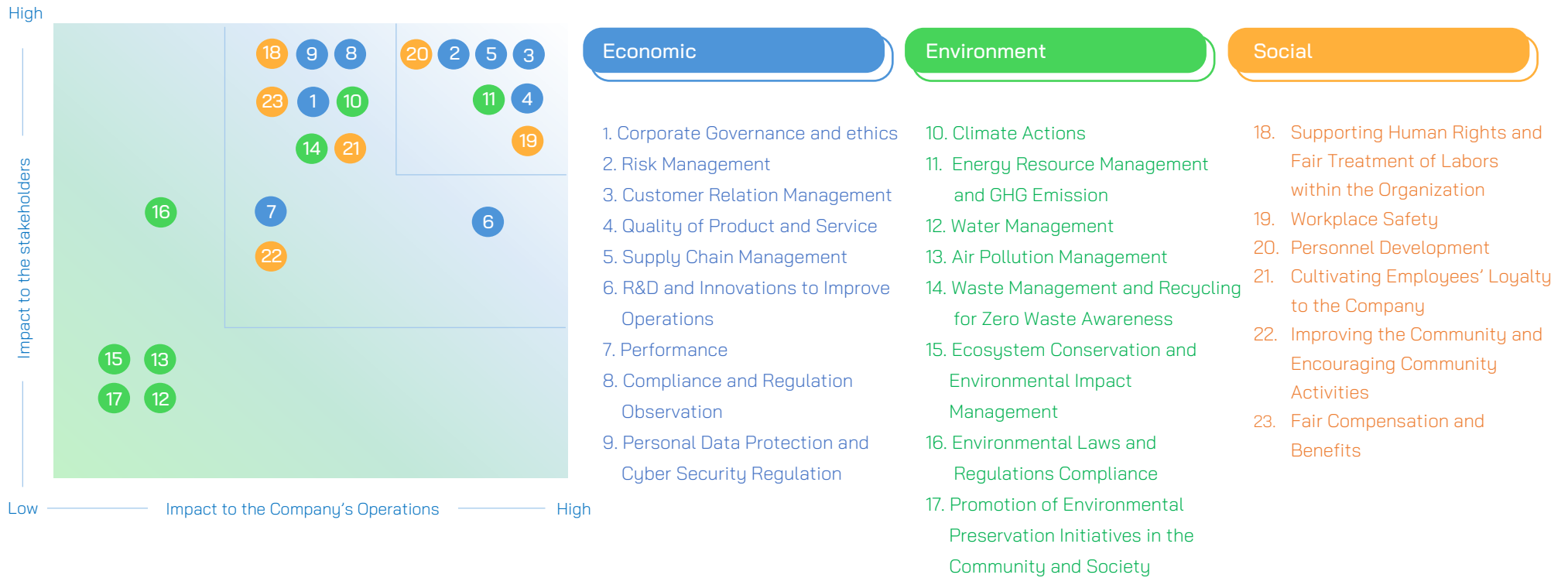
The Company reviews and validates the priorities of sustainability issues and presented to the chairman of the sustainability working group and management for consideration and approval.

4







Sustainable Development




The Company is determined to develop its business along with sustainability and has reviewed the important sustainability topics. The comments and suggestions from the stakeholders will be used to further improve next year's report.






Topics Evaluation Results







Material Topics and Scope of Affected Stakeholders

Economic/Governance: Enhance Economic Value							
Material Topics	Affected Stakeholders	Impact of Material Topics		Impact Level		Company's Indicators	UN SDGs
		Risks	Opportunities	to company	to stakeholder		
1. Corporate Governance and ethics	Customers Suppliers Employees Shareholders Government	<ul style="list-style-type: none"> - Risk of corruption and violations of human rights and laws - Lack of credibility and trust from customers, shareholders, investors and employees - Risk from cyber threats 	<ul style="list-style-type: none"> - Attracting attention and increasing the confidence of customers, shareholders and investors. - Increasing business competitiveness - Good Performance - Guidelines for preventing fraud and Violation of rights and laws - Building confidence in employees about personal data protection 	Medium	High	<ul style="list-style-type: none"> - Supervision assessment results and good business - Anti-corruption certification from a credible organization - Complaints about good governance and human rights 	
2. Compliance and Regulation Observation				Medium	High		
3. Personal Data Protection and Cyber Security Regulation				Medium	High		
4. Risk Management	Customers Suppliers Employees Shareholders	<ul style="list-style-type: none"> - Changes and risks in economic, environmental, and social situations impact business continuity. - Inability in supply chain management, involving a shortage of raw materials, production and inventory problem, delivery of goods was delayed due to operational disruptions. This causes a financial liquidity problem and human rights violations 	<ul style="list-style-type: none"> - Increasing customers', shareholders', and investors' trust in the company's operations in a sustainable way - Maintaining consistency with suppliers and business partners. - Maintaining reliability in the production process and delivery to customers. - Increasing financial liquidity 	High	High	<ul style="list-style-type: none"> - Business stability - Credit Rating Results - Business return - Quality and price of the product - Rights and benefits from work - Evaluation and selection of suppliers 	  
5. Supply Chain Management				High	High		
6. Quality of Product and Service	Customers Suppliers Employees Shareholders Competitors	<ul style="list-style-type: none"> - Lack of trust from customers and shareholders. - The company's income declined due to declining sales and increased expenses from sending damaged goods to customers. 	<ul style="list-style-type: none"> - Increasing business competitiveness - Increasing satisfaction and trust from customers - Ability to provide shareholders and employees returns 	High	High	<ul style="list-style-type: none"> - Customer Satisfaction - Business profit 	 
7. Customer Relation Management				High	High		
8. Performance				Medium	Medium		







Economic/Governance: Enhance Economic Value							
Material Topics	Affected Stakeholders	Impact of Material Topics		Impact Level		Company's Indicators	UN SDGs
		Risks	Opportunities	to company	to stakeholder		
9. R&D and Innovations to Improve Operations	Customers Suppliers Employees Shareholders Competitors	<ul style="list-style-type: none"> - The ability to adapt business to advanced technology - Competition in terms of price and product quality - Skill and knowledge of employees in the implementation of technology and innovation - Competitiveness in business partners 	<ul style="list-style-type: none"> - Increasing business competitiveness - Increasing satisfaction and trust from customers and shareholders - Providing returns to employees and shareholders - Improving innovative abilities and increasing opportunities with suppliers - Reducing risks to employees in factories and elevating working processes from innovation development 	High	Medium	<ul style="list-style-type: none"> - Total profit removed sales and service cost - Customer Satisfaction - Business profit - Employees' engagement and satisfaction - Accidental rates (IFR and LTIFR) 	  

Environment: Eco-Efficiency							
Material Topics	Affected Stakeholders	Impact of Material Topics		Impact Level		Company's Indicators	UN SDGs
		Risks	Opportunities	to company	to stakeholder		
10. Climate Actions	Customers Suppliers Employees Shareholders Community/Society Government Competitors	<ul style="list-style-type: none"> - Changes in laws, rules and regulations related to climate change such as the Climate Change Act., Emissions and waste laws and Carbon taxes etc. - Loss of biodiversity and ecosystems - Environmental law violations - Hazards and risks from ignoring the management of natural resources, energy, waste and air pollution - Complaints from the community 	<ul style="list-style-type: none"> - Maintaining business continuity and building confidence in sustainable business operations with climate change risk management and recognizing the value of biodiversity - Reducing resource usage, which decreases production and operating costs - Increasing business competitiveness - Restoring ecosystems and biodiversity in communities - Monetization of carbon credits from renewable energy and reforestation project - Improving relationships and the quality of life in the community through participation in activities 	Medium	Medium	<ul style="list-style-type: none"> - Decreasing greenhouse gas emissions - Reducing amount of waste - The air pollutants emission is according to regulations. - Reducing water consumption - Reducing energy consumption by renewable energy - Community satisfaction - Complaints about environmental issue - Quantity of activities for the community 	     
11. Energy Resource Management and GHG Emission				High	High		
12. Water Management				Low	Low		
13. Air Pollution Management				Low	Low		
14. Waste Management and Recycling for Zero Waste Awareness				Medium	High		
15. Eco-system Conservation and Environmental Impact Management				Low	Low		
16. Environmental Laws and Regulations Compliance				Low	Medium		
17. Promotion of Environmental Preservation Initiatives in the Community and Society				Low	Low		

Social: Elevate Quality of Life

Material Topics	Affected Stakeholders	Impact of Material Topics		Impact Level		Company's Indicators	UN SDGs
		Risks	Opportunities	to company	to stakeholder		
18. Supporting Human Rights and Fair Treatment of Labors within the Organization	Employees Government	<ul style="list-style-type: none"> - Policy and practice on labor, human rights and employee welfare between the Company and subsidiaries are inequality. - Violations of human rights and labor laws 	<ul style="list-style-type: none"> - Increasing employee loyalty to the organization - Appropriate and fair remuneration and welfare allocation to employees - Improving the quality of employees' life - Increasing employee loyalty to the organization - Appropriate and fair remuneration and welfare allocation to employees - Improving the quality of employees' life 	Medium	High	<ul style="list-style-type: none"> - Employee turnover rate - The level of employee loyalty to the organization. - Complaints about human rights violations 	 
19. Cultivating Employees' Loyalty to the Company				Medium	High		
20. Fair Compensation and Benefits				Medium	High		
21. Personnel Development	Employees	<ul style="list-style-type: none"> - Employees skills are inadequate to keep up with fast-changing technology. 	<ul style="list-style-type: none"> - Increasing knowledge, skills and abilities to work - Increasing career advancement opportunities - Increasing income opportunities and elevating the quality of employees' life - Increasing the level of employee loyalty to the organization 	High	High	<ul style="list-style-type: none"> - Proportion of total training hours attended 	 

Social: Elevate Quality of Life

Material Topics	Affected Stakeholders	Impact of Material Topics		Impact Level		Company's Indicators	UN SDGs
		Risks	Opportunities	to company	to stakeholder		
22. Workplace Safety	Employees Community/Society	<ul style="list-style-type: none"> - Disruption in operation is caused by accidents and risks. - Decreasing employees' trust and loyalty to the organization - Property loss, Working hours loss and fatality - Ruining the organization's reputation - Increasing employee turnover rate 	<ul style="list-style-type: none"> - Increasing business competitiveness - Increasing the level of employee loyalty to the organization - Reducing risks to employees in factories and elevating working processes - Increasing working efficiency 	High	High	- Accidental rates (IFR and LTIFR)	
23. Improving the Community and Encouraging Community Activities	Employees Community/Society	<ul style="list-style-type: none"> - Employees skills are inadequate to keep up with fast-changing technology. 	<ul style="list-style-type: none"> - Building good relationships and improving the quality of life in the community by participating in activities - Improving the quality of life and raising income for the community - Enhancing corporate image and reputation 	Medium	Medium	<ul style="list-style-type: none"> - Complaints from the community - Community satisfaction - Quantity of activities for the community 	    



GOVERNANCE

- Corporate Governance
- Risk Management
- Creating Shared Value
- Innovation for Improvement
- Customer Relationship Management
- Supplier Relationship Management
- Tax Governance

Corporate Governance



Reporting Boundary

AAPICO Hitech Public Company Limited is committed to conducting its business with responsibility, integrity, transparency, and fairness. The Company operates under a framework of ethical principles and continuously evolves its practices to respond effectively to economic, social, and environmental changes. This report outlines the Company's corporate governance policies, the structure of the Board of Directors, governance framework, board meetings, self-assessment of directors, and the overall performance of good corporate governance within both the automotive parts manufacturing and distribution business and the connected technology and Internet of Things (IoT) business.

However, the Company also discloses other information about corporate governance practices and the details of the Board of directors in addition to the Company's 56-1 One report via the [Company's website](#) or scan the attached QR code for the information.



Management Approach

Corporate Governance Policy

AAPICO places great importance on having good corporate governance. Over the years, the Company has continually improved its governance practices and standards across the organization to gain and maintain stakeholders' trust and confidence in its operations. The Board of Directors is responsible for developing corporate governance policy, overseeing the drafting process thereof and approving the final version.

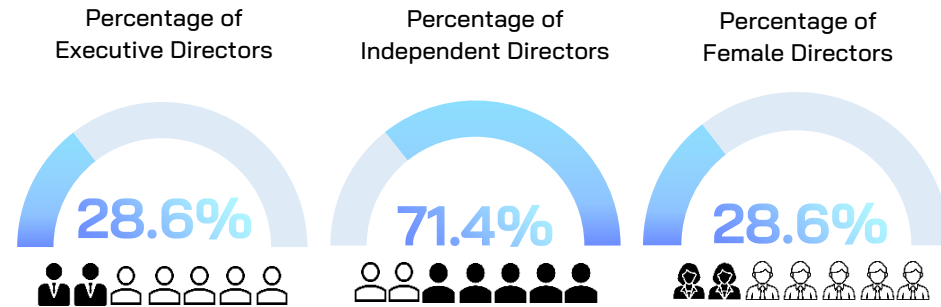
The Board also ensures that the Company adheres to good corporate governance principles and acts in compliance with its corporate governance policy in the following 6 key areas:

1. Rights of Shareholders
2. Equitable Treatment of Shareholders
3. Role of Stakeholders
4. Disclosure and Transparency
5. Information on the President and CEO Position
6. Responsibilities of Directors

The Company structures the size of its Board of Directors to be appropriate to the size of its business. The AAPICO Board of Directors consists of 7 members, 2 of whom are executive directors, namely Mr. Yeap Swee Chuan and Ms. Yeap Xin Rhu who also are executive and authorized directors to jointly sign on behalf of the Company, and 5 independent directors. None of the Board of Directors has any position in the external audit firm that the Company uses. Each director holds the necessary qualifications required by law and does not indicate any disqualifications against being entrusted with the administration of the Company, as per SEC notice and the law.

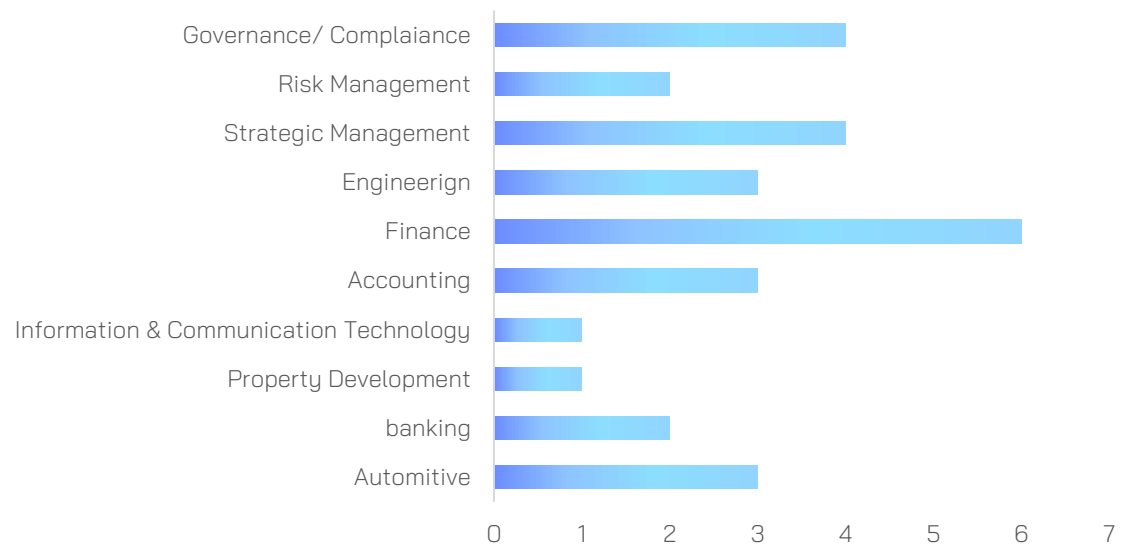
Additionally, the Company set a policy for the Board's diversity in genders, skill, professions, and specialization. To date, the number of the Company's Independent Directors has exceeded that required by law, more than half of the total number of directors. The Company has established minimum qualifications for the board of directors as a whole for the board to have the essential competencies to support the Company's business operations such as at least 1 director having experience in the automotive industry and at least 1 director having sufficient knowledge and experience in Finance and Accounting. More information regarding the Board Skill Matrix may be found in Company's 56-1 One report on the topic of Report on Key Performance of Corporate Governance.

The proportion of Board of Directors and Skills



Diversity of Board of Directors' Skills

หน่วย: คน



Code of Conduct

AAPICO Group is determined to conduct business with ethics, integrity, fairness, and transparency; while being responsible to all shareholders and stakeholders within the framework of law, morality, and ethical business conduct of the Company. For this reason, the Company has implemented a policy and developed a guideline for directors, executives, and all employees on good corporate governance and code of conduct that are in compliance with the principles of good corporate governance for listed companies by the SEC.

The Company's Code of Conduct consists of several essential points, including regulatory compliance, anti-corruption guidelines, Company's conflict of interest prevention guidelines, safeguarding of the Company's confidential information, risk management and internal control, intellectual property and information and communications technology, political rights and neutrality, human rights, responsibility to stakeholders, reporting of non-compliance, and protection of whistleblowers. These codes of conduct form standard guidelines of behavior that employees of all ranks and positions must strictly adhere to. The Company has provided various channels of communication to promote awareness on the conduct among the employees, including internal communication in the form of policy announcement, new employee orientation, and the development of employee handbooks.

The Company consistently monitors compliance with its Code of Conduct and encourages employees and stakeholders to voice their opinions, offer suggestions, raise concerns, or report any wrongdoing or suspicion of misconduct at any time. This proactive approach enables the Company to address issues promptly and mitigate any potential impact on its reputation or operation. The Company takes care to ensure that no unfair treatment will take place as a result of refusal to take part in acts of corruption, or from the reporting of wrongdoings. The Company has set in place measures to protect the information and identity of the whistleblowers by allowing the whistleblower and the related source to remain anonymous. The evidence will be reported to the supervisor – whether anonymously or otherwise as desired – and then further reported along to the audit committee via email. In the case that the reported act is a violation of rights, corruption, or violation of laws and the code of conducts; it will be reported to the Board of Directors and the Company's president for further investigation. Should any violation and non-compliance be discovered, the Company shall carry out a fair interrogation and consider disciplinary and/or legal penalties deemed appropriate if found guilty.

In addition, for the purpose of communicating the Company's intention of conducting a business that is fair, transparent, and accountable, the Company has delivered the code of business conduct to all suppliers and business partners, as well as made the information available on the Company's website in the Investor Relation section – under the Corporate Governance: Corporate Governance Policies – for the shareholders, investors, regulators, stakeholders, and anyone who might be interested. In 2024, the Company did not find any actions that violated its Ethics and Code of Conduct.

Investigation Process



Cultivating Awareness of Company's Code of Conduct



Internal communication via Company's policy



Orientation to notify new employees of the Company's corporate governance and code of conduct



Employee's handbooks for setting up guidelines

Communication Channels for Complaints, Comments, Whistleblowing, and Reports



Direct report to supervisors or managers



File report via Whistle Blowing Box which is placed in front of the entrance of the canteen



Direct email to AC@aapico.com

Anti-Corruption

Anti-Corruption Policy

AAPICO Group is determined to operate a business with integrity by committing to its responsibilities to society and the stakeholders in accordance with good corporate governance. The Company therefore pushes for the cultivation of employees' anti-corruption sentiment in all its forms and promotes their understanding and drive to oppose corruption. In line with the Company's good corporate governance, an Anti-Corruption Policy has been established to serve as a guideline for governing business decisions and corporate operations, as well as the behavior of employees in managing the Company's business. The Company also assigned the Board of Directors to investigate and review the complaints and reports of inappropriate or unlawful conducts in order to police corruption within the Company.

The Company adopts a comprehensive approach to anti-fraud and anti-corruption across the entire organization, covering directors, executives, and employees at all levels, as well as business partners, contractors, intermediaries, and agents.

The Company has established policies, guidelines, and internal control processes to prevent corruption, including employee communication and training, fraud risk assessments across all operational processes, the

provision of whistleblowing channels with appropriate protection measures, and the enforcement of disciplinary actions. These measures ensure that anti-corruption practices are fully integrated into the Company's business operations and organizational culture.

Duties and Responsibilities

The Company's Board of Directors and the audit committee are responsible for approving the anti-corruption policy and actively supporting the prevention of corruption across the organization in order to promote employees' awareness of the risks and impacts associated with corruption and ensure that all employees clearly understand the importance of anti-corruption practices. The audit committee is responsible for reporting any complaints or suspicions of corruption to the Board of Directors. The Board of Directors and the audit committee are also responsible for giving advice, recommendations, and considering the related punishments and the rectification for the reported incidents.

Guidelines on Compliance with the Anti-Corruption Policy

The Company has established an Anti-Corruption Policy with the objective of ensuring that employees and all stakeholders - including shareholders, customers, and business partners such as suppliers, contractors, intermediaries, and agents—strictly comply with its requirements.

The Company is committed to operating in full accordance with applicable laws and to rejecting any involvement in improper or unlawful conduct. It strictly prohibits participation in any form of fraud or corruption, whether direct or indirect. The key principles and practices are outlined as follows:

1. Directors, management, and employees of the Company must strictly adhere to the anti-corruption policy and are completely prohibited from involving themselves in any act of corruption.
2. In the event that any employee happens to witness an act of corruption, they are to immediately report it to the Audit Committee.
3. The Company will arrange for protective measures to safeguard the reporters from acts of corruption, retaliation, harassment, or harm.
4. Individuals who are deemed guilty of corruption will be punished via disciplinary or legal processes, as deemed appropriate.
5. The Company will arrange for the anti-corruption policy to be consistently communicated to employees to serve as a constant reminder to remain vigilant.
6. The Company conducts its business with political neutrality and has a strict policy of not making any political contributions, whether in the form of financial support, in-kind donations, or any other type of assistance, either directly or indirectly.

The Company fosters a strong anti-corruption culture by promoting awareness and assigning responsibility to all employees to uphold and comply with its anti-corruption policy. The policy is communicated across the organization, and regular training is provided, particularly to employees in functions with higher exposure to corruption risks, to ensure their ability to identify and appropriately manage bribery and corruption risks with due care. The Company also ensures transparency through public disclosure of

relevant anti-corruption information and has established complementary policies to reinforce its anti-corruption framework. Further details are disclosed in the Form 56-1 One Report under the Corporate Governance section.

In addition, the Company recognizes corruption risks that may arise through business intermediaries, suppliers, contractors, and agents. As such, these parties are required to strictly comply with the Company's anti-corruption policy. The Company communicates its expectations to business partners, conducts risk-based due diligence prior to engagement, and performs ongoing monitoring to ensure compliance with applicable requirements and alignment with the Company's standards, thereby preventing direct and indirect involvement in corruption.

Contact Channels for Reporting Corruption

1. The Whistle Blower can report suspicious behaviors or incidents directly to their superiors or managers.
2. In the event that the Whistle Blower is uncomfortable with reporting to their own superiors or managers, the Whistleblower may report to those higher in the chain of commands or directly to the Board of Directors via the email AC@aapico.com or to the Chairman of the Audit committee at the following address: Unit 100/11, 9th Floor (Low Zone), Sathorn Nakorn Tower 100 North Sathorn Road, Silom, Bang Rak, Bangkok, Thailand, Postcode 10500
3. The Whistle Blower may choose to do so anonymously if they prefer.

Investigation Procedures and Punishments

Upon receiving a whistleblowing report or complaint, the Board of Directors and the Audit Committee are responsible for overseeing the screening and investigation process. A defined timeframe is established for fact-finding and investigation. Where sufficient evidence indicates reasonable grounds to believe that a violation of the Company's anti-corruption policy has occurred, the accused individual will be subject to disciplinary action in accordance with the Company's regulations.

In cases where a report, statement, or information is subsequently proven to have been made in bad faith or with the intent of causing harm to an individual or the Company, appropriate actions will be taken. If the individual involved is an employee or officer of the Company, disciplinary measures will be applied in accordance with Company policies. If the individual is an external party and such actions result in damage to the Company, the Company reserves the right to pursue legal action as deemed appropriate.

The Announcement of Anti-Corruption Policy

To ensure that every individual in the Company is fully aware of and complies with the anti-corruption policy, the Company therefore notifies the personnel through various channels, such as the Company's website, email, and the Company's 56-1 One report. The anti-corruption policy is reviewed annually, and the Company's business partners are also informed of the policy as well.

The Company received certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the period from June 2023 to June 2026. This certification will be reviewed every three years. The Company has implemented actions in accordance with the anti-corruption policy as follows:

1. The Company has notified the board of directors, executives, and personnel that all processes are strictly adhered to within the framework of the law, and that if a mistake happens in the operation process due to negligence. The penalties shall be punished without advocating for an acquittal.
2. The Company provides established channels for reporting suspected violations of the policy or any acts of corruption, and ensures appropriate protection measures for whistleblowers.
3. The Company publicly discloses its anti-corruption policy and related practices on its website (www.aapico.com) under Investor Relations > Corporate Governance > Anti-Corruption Policy.

In 2025, the Audit Committee did not receive any complaints related to misconduct or non-compliance with applicable laws, regulations, or Company policies, including violations of the Code of Conduct and any corruption-related activities. There were no employees subject to disciplinary action or termination due to non-compliance with the Company's anti-corruption policy. In addition, the Company did not make any political contributions or provide political support during the reporting year.



Target

Indicator	Medium term Target (2030)	Short term Target (2022-2026)	Performance 2025
Corporate Governance Assessment	-	-	The Company received a “Very Good” (4 star) rating in the corporate governance assessment.
Frequency of Media Coverage or Stock Analysis Reports	-	The Company aims to increase the frequency of media coverage and stock analysis reports—including Analyst Meetings and Coverage Reports—by 5% in 2025 compared to the same period in 2024. This target reflects the Company’s proactive efforts to engage analysts from various securities firms and encourage them to publish insightful reports on its performance.	The frequency of media coverage and stock analysis reports, including Analyst Meetings and Coverage Reports from various securities firms, decreased by 44% compared to the same period in 2024.
Frequency of Investor Relations Meetings and Activities	The Company aims to increase the frequency of meetings and activities organized by the Investor Relations department to transparently disclose information and enhance shareholders’ and investors’ access to the Company’s information by 15%.	The Company aims to maintain the frequency of meetings and participation in investor engagement activities to communicate its operations at a level consistent with that of 2024.	The frequency of meetings and participation in investor engagement activities to communicate the Company’s operations was decreased by 45% compared to the same period in 2024.

Performance

Board Meetings

In 2025, the Company’s Board of Directors held a total of 9 meetings, including 4 quarterly meetings to review and approve the company’s financial statements. Additionally, there were 3 special meetings to consider and approve other significant matters, and 2 follow-up meetings to monitor performance against the annual plan, review business progress, and provide management with recommendations as deemed appropriate. Details of the Board meetings in 2025 are as follows:

The Audit Committee held a total of 4 meetings, including quarterly sessions to review and approve the company’s financial statements. Among these was 1 meeting between the Audit Committee and the external auditors without management present, ensuring independence in evaluating the company’s performance.

The Risk Management Committee held 2 meetings to assess and review the company’s risk factors and to acknowledge the results of risk evaluations under the comprehensive internal control system and business operations aligned with the international standard IATF16949.

The Nomination and Remuneration Committee convened 3 times to consider and propose the

appointment of company directors, determine the remuneration for the Board of Directors and subcommittees, and provide recommendations for succession planning of key executive positions within the company.

Last year, all members of the Board of Directors attended every meeting, representing 100% attendance of the total number of meetings held. The details are as follows:

Details of the Board of Directors’ Meeting Attendance in 2025

Name	Meeting Attendance in 2025 (times)					
	Board of Directors	Board of Directors (for monitoring performance in align with the business plan)	Audit Committee	Nomination & Remuneration Committee	Risk management Committee	Annual General Meeting of Shareholders
	(Total 7)	(Total 2)	(Total 4)	(Total 3)	(Total 2)	(Total 1)
1) Mr. Yeap Swee Chuan	7/7	2/2	-	-	-	1/1
2) Mrs. Teo Lee Ngo ¹	4/4	2/2	-	-	-	1/1
3) Ms. Yeap Xin Rhu ¹	2/2	-	-	-	-	-
4) Mr. Kenneth Ng	7/7	2/2	4/4	3/3	-	1/1
5) Mr. Wichian Mektrakarn	7/7	2/2	4/4	-	2/2	1/1
6) Mrs. Vachira Na Ranong	7/7	2/2	-	3/3	2/2	1/1
7) Mr. Jianhui Shi	7/7	2/2	4/4	3/3	-	1/1
8) Mr. Tatsunobu Sako	7/7	2/2	-	-	2/2	1/1

Remarks:

1 Mrs. Teo Lee Ngo resigned as an Executive director on August 5, 2025, and Ms. Yeap Xin Rhu was appointed as her replacement.

Directors' Performance Evaluations

The Board of Directors conducts a self-assessment of its own performance on an annual basis. The Company applies assessment criteria according to the guidelines of the SET. There are three sets of assessment forms: for the evaluation of the Board of Directors as a collective body and as individuals; and the assessment of committee performance. The Board of Directors is assessed in 6 areas, as follows:

1. Structure and characteristics of the Board
2. Roles and responsibilities of the Board
3. Board meetings
4. The Board's performance of duties
5. Relationship with management
6. Self-development of directors

The self-assessment of the directors' performance for the year 2025 is disclosed in the table below:

The Assessment	Rating (%)			Performance
	2023	2024	2025	
Collective Board of Directors	96	96	94	Excellent
Individual Directors	94	96	93	Excellent
Individual Committee	94	95	91	Excellent

Additional observations from the self-assessment revealed that the performance in all evaluated areas was rated as highly satisfactory. This reflects the Board's strong collaboration, open and constructive dialogue, and a willingness to consider diverse viewpoints. Likewise, the self-assessments of the three sub-committees indicated consistently high ratings across all evaluation criteria. These results demonstrate the adequacy and effectiveness of the Company's internal control systems, with no significant deficiencies identified. Consequently, the Company is well-positioned to

further strengthen its operational framework, ensuring accuracy, integrity, and transparency in its overall processes.

Performance Evaluation of Chief Executive Officer

The CEO's performance evaluation was assessed by the Company's independent directors and applies assessment criteria according to the guidelines of the SET. The scoring was based on the CEO's skills and knowledge, yearly accomplishments, and the planning and execution of the Company's long-term plan. The results of the CEO's performance evaluation were then taken into consideration for both the CEO's short-term and long-term remuneration. The assessment form consists of 10 topics as follows:

- | | |
|---|---------------------------------------|
| 1. Leadership | 2. Strategy |
| 3. Implementation of Strategy | 4. Financial Planning and Operations |
| 5. Relationship with Board of Directors | 6. Relationship with external parties |
| 7. Relationship with employees | 8. Succession Plan |
| 9. Knowledge of Products and Services | 10. Personal Characters |

The Assessment	Rating (%)			Performance
	2023	2024	2025	
CEO Performance	95	95	93	Excellent

Assessment of good corporate governance

AAPICO places great importance on being good corporate governance by conduct its business with integrity, transparency, impartiality as shown in the evidence that the Company has been ranked in "Very Good" score, equivalent to 4 stars in 2025 CG rating with the total average score of 89%, a decreased from the 92% score in 2024. This award reflects the Company's sincere attitude towards all stakeholders,



which the Company commits to respecting the rights of the shareholder and building good relationships with all stakeholders.

Year	Score	Performance
2023	99	Excellent
2024	92	Excellent
2025	89	Very Good

Investor Relations

The Company designated Investor Relations (referred to as “IR”) Department as the principal point of contact for communication with shareholders, investors, analysts, SEC, SET and other relevant authorities and is responsible of disclosing and disseminating information in accordance with the SET, SEC, and the Ministry of Commerce announcements, which are made available in both Thai and English on several channels, including the SET website and Company’s website. The following channels below are also available for shareholders and others to communicate with:

1. The Opportunity Day Conference and SET digital Roadshow held by SET
2. Analyst Meeting
3. Company visits between management team and shareholders, investors, and analysts
4. Meeting with investors in Non-Deal roadshow
5. Forums or panel discussion events for knowledge sharing
6. The Company website “www.aapico.com” and email “ir@aapico.com”
7. Annual General Meeting of Shareholders of the Company

In 2025, IR Department organized activities to increase contact and interaction with stakeholders and allocated time for executives to attend and participate in

meetings both in Thailand and abroad. The details of activities in addition to the Company’s 56-1 One report via the [Company’s website](#) or scan the attached QR code for the information.



IR Department has various activities in line with the sustainable business development. The activities and its results can be summarized as follows:

1. Increasing the frequency of meetings with investors

The Company increased the frequency and channels of meeting investors to communicate information and disclosed the Company's performance to stakeholders and new investors by showing the operations and capabilities with the expectation of increasing funding opportunities. Therefore, the Company had set a target for this project by maintaining the frequency of conducting meetings to communicate the Company's operations with the shareholders and investors as in 2024. The performance in 2025 can be summarized as follows:

Activities	Activity frequency rate (times)			
	Target	2023	2024	2025
Site visit		26	18	7
Onsite Roadshow	22	12	4	5
Digital Roadshow		2	0	0
Total	22	40	22	12

According to the table, the Company has decreased its engagements with shareholders and investors from 18 times in 2024 to 7 times in 2025. Meanwhile, participation in roadshows and digital roadshows remained stable, with 4 sessions in both 2024 and 2025.

Overall, the frequency of investor engagement activities in 2025 declined by 45% compared to 2024, falling short of the Company’s target. The Company will review and enhance its engagement approach, including increasing the frequency of communication activities, to improve stakeholders’ access to information.

2. Increasing the number of Securities research analysis

Securities research analysis is a channel that helps the Company communicate information and operations with shareholders and investors. If the Company is mentioned in the article, it shows that the Company’s operations are attractive and tend to grow in the future. That means securities research analysis can help increase investment and fund opportunities.

To enhance business opportunities and attract more investor interest, the Company has launched a project to increase the number of securities analysis reports. In 2025, the Company aimed to boost the frequency of analyst reports by 5% compared to the same period in 2024. This was achieved by organizing quarterly analyst meetings to engage and attract analysts.

The results showed that in 2025, the frequency of analyst meetings and coverage reports from various securities firms decreased by 44% compared to the same period in 2024, thereby not meeting the initially established target. Going forward, the Company will review its communication frequency targets with investors, shareholders, and analysts to further attract interest, enhance the company’s image, and create more business opportunities.

Activities	Target	Activity frequency rate (times)		
		2023	2024	2025
Analyst Meeting	5	12	4	4
Coverage Report	56	46	53	28
Total	61	58	57	32

Risk Management



Reporting Boundary

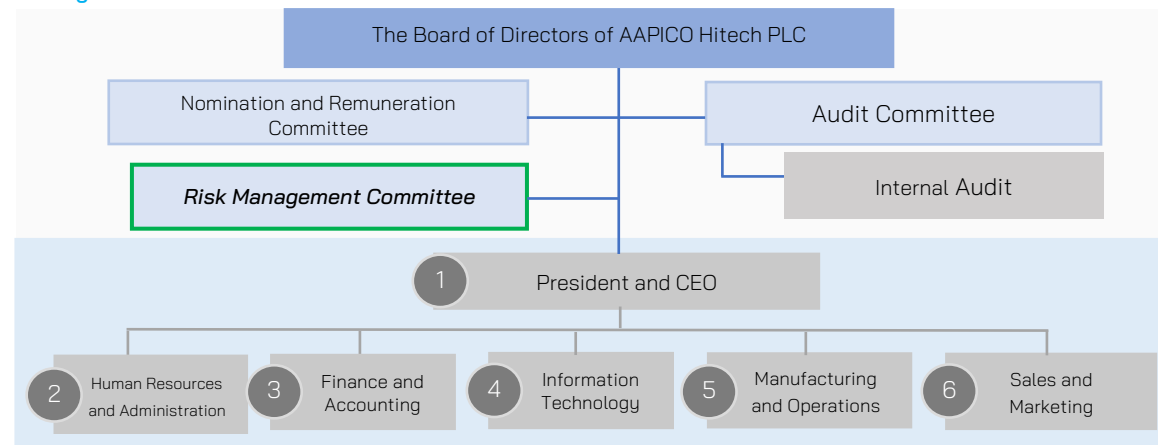
The process of risk management in the Company is conducted under the supervision of the Risk Management Committee, which is one of its responsibilities. The Company considers risk management and risk factor assessment as important missions to drive the organization's sustainable and steady growth. In this regard, the Company has disclosed its risk management policy on its website under the Investor Relations section, specifically under the subtopic of Corporate Governance: Good Corporate Governance Policy.

The Company assesses and identifies significant risk factors, as well as establishes control measures to mitigate and/or reduce the likelihood of risks to an acceptable level. However, certain types of risks may be beyond control or have an impact on the financial status and reputation of the Company. In this regard, the Company discloses information on the Risk Matrix, which includes the ranking of risk importance, various risk factors, and approaches to risk management, in the 56-1 One report available on the [Company's website](#) under the topic of Risk Management or by scanning the QR code.

This sustainability report will disclose information about the structure of risk management, the risk management process, risk management culture, as well as new emerging risk factors and ESG-related risks and their impacts on the Company's operations. This risk management will cover all three core business segments of the Company.

Management Approach

Risk Management Structure



Risk Management Policy



Annual Report (56-1 One Report)

Risk Management Framework

1 Identify Risk

Indicating and specifying risks involves identifying the causes, both internal and external factors, and considering the overall assessment of strengths and weaknesses, as well as opportunities and threats that may arise from those risks. This includes anticipating the existing risks and potential new risks that the Company may face in the future.

2 Risk Assessment

Assessing and evaluating risks involve using appropriate tools and methodologies to assess both risks and opportunities. This includes considering the potential negative impacts, severity levels, and likelihood of occurrence for each risk and opportunity. Accordingly, prioritization of risks is carried out to determine their significance.

3 Monitoring and Controlling

The management team considers planning projects to prevent and mitigate risks, and delegates tasks to employees in each department to execute the planned actions. Reports on the progress of implementation are prepared, responsibilities are assigned to various sections of the plan, and the outcomes of the actions are identified. The management team must continuously monitor and track the progress of the activities and prepare reports to present to the Company's board of directors for evaluation.

4 Risk Report

A risk report is prepared to present the progress and outcomes of risk management activities across all categories to the Company's board of directors. The purpose is to enable the board of directors to review and provide guidance on the implementation of risk management, as well as to assess the adequacy of the risk management system and the effectiveness of risk management

The Company has established standardized guidelines for managing risks and opportunities across the organization. These guidelines are designed to provide a consistent approach to risk and opportunity assessment throughout the group, in alignment with international standards such as ISO 9001:2015, IATF 16949:2016, and ISO 14001:2015. The Company has appointed a Risk Management Working Team and designated the highest-level operational personnel responsible for overseeing its implementation. The working team comprises representatives from various departments. This team operates independently to ensure comprehensive coverage across all functions. It is responsible for collecting risk and opportunity data from each unit, assessing stakeholder expectations, determining levels of risk and opportunity, and evaluating potential impacts on the Company and its stakeholders. The team also analyzes risks, formulates mitigation or management plans, monitors implementation progress, and systematically reports to the executive management team.

The Company has implemented a structured assessment framework, including a scoring system to categorize events or situations as either "risks" or "opportunities." Criteria have been defined for evaluating the likelihood of occurrence, acceptable levels of risk (Risk Appetite), and decision-making thresholds at various levels (Risk Tolerance). Numerical values are used as standard indicators to enable concrete analysis and comparison.



All documents related to risk and opportunity assessments are retained for a minimum of three years to allow for retrospective review when necessary. The Company's Risk Management Policy is reviewed annually to ensure its continued relevance in light of organizational context and evolving business environments.

Further details about the risk management process and the Risk Management Working Team can be accessed via the QR code provided.

Risk Management Culture

The Company recognizes that risk management culture is akin to a mechanism for managing organizational risks, aiming to ensure the resilience and strength of the organization for sustainable business operations. The primary objective is to foster awareness of potential risks in various operations and promote a responsible approach to risk management. To achieve this, the Company actively promotes and supports various activities to cultivate a sound risk management culture, including the following:

1. Communicating with employees within the organization to create motivation and raise awareness about potential risks that may affect business operations, fostering a sense of responsibility towards risk management and encouraging the identification of opportunities from crises or risks.
2. Establishing an IATF16949 Quality Management System task force comprising personnel from various departments to conduct risk and opportunity assessments within the organization. This initiative aims to identify practices and strategies to reduce risks and enhance opportunities for business operations.



Risk Management
Standard Operating
Procedure



Risk Management
Working team

3. Managing employee training on risk management and mitigation within the organization by incorporating risk management as a core component in the Company's training curriculum for employees at all levels.

4. Providing channels for employees at all levels to voice complaints or report incidents that pose risks to business operations, ensuring their active participation in risk awareness and management.

In addition, the Company annually announces and reviews its risk management policies to ensure they are up to date with current events and enable timely preparation and response plans. Furthermore, the Company communicates these policies and risk management plans to the management team, employees at all levels, and all departments throughout the organization. This is done to raise awareness of emerging risk trends, the impact of risks, risk management practices, and shared responsibility in risk management. Detailed information regarding the risk management policies can be accessed through the [Company's website](#) or by scanning the QR code.



Performance

In the year 2025, the Company carried out risk management activities as follows:

1. Evaluate and review risk factors

Identify and prioritize the important risks that may impact the Company's operations, along with implementing control measures to mitigate and reduce the likelihood of these risks to an acceptable level. This year, the risk priority matrix remains unchanged from the previous year, except for certain risks that have been reviewed and found to have changed in severity, as well as new emerging risks. These changes are attributed to both the Company's operations and evolving global circumstances. The reviewed risks and new emerging risks include foreign currency exchange rates, disruption in supply chain, changes in U.S. trade policies and import duties (Tariffs) and external events affecting business operations. The details are as follows:

Reviewed and emerging risks

Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
<p>Fluctuations in Foreign Currency Exchange Rates Risk</p> <p>The Company is exposed to foreign exchange risks due to fluctuations in foreign currency exchange rates, as it generates certain export revenues and incurs some expenses in foreign currencies, as well as having investments and operations through overseas subsidiaries. However, such risk is considered to be at a low level, as direct export revenue accounts for less than 5 % of total revenue and most transactions are conducted in Thai Baht. In addition, exchange rate fluctuations may affect the translation of the financial statements of overseas subsidiaries for the preparation of the Company’s consolidated financial statements.</p>	1	3	2	2	<p>Fluctuations in exchange rates may result in uncertainty in revenues and expenses denominated in foreign currencies when translated into Thai Baht. This may affect the Group’s operating results and financial position and could also lead to foreign exchange gains or losses in the consolidated financial statements.</p>	<p>The Company manages foreign exchange risk by applying a natural hedging strategy, whereby revenues and expenses are matched in the same currency to the greatest extent possible. If such measures are insufficient to mitigate the risk, the Company may consider the prudent use of financial instruments, such as forward contracts or options, to manage foreign exchange risk. The Company does not engage in derivative transactions for speculative purposes and focuses on prudent financial risk management that is appropriate to the level of business risk.</p>	



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
<p>Supply Chain Disruption Risk</p> <p>The automotive industry has a highly complex supply chain and relies significantly on specialized component manufacturers. In many cases, critical components are sourced from a single supplier (Single Source Supplier). If such suppliers are unable to deliver components as scheduled, it may result in disruptions to the production process, preventing vehicle assembly from continuing as planned.</p>	3	2	2	2	<p>Various factors such as pandemics, natural disasters, or geopolitical tensions may disrupt supply chains and affect both domestic and international production and logistics activities. Shortages of certain components or raw materials may prevent production from proceeding according to plan, which could affect the Company’s revenue, cost structure, and ability to deliver products to customers on schedule.</p>	<p>The Company closely and continuously monitors global developments in order to assess potential risks and establish appropriate management plans. The Company also works closely with stakeholders across the supply chain while improving operational strategies and processes to enhance efficiency. These measures include diversifying sources of raw materials by engaging multiple suppliers, considering the use of domestically sourced materials as substitutes for imported materials, and closely managing inventory levels. Such actions help enhance operational flexibility and reduce the impact of potential supply chain disruptions in the future.</p>	



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
Changes in U.S. Trade Policies and Import Duties (Tariffs) Risk	Changes in the trade policies of the United States, including the imposition or increase of import tariffs on automotive parts manufactured in Thailand, may arise from geopolitical tensions, trade protection policies, or changes in international trade relations. Such measures may increase product costs and affect price competitiveness in the United States market.	-	5	-	2	At present, the impact on the Group remains low, as the proportion of direct exports from Thailand to the United States is limited. However, following the establishment of a holding company and a joint venture in the United States in 2025, with the construction of a new manufacturing facility commencing in December 2025, the Group may have exposure to import tariffs related to the shipment of molds, tools, and certain components from overseas to the United States during the pre-production phase over the next 2–3 years. The Company continues to closely monitor and assess the situation in order to effectively manage any potential impacts at an appropriate level.	The Company closely monitors developments and changes in United States trade policies and import tariffs while continuously assessing potential impacts on its operations. The Company also considers appropriate risk mitigation measures, including adjustments to the supply chain structure, increasing the proportion of local production, and coordinating with customers and professional advisors in order to effectively manage tariff-related risks and support sustainable long-term growth of the business.



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
External Events Affecting Business Operations Risk The Company recognizes the potential risks arising from external events that occur infrequently and are difficult to predict in advance. Such events are typically caused by factors beyond the Company’s control and are difficult to prevent, including natural disasters, political unrest, disruptions of public utilities, or infrastructure failures. These events may significantly affect n	-	3	-	4	External events may lead to disruptions in production and product deliveries, delays in shipment, increased operating costs, or the loss of business opportunities. For example, a widespread power outage in Portugal in April 2025 caused the Group to temporarily suspend part of its production for approximately three weeks, which had a significant impact on its operating performance.	The Company seeks to strengthen its resilience and ability to recover from unexpected events by regularly developing and reviewing its Business Continuity Plan (BCP) and crisis management framework. The Company has also established contingency measures, emergency response plans, and operational recovery plans to mitigate potential impacts and ensure the effective continuity of the Group’s business operations. In addition, the Company purchase Business interruption insurance to mitigate the risk.	



Material Risks to Sustainability Performance

Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
<p>Climate Change Risk</p> <p>In recent years, climate change has increased the frequency and severity of natural events such as floods, severe storms, droughts, and water scarcity. These events may affect the Company’s facilities, supply chain, and infrastructure related to its business operations. Such risks represent external factors beyond the Company’s control and may create uncertainties for business operations in both the short and long term.</p>		2	2	3	3	<p>Climate-related disasters may disrupt production processes, cause damage to assets, or create constraints on critical resources such as water and energy. In addition, they may affect the ability of suppliers to deliver raw materials, which could result in lost revenue or increased costs associated with recovery and remediation.</p>	<p>The Company continuously monitors and assesses the potential impacts of climate change and regularly develops and reviews its Business Continuity Plan. This includes conducting plan testing exercises and preparing the necessary resources to effectively respond to emergency situations, under the oversight of the management team. In addition, the Company has implemented a water management plan, which includes monitoring water levels and establishing flood prevention measures to reduce risks associated with weather-related events. The Company also prepares necessary resources and other response measures to ensure that business operations can continue effectively even under unavoidable circumstances.</p>



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
<p>Global Pandemic Risk</p> <p>The Company recognizes the risk arising from global pandemics, which represent external factors beyond the Company’s control and cannot be predicted in advance. Such events may have widespread impacts on public health systems, government regulatory measures, workforce availability, supply chains, and overall economic activities. These circumstances may affect the continuity of production, the delivery of products, and the Company’s overall business operations.</p>	2	2	2	2	<p>A pandemic may cause disruptions to production processes and logistics, as well as constraints related to labor availability and raw material supply, which may result in increased operating costs. In addition, such circumstances may adversely affect market demand, liquidity, and the Company’s operating result, as well as its overall financial position. The severity and duration of such impacts depend on the scale of the outbreak and the control measures implemented by each country.</p>	<p>The Company has implemented risk management measures under its enterprise risk management framework, including the Business Continuity Plan and the crisis management framework. These measures encompass the establishment of occupational health and safety practices, employee health monitoring, flexible working arrangements, emergency preparedness planning, and supply chain risk management. In addition, the Company closely monitors public health development and government measures and regularly reviews its preparedness plans in order to mitigate potential impacts and maintain business continuity effectively.</p>	



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
<p>Cybersecurity Threat Risk</p> <p>In today’s digital environment, information technology plays an increasingly important role in the Company’s business operations, including data management, production systems, and communication with customers and business partners. The adoption of digital technologies helps improve operational efficiency and supports the development of more effective business processes. However, such technological advancements also expose the Company to cybersecurity risks. These risks may arise from various forms of cyber threats, including cyberattacks, unauthorized access to information systems, malware, and ransomware attacks. Such threats may affect the confidentiality, integrity, and availability of the Company’s information and information systems, which could potentially disrupt business operations and affect the overall stability of the Company’s information technology infrastructure.</p>	2	2	3	3	<p>If a cybersecurity incident were to occur, the Company may face both financial and operational impacts. These may include disruptions to critical information systems, loss or leakage of sensitive information, and additional expenses related to system restoration, investigation, and remediation of the incident. In addition, cybersecurity incidents may damage the Company’s reputation and weaken the confidence of customers, business partners, and other stakeholders. Such impacts may adversely affect the Company’s competitiveness, and long-term sustainability.</p>	<p>The Company has implemented measures to strengthen its cybersecurity management in accordance with the NIST Cybersecurity Framework 2.0 and has established comprehensive policies and procedures relating to information security management. A Cybersecurity Committee has been established to oversee cybersecurity governance and regularly assess and monitor cybersecurity risks. The Company has also established a Security Operations Center (SOC) to continuously monitor information systems and respond promptly to potential cyber threats and incidents on a 24-hour basis. Furthermore, cybersecurity assessments, monitoring results, and recommendations are regularly reported to senior management in order to support strategic decision making and enhance the Company’s ability to effectively manage cybersecurity risks. Through these measures, the Company aims to strengthen the resilience and security of its information systems while supporting the stability and sustainability of its business operations in the evolving digital environment.</p>	



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
<p>Health, Safety and Social Community Risk</p> <p>The Company’s business operations may be exposed to risks related to employee health and safety, environmental impacts, and potential effects on surrounding communities. These risks may arise from production processes, the use of machinery, raw materials, energy, and other resources. If not properly managed, such activities may result in workplace accidents, the release of waste or pollutants exceeding regulatory standards, or complaints from nearby communities. These situations may affect the Company’s operations as well as its corporate image.</p>	3	3	2	2	<p>Such risks may lead to workplace accidents, employee injuries, damage to property, and disruptions to production operations. In addition, the Company may face legal liabilities, penalties, or costs associated with environmental remediation. These incidents may also undermine the confidence of stakeholders, local communities, and regulatory authorities, potentially affecting the Company’s reputation and long-term sustainability.</p>	<p>The Company has established occupational health, safety, and environmental policies and practices in compliance with applicable laws and regulations. A systematic safety management and risk assessment process has also been implemented to effectively manage workplace safety risks. Safety performance indicators, such as the work-related accident rate, are defined and regularly monitored. In addition, the Company actively promotes a strong safety culture through various initiatives, including Safety Week, CCCF activities, 5S activities, the White Factory Project, preventive machine maintenance programs, and annual health check-ups. Continuous safety training is also provided to employees, contractors, and external workers, with strict compliance required in accordance with the Company’s safety standards to enhance awareness and minimize accident risks. Furthermore, the Company implements energy and resource efficiency initiatives, such as the installation of solar energy systems and LED lighting within its manufacturing facilities. Performance targets are established and continuously monitored to ensure ongoing improvement. The Company has also achieved ISO 14001 certification, reflecting its commitment to systematic environmental and safety management practices.</p>	



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
Corruption Risk	Corruption, bribery, and a lack of transparency in business practices may arise in various operational processes, including sales, procurement, contracting, charitable donations, the giving or receiving of gifts and hospitality, as well as interactions with business partners and government agencies. Such risks may occur due to inadequate oversight or failure to comply with established policies and procedures.	1	1	1	1	Corruption may have a significant adverse impact on the Company's operating results, financial position, and reputation. It may also expose the Company to legal liabilities, penalties, or sanctions imposed by regulatory authorities. Furthermore, such incidents may undermine the confidence of shareholders, customers, business partners, and other stakeholders, which could affect the Company's competitiveness and long-term sustainability.	The Company is committed to conducting its business with integrity, honesty, and fairness. An Anti-Corruption Policy has been established as a guideline for all business units in carrying out their operations. The Company conducts corruption risk assessments covering high-risk processes such as procurement, sales, hiring, gift giving and receiving, donations, and interactions with government agencies in order to implement appropriate control measures. Work procedures are regularly reviewed, and internal control systems are audited annually to ensure effectiveness and compliance. In addition, the Company regularly communicates and provides training on the Anti-Corruption Policy to directors, executives, employees, suppliers, contractors, and business partners to enhance awareness and understanding of compliance requirements. The Company has also established a Whistleblowing Policy to provide employees and stakeholders with channels to directly report suspicions or potential acts of corruption to the Audit Committee. Whistleblowers acting in good faith are protected under the Company's whistleblower protection measures, with all information kept strictly confidential. The Company prohibits retaliation, punishment, or any unfair treatment against individuals who report concerns in good faith. Furthermore, the Company has been certified as a member of Thailand's Private Sector Collective Action Against Corruption (CAC) for the period from June 2023 to June 2026, with certification renewal required every three years. This reflects the Company's concrete and ongoing commitment to preventing and combating corruption in all forms.



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
<p>Climate Act Regulations Affecting the Business Risk</p> <p>Amid the increasingly severe global climate change crisis, many countries have introduced more stringent environmental measures and regulations, such as greenhouse gas emission reduction targets, carbon taxation mechanisms, and policies promoting clean energy. These developments may have significant implications for the automotive industry, which is recognized as one of the sectors with relatively high greenhouse gas emissions. Such risks include the potential inability to comply with evolving environmental requirements, changes in regulations in international markets, and increasing pressure from customers, investors, and other stakeholders who place greater emphasis on sustainable business practices.</p>		3	3	2	2	<p>If the Company is unable to adapt to or comply with such requirements, it may face financial risks, including regulatory penalties, higher carbon tax obligations, or increased operating costs associated with improving production processes. In addition, non-compliance may adversely affect the Company’s reputation and the confidence of customers, investors, and business partners. It may also lead to trade restrictions in certain markets and potential legal risks, which could affect the Company’s competitiveness and long-term business opportunities.</p>	<p>The Company has established strategic plans and targets to reduce greenhouse gas emissions across all three scopes, while continuously improving its operational processes to align with environmental requirements. The Company has invested in clean energy initiatives, such as the installation of solar panels, and adopted energy-efficiency technologies within its production processes. In addition, the Company promotes innovation aimed at reducing waste and enhancing resource efficiency. Furthermore, the Company assesses climate-related risks and opportunities, including the potential impacts of regulations such as carbon taxes and environmental measures in key markets, to support the development of its corporate strategies. Oversight of these matters is conducted at both the Board of Directors and management levels. The Company also places strong emphasis on transparent environmental data collection and reporting in accordance with international standards, such as the GHG Protocol. At the same time, the Company collaborates closely with suppliers across the value chain to reduce greenhouse gas emissions at every stage of operations. These initiatives not only help mitigate risks but also create competitive advantages and strengthen long-term business resilience and sustainability.</p>



Risk	Importance	Likelihood of Occurrence/ Impact on the Company				Impact	Risk Management Plan
		Likelihood		Impact			
		2024	2025	2024	2025		
<p>Labor Shortage Risk</p> <p>A shortage of skilled labor, as well as issues related to labor unions, may affect the Company’s production capability and its ability to deliver products to customers. This is particularly relevant in the automotive industry, where production processes require skilled workers and operational continuity. If human resources are not managed effectively, this may create risks to the Company’s operational efficiency.</p>		2	2	2	2	<p>Such risks may lead to disruptions in production lines, delays in product delivery, and increased operating costs. In addition, these issues may affect the Company’s credibility and could also have broader implications for the stability of the automotive manufacturing industry.</p>	<p>The Company recognizes employees as its most valuable resource and is committed to supporting their quality of life through competitive compensation and welfare programs in order to retain talented employees and reduce turnover rates. The Company also continuously promotes employee capability development to support changes and evolving demands within the industry. In addition, the Company places strong importance on respecting labor rights and employees’ freedom of association, while carefully and appropriately managing relationships with labor unions to minimize the risk of labor disputes. Furthermore, the Company has plans to adopt automation systems and smart technologies within its production processes to reduce reliance on labor and enhance long-term operational efficiency and productivity.</p>



2. Business Continuity Plan: BCP

Due to climate-related risks that may lead to natural disasters and resource shortages, such as floods, storms, water scarcity, drought, and ocean acidification resulting from rising temperatures, the Company may face potential impacts on its operations and raw material procurement.

To mitigate such risks, the Company has continuously developed and enhanced its Business Continuity Plan (BCP) to strengthen the organization's ability to respond, adapt, and recover from disasters, emergencies, or unforeseen events that could disrupt business operations. The plan focuses on ensuring the preparedness of Critical Business Processes, enabling the Company to resume normal operations, or at a minimum, maintain the predefined Minimum Service Level within an appropriate timeframe and under an acceptable level of impact.

The Company also conducts Business Impact Analyses (BIA) to identify business-critical functions and processes, while establishing operational recovery procedures in the event of emergencies. In addition, the Company places emphasis on supply chain continuity management, including the preparation of alternative sourcing arrangements for key raw materials, to enhance operational resilience and business continuity.

In addition, the Company has established backup systems for data and information technology infrastructure, together with water management plans, water level monitoring procedures, and regular weather monitoring to mitigate risks associated with flooding and climate-related events. The Company also periodically tests and reviews its Business Continuity Plan (BCP) and reports the results to management in order to continuously enhance the plan in line with evolving risks and changing circumstances. This helps ensure that the Company's operations can continue uninterrupted, even under unavoidable circumstances.

Objectives of the Business Continuity Plan

1. To ensure continuity of core business operations: The Company aims to ensure that its key business operations can continue with minimal disruption, including the ability to maintain production and product delivery targets in the event of disasters or emergencies, within an acceptable recovery timeframe. The objective is to minimize the severity of impacts on assets, revenue, operating costs, and the Company's overall financial performance.
2. To protect the health and safety of employees: The Company is committed to safeguarding employees' health and safety while strengthening confidence among employees and their families through systematic prevention, loss mitigation, emergency response, and recovery measures.
3. To strengthen stakeholder confidence and community resilience: The Company seeks to build confidence among customers, shareholders, and surrounding communities by maintaining an effective and standardized business continuity management system capable of managing production and delivery risks efficiently. The Company also promotes collaboration with communities and relevant authorities to support recovery efforts in affected areas following disasters, contributing to long-term community resilience and sustainability.

Governance Structure and Management Approach

The Company has formally implemented a Business Continuity Management Policy, including a clearly defined governance structure, roles and responsibilities, and designated personnel responsible for implementing the BCP framework. In addition, the Company conducts both qualitative and quantitative Business Impact Analyses (BIA) relating to operational disruptions by assessing risk factors, severity levels, likelihood, and potential impacts on critical business activities. The results are incorporated into the Company's systematic risk management process.

Review and Continuous Improvement

The Company recognizes business continuity management as a key mechanism for strengthening organizational resilience. Accordingly, the Company continuously enhances and updates its BCP framework in accordance with the PDCA Cycle (Plan-Do-Check-Act), as outlined below:

1. Plan Review, Testing, and Simulation Exercises

The Company reviews, tests, and conducts business continuity exercises at least annually, covering key scenarios such as fire and flooding incidents. These exercises are conducted to evaluate the effectiveness of the plan, identify gaps, and improve preventive and response measures.

2. Management Review

Senior management reviews the business continuity management framework at least once a year to monitor implementation progress, assess the adequacy of existing measures, and consider improvements in response to evolving risk environments. This process helps ensure that the business continuity management system remains effective, practical, and aligned with the Company's operational needs.

Further details regarding the Company's Business Continuity Plan can be accessed by scanning the QR Code provided.



Business
Continuity Plan

Creating Shared Value



Reporting Boundary

The Company is committed to conduct business with a focus on both economic value and shared benefits for all stakeholders. This approach supports sustainable organizational growth and enhances economic resilience within communities and society. This report provides an overview of AAPICO Group’s management and performance across its operations in Thailand and overseas, covering the Company’s three core business pillars.

Management Approach

The Company emphasizes encompassing economic distribution to stakeholders in order to meet the stakeholders’ expectations and show responsibility to the economy, social, and environment. Beyond providing dividends to shareholders and compensation to employees, the Company also considers the interests of customers, business partners, communities, society, and government agencies.

Performance

In 2025, the Company’s performance for creating shared value to all stakeholders is disclosed as follows:

Stakeholder	Economic Benefits	Economic Value
Customer	Quality Products with Low Costs	Average Customer Satisfaction Level 88.75% ¹
Employee	Salary, Wages, Welfare, Bonus, Provident Fund Scholarship Funds for Employees’ Children Personnel Development Courses	Total 2,936 million baht 47 Scholarships, Totaling to 160,000 Baht ² Total training hours 28,540 Hour ³
Shareholder	Dividend	Total 0.79 Baht per share
Supplier	Business Stability	Grade A Supplier evaluation 77.46%
Community	Community Development Project	The funding allocated for CSR and community development projects amounts to 1.57% of the Company’s net profit
Government	Corporate Income Tax	Taxes paid to the government amounted to 89 million baht
Competitor	Experience Exchange	Inspiration for Innovations

Remarks:

- Customer satisfaction levels of AH, AHP, AHR, AA, ASP, AF, APC, APB, and APR.
- Scholarships granted to employees’ children within the automotive parts manufacturing and distribution business in Thailand, including AH, AHP, AHT, AHA, AHR, AA, ASP, AF, and APC.
- Consolidated data of the Company’s automotive parts manufacturing and distribution business in Thailand, covering a total of 12 operating entities.

Innovation for Business Development



Reporting Boundary

Innovation is regarded as a key driver of the Company's business operations, as it enhances production and operational efficiency while also contributing to cost optimization. In this report, the Company presents selected innovations developed within AAPICO Hitech Public Company Limited (AH) and AAPICO ITS Co., Ltd. These innovations have been designed to improve operational effectiveness, minimize process-related errors that may impact on customer confidence and satisfaction, and strengthen transparency across operational processes. Through these initiatives, the Company aims to reinforce stakeholder trust while supporting sustainable business growth and long-term competitiveness.

Management Approach

The Company has established a clear business vision focused on driving the organization through innovation and digital technologies under the concept of Lean, Green, Happy & Digital World-Class Corporation. This vision is translated into concrete operational practices by fostering an organizational culture that embraces change, encourages creativity, and continuously promotes innovation at all levels of the organization.

Alignment with Corporate Vision

- Lean

The Company focuses on enhancing operational efficiency by eliminating unnecessary processes and resource usage. Smart technologies and monitoring systems are implemented to minimize errors, improve workflow agility, and continuously strengthen overall operational performance.
- Green

The Company is committed to environmentally responsible operations through effective resource planning and management to reduce energy and resource consumption. Key initiatives include route optimization to lower fuel usage and the reduction of paper consumption through the full adoption of digital processes.
- Happy

The Company aims to create satisfaction and confidence among all stakeholders, including customers, employees, management, shareholders, and society, by developing transparent, accountable, and responsive operating systems.

- Digital

The Company integrates digital technologies such as IoT, GPS, and real-time dashboard systems to support managerial decision-making and operational control, enhancing accuracy and overall management efficiency

To ensure the effective execution of this vision, the Company has established a roadmap to transform into a Smart Factory and Smart Office, alongside enhancing employees' capabilities to effectively leverage innovation and digital technologies. Advanced tools, technologies, and innovative approaches are applied across production and operations to improve productivity, optimize resource utilization, and support the Company's goal of achieving zero waste.

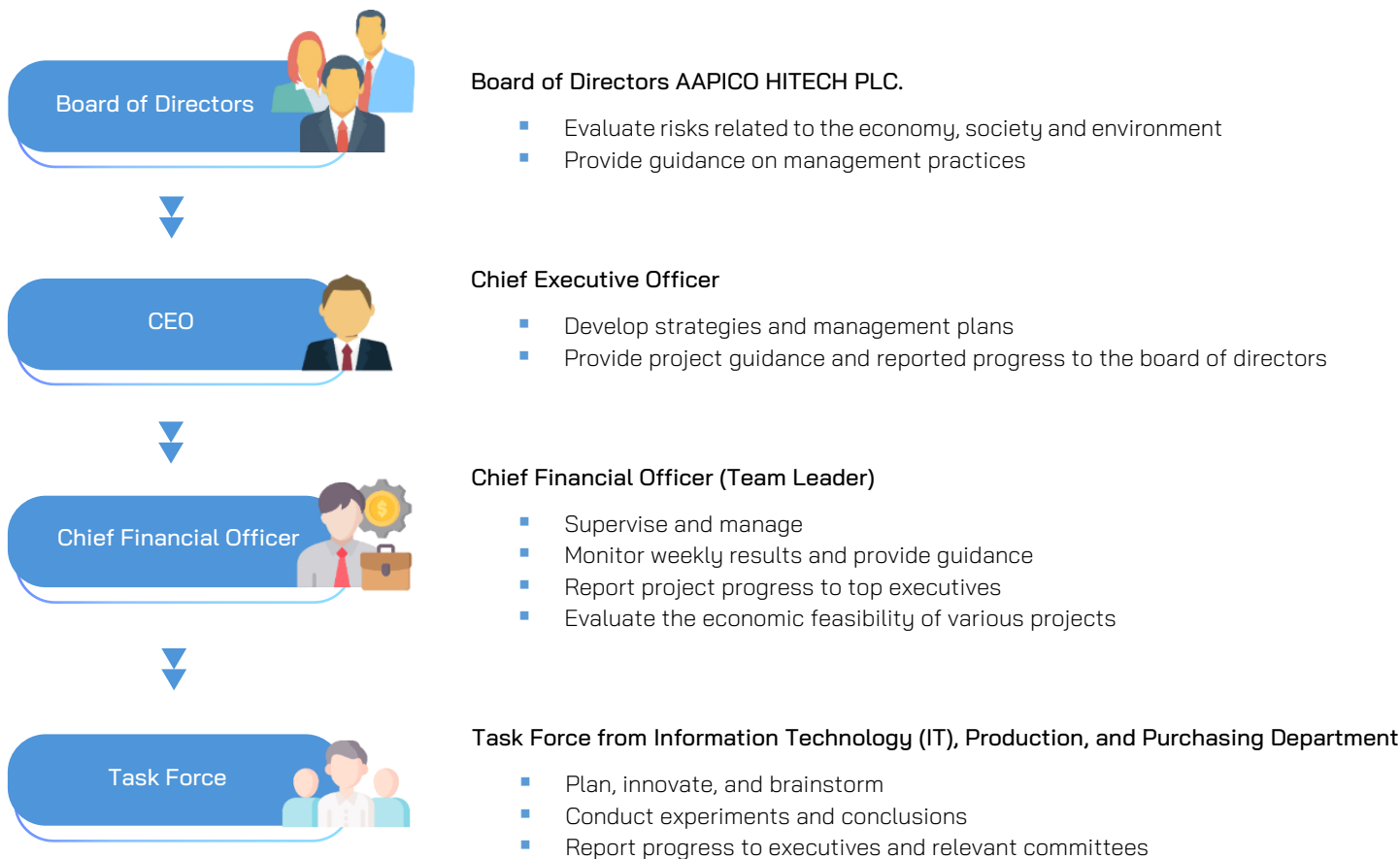
Each year, the Company analyzes operational issues and process deficiencies while encouraging employee participation in proposing ideas and developing process innovations. The Company emphasizes quality control alongside continuous improvements in operational efficiency, productivity enhancement, resource optimization, waste reduction in production processes, and stronger environmental stewardship. In addition, the Company focuses on collaborative new product development with customers to expand business opportunities and support future demands in the automotive industry.

Innovation Governance and Structure

The Company has established a clear innovation governance framework, led by an Innovation Committee responsible for setting direction, supporting initiatives, and monitoring performance across the entire innovation lifecycle. The Company operates under a flat structure, promoting open communication and enabling cross-functional collaboration. Decision-making authority is decentralized to encourage agility, while a Fail Fast Learn Fast culture is fostered within an appropriate risk management framework.

Project Management and Monitoring Report Structure

The work process of both formats is similar, which is to establish committees and working groups for each project. These committees and working groups consist of personnel within the organization who have knowledge and expertise in various areas, especially in information technology (IT), production, and purchasing departments. They work together to gather ideas and divide tasks according to their respective positions, conduct experiments, and summarize the results of the experiments. High-level executives act as strategic planners, managing and monitoring project results, providing guidance for projects, assessing the economic viability of various projects, and presenting operational results in terms of economic value to the Company's committees.



Driving Innovation Across Organization

The Company is committed to cultivating a sustainable innovation-driven culture by embedding innovation into its core values and business practices. Employees at all levels are encouraged to participate, while continuous development of capability is supported to enhance long-term competitiveness and value creation.

1. Culture & Participation

Innovation is embedded as a core organizational value, with employees at all levels encouraged to propose ideas and initiatives to improve products, services, and processes. Senior management plays a critical role as innovation leaders and role models by actively supporting initiatives and driving positive organizational change.

Challenging goals are set to stimulate creativity and encourage high-impact innovation. In addition, the Company provides open feedback channels, including focus group discussions, employee surveys, and digital platforms, to capture insights and continuously improve innovation and operational processes.

2. Resources & Capability Development

The Company supports innovation through the provision of key resources, including time, budget, and technology, enabling employees to experiment, develop, and scale new ideas effectively. Structured training and development programs are implemented, with measurable indicators such as training hours, employee participation levels, and application rates of acquired knowledge. Knowledge management systems and coaching and mentoring programs are also in place, alongside digital collaboration platforms, to enhance knowledge sharing and project effectiveness.

3. Structure & System Enablement

The Company continuously strengthens its organizational structure and support systems to foster innovation, including talent acquisition, job rotation, and multi-disciplinary skill development to encourage diverse thinking. Clear Innovation KPIs are defined, such as the number of innovation projects, time to market, and operational impact, with regular monitoring, evaluation, and reporting. A reward and incentive program linked to innovation performance is implemented to drive employee engagement, complemented by a work environment and communication systems designed to support idea exchange and collaboration.

Initiatives to Promote Organizational Innovation

The Company has arranged the monthly KAIZEN project competition within the organization included AAPICO Hitech PLC. (AH), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Automation Co, Ltd. (AHA), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Leadtech (Thailand) Co., Ltd. (AL), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging PLC. (AF) and AAPICO Precision Co., Ltd. (APC). The aim of this initiative is to encourage employees from all departments to improve and develop their work processes. Through this activity, employees are required to observe their work routines, devise ways to enhance their work methods, and engage in experimentation, documentation, and process adjustments to increase efficiency. This could involve reducing work time, minimizing accidents, etc. Winners of the competition receive awards and certificates as a motivational incentive to continually improve themselves. This activity helps employees develop a questioning mindset about their work processes, which can lead to innovative changes. The KAIZEN project competition serves as a starting point for introducing other innovations to solve problems, leading to sustainable activities such as projects to replace key point displays with screens and barcode readers, projects to introduce machinery to replace manual labor. These innovations ultimately contribute to reducing waste in the factory, achieving a higher level of innovation



Steps of Implementation

Analyzing work problems and studying various technological innovations

The various departments' working groups conduct research to assess problems and losses occurring in factories and offices, including in the areas of economics, society, and the environment. They also study interesting innovations and technologies.

Brainstorming, summarizing problems and innovations, and creating sub-projects

The working group gathers ideas by compiling and studying problems and innovations. They then create sub-projects and present the issues that need to be addressed, as well as the innovations that will be applied. The objectives of the project, its targets, the duration of the project, the expenses involved in the implementation, and the expected outcomes are all presented.

Reporting sub-project performance to upper management

When the experimental project achieves its goals, the head of the working group will be presented to the highest level of management. If there are any further suggestions, the head of the working group will be brought back to manage the project again. If upper management approves the idea, it will be presented and reported to the Board of Directors.

Proposing a sub-project to the Head, conducting experiments, and monitoring the results of the experiments

Present sub-project proposals to the head of the working group for consideration, evaluation, and approval. The working group can proceed to create experimental models, conduct experiments, record results, and present them for discussion in the group. The head of the working group will monitor, inspect, and hold weekly meetings to provide guidance on the work process. If there are any problems or issues that arise during the work, they will be addressed immediately. As for sub-projects that have not yet been approved, the head of the working group will provide guidance to the working group to conduct further studies to make the sub-project more effective and achieve the desired objectives



Performance

The Company remains committed to systematically developing and creating innovations that address operational needs across the organization. This includes establishing a strong data foundation, enhancing work efficiency, and transforming work processes from paper-based operations to digital systems to reduce unnecessary procedures, improve accuracy, and strengthen overall operational efficiency. The Company placed significant importance on the development of a centralized data integration system to connect information from all departments, leading to more efficient, transparent, and traceable management. In addition, the Company's innovative development also takes environmental and social impacts into consideration by emphasizing efficient resource utilization, supporting the use of renewable energy, reducing unnecessary waste and scrap, as well as enhancing occupational safety and health standards for employees.

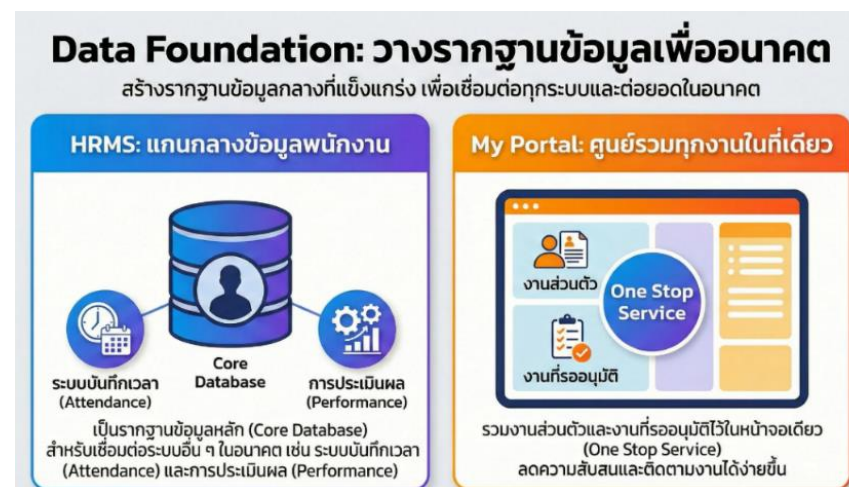
The Company is committed to developing innovations that create value for stakeholders across all sectors while appropriately responding to their needs and expectations. These initiatives are carried out under the Smart Factory task force, which categorizes the development approach into three main areas:

1. Innovations for data infrastructure system development
2. Innovations to enhance operational efficiency
3. Innovations for digital transformation

In 2025, the Company implemented key innovation projects as follows:

1. Innovations for Data Infrastructure System Development

The Company has focused on developing its data infrastructure to enhance data management efficiency and establish standardized data practices across the organization. The Human Resource Management System (HRMS) has been upgraded to serve as the core database, integrated with related systems such as the attendance system and performance evaluation system. This integration enables employee data to be stored in a unified format, reducing data duplication and minimizing errors from multiple data entries, while improving the accuracy and reliability of organizational data. In addition, the Company developed the "My Portal" platform as a one-stop service center for employees. The platform retrieves data from the centralized database and presents it in a user-friendly format, covering both personal information and daily operational or approval tasks. This allows employees to conveniently track work status and complete tasks through a single interface. The initiative helps reduce operational complexity, improve accessibility to information, and support data-driven decision-making, serving as a key foundation for future digital transformation and innovation development.



2. Innovations to Enhance Operational Efficiency

The Company has continuously developed and implemented innovations aimed at improving operational efficiency by reducing human errors in work processes while leveraging data from centralized database systems to support systematic data-driven decision-making across various operations.

In line with this approach, the Company developed and implemented five innovation initiatives as follows:

2.1. Real-time Production Data Integration

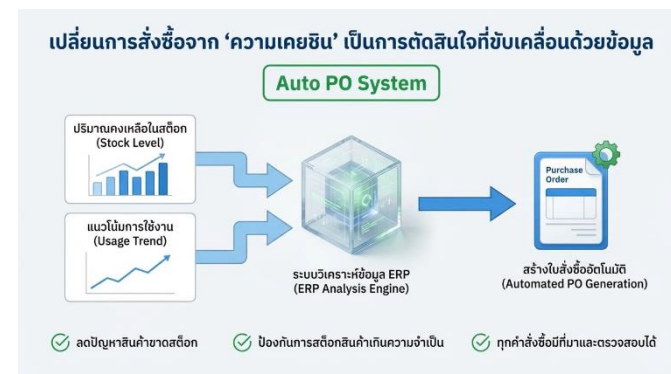
The Company developed a real-time data integration system to enhance production line efficiency by connecting shop floor operations with the ERP (Oracle) system. A barcode system was implemented to replace manual data entry in production recording processes. This initiative enables production data to be automatically recorded into the system accurately and promptly, reducing delays and errors from duplicate manual entries. In addition, the system allows real-time production monitoring, improving data reliability and supporting more effective decision-making. Accurate and timely data also enhances production analysis and planning capabilities, reduces process losses, and supports the Company’s Operational Excellence initiatives.



2.2. Auto PO System

The Company implemented an Auto PO System to enhance the accuracy and efficiency of procurement processes. The system operates based on data analysis from the ERP system, including stock levels and usage trends. It is capable of automatically processing data and generating purchase orders, shifting decision-making from an experience-based approach to a data-driven decision-making process.

This initiative helps reduce the risk of raw material shortages, prevent over-purchasing, and improve transparency in procurement operations, as all processes can be systematically tracked and audited. In addition, the system reduces repetitive workloads for employees and increases overall supply chain management efficiency and agility.



2.3. Smart Key Point system has clear standards with real images

The Company developed a visual standard work manual for product quality inspection by replacing paper-based instructions and textual descriptions with digital visual displays. This initiative aims to enhance understanding of work processes and ensure alignment across the organization. The procedures are designed to be simple, easy to understand, and effectively communicated. This approach helps reduce misinterpretation among employees, improves accuracy and consistency in operations, and shortens the training period for new employees. It also supports continuous process improvement in line with the Company’s Operational Excellence framework.



2.4. AI Core Camera

The Company has applied Artificial Intelligence (AI) technology in its Quality Control (QC) process to enhance product inspection efficiency and screen defective items prior to delivery to customers. This initiative is a further development of the previous Camera Check project, which had limitations in equipment cost and operational flexibility. The project integrates AI cameras with a Programmable Logic Controller (PLC) system to improve inspection accuracy and reduce the risk of non-conforming products being delivered to customers. The system is capable of accurately and consistently classifying products into “conforming” and “non-conforming” categories, minimizing human error in visual inspection and supporting high-volume inspection processes. In addition, the system can detect abnormalities and automatically stop the packaging process when defects are identified, allowing operators to promptly perform sorting and corrective actions. This significantly reduces the risk of defect leakage and enhances overall product quality standards. The implementation of AI in the QC process not only reduces repetitive manual workload but also minimizes the likelihood of defective products reaching customers, thereby strengthening long-term product quality standards and customer confidence.



Based on the results from the previous year, the Company achieved a 41% reduction in processing time, exceeding the target, reduced production waste for the product line to zero, and achieved approximately 5% cost savings. The project also received an award from the customer, reflecting its tangible success. Furthermore, the Company was selected as a benchmark organization for the customer’s business partners to visit and study as a best practice for application in their own production processes. In addition to operational outcomes, the project has contributed significantly to employee capability development by enhancing knowledge, skills, and competencies in technology and innovation application. One employee involved in the project was promoted and received a salary increase, demonstrating the project’s tangible impact on both organizational performance and human resource development.

AI Camera: ผู้ช่วยคัดกรองอัจฉริยะ

<p>เทคโนโลยีขั้นสูง</p>  <p>เป็นไอลูชั่นที่นำมาปรับใช้ได้ ง่ายเพื่อช่วยยกระดับ การผลิต</p>	<p>คัดกรองงานเสียอัตโนมัติ</p>  <p>ทำงานแทนมนุษย์ในการ ตรวจสอบและแจ้งเตือนเมื่อ พบความผิดปกติของสินค้า</p>	<p>ลดภาระงานให้พนักงาน</p>  <p>ช่วยให้ทีมงานมีเวลาไปโฟกัส กับงานส่วนอื่นที่ถือได้ ความเชี่ยวชาญมากกว่า</p>
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2.5. Server Monitoring System

The Company has implemented a Server Monitoring System to manage its IT infrastructure by continuously monitoring and detecting system abnormalities in real time. The system provides alerts when risks or irregularities that may impact operations are identified, enabling timely corrective actions. This helps reduce system downtime and enhance business continuity. The implementation of this system strengthens the stability and reliability of the Company's information systems, which are critical in supporting business operations in the digital era.

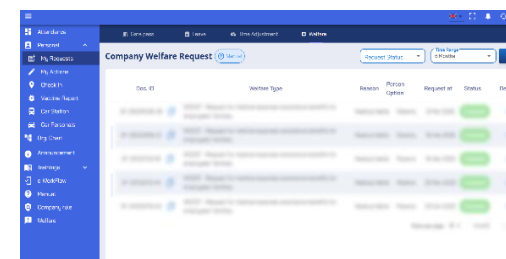


3. Innovations for Digital Transformation

The Company has continuously transitioned from paper-based processes to digital systems to improve operational efficiency and enhance systematic data management, while also reducing paper usage to support environmental sustainability. In 2025, this transformation was implemented across multiple departments, with the details summarized as follows:

3.1. E-Welfare: Digital Welfare Reimbursement System

The E-Welfare project is an innovation developed by the Human Resources Department to fully transform the employee welfare reimbursement process from a paper-based system to a digital platform. Employees can submit welfare claims and attach supporting documents through the Company's online platform, accessible via both mobile phones and computers. The system reduces the risk of document loss, accelerates the review and approval process by management and the Human Resources Department, and enhances operational transparency by allowing users to track claim status in real time. In addition, the E-Welfare system helps reduce paper usage, supports environmentally friendly operations, and improves the efficiency, structure, and auditability of welfare data management.



3.2. E-Quotation: Centralized Quotation Database System

The E-Quotation system is an innovation developed as a centralized platform for storing and managing the Company's quotation data. It serves as a single source of truth, enabling relevant stakeholders to access consistent information from the same database and ensuring standardized practices across the organization. The implementation of this system helps reduce the risk of errors in quotation preparation caused by inconsistent data or non-standardized pricing. It also enhances data governance by systematically controlling information flow, improving accuracy, transparency, and auditability.



In addition, the E-Quotation system supports cross-functional collaboration, reduces the time required for document preparation, and improves the overall efficiency, speed, and accuracy of the sales process.

3.3. AR Voucher Online: Status Tracking and Monitoring System

The Company developed the AR Voucher Online system as an end-to-end workflow tracking and monitoring tool. It enables relevant users to clearly monitor the progress of each process from initiation to final approval. The system allows users to identify the current stage of each task and the responsible owner, enabling timely follow-up, issue resolution, and management of delayed or pending tasks. It also enhances transparency, supports auditability, and reduces communication redundancy through a structured and user-friendly status display. Overall, AR Voucher Online plays a key role in improving operational efficiency, reducing process lead time, and supporting more effective decision-making.

3.4. Maintenance Check Sheet Online: Digital Machine Readiness Inspection System

The Company developed the Maintenance Check Sheet Online system to record and verify machine readiness prior to operation. The system replaces paper-based documentation with a structured digital platform, allowing employees to record inspection results and attach supporting evidence such as on-site photographs via mobile devices or computers in real time. This improves data accuracy, completeness, and traceability. The system helps reduce human error in data recording, enhances the reliability of inspection processes, and ensures that machinery is fully ready before use. In addition, it supports preventive maintenance practices and contributes to strengthening occupational safety standards within the Company.

3.5. QC Check Sheet: Defect Verification with Visual Evidence in Quality Inspection

The Company developed the QC Check Sheet system to strengthen the robustness of product quality inspection processes prior to delivery to customers. The process was transformed from a paper-based system to a structured tablet-based system. The system clearly defines conditions and critical inspection points for each product type in the form of a digital checklist on tablets, ensuring that employees follow all required inspection steps completely. Employees are required to record inspection results for each item and attach photographic evidence of the inspected parts before being able to save and submit the results. This approach reduces the risk of non-conforming products being delivered to customers, enhances transparency and traceability of the process, and minimizes errors arising from human judgment. It also improves the effectiveness of quality control and ensures that product quality is consistently maintained in accordance with established standards.

Customer Relationship Management



Reporting Boundary

Customers are key stakeholders of the Company. Therefore, the Company emphasizes effective customer relationship management to ensure sustainable business operations. In 2025, the Company expanded the scope of data collection to further cover its automotive parts manufacturing and distribution businesses in Thailand, comprising 9 entities which are AAPICO Hitech Public Company Limited (AH) and its Rayong Branch (AHR), AAPICO Hitech Parts Co., Ltd. (AHP), and AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging PLC, (AF), AAPICO Precision Co., Ltd. (APC), AAPICO Plastic PLC (APB) and its Rayong Branch (APR).

Management Approach

The customers’ satisfaction, or “Happy Customer”, is one of the Company’s main missions. The Company therefore focuses on building good relationships with customers and placing priorities on listening to the customers’ opinions in order to continuously raise the customers’ satisfaction. The Company utilized the SQCDM principle to manage this good relation as follows:

S: SAFETY	The Company places great importance on safety during operations – be it the safety of the Company’s own employees, contractors, or suppliers. 100% of new employees and suppliers are required to first receive safety training before taking part in an operation.
Q: QUALITY	The Company places great importance on putting out products that fit the customers’ requests, including the products that were made by the Company’s suppliers. Every product is traceable to the manufacturing line to build up customers’ confidence in the case of a problem.
C: COST	The Company is aware of the matter of fair competition and is also striving to improve the manufacturing process to ensure the product costs remain within the range of customer satisfaction.
D: DELIVERY	The Company is aware that late delivery can greatly affect the customers’ operations. Therefore, the Company always strives to maintain a 100% on-time delivery standard.
E: ENGINEERING	Continuously improving engineering – be it the process, techniques, methods, or implementation of new technologies – to improve products’ qualities, reduce cost, enable on-time delivery, and minimize impacts on the environment
M: MANAGEMENT	The Company has received ISO/TS 16949: 20091 quality standard, environmental management system ISO 14001: 2004 and ISO 14001: 20152, and occupational safety and health OHSAS 18001: 20073. In addition, the Company also sets policies for intellectual property and customers’ confidential information to ensure that the Company will not take advantage of the customers for the Company’s own benefits.

The Company places strong emphasis on building long-term relationships with customers. As a leading Tier-1 automotive parts manufacturer in Thailand, the Company is committed to continuously enhancing the quality of its products and services in line with the SQCDM principles to meet or exceed customer expectations. Ongoing certifications, awards, and recognitions received from customers serve as clear evidence of the Company’s commitment to operational excellence.

The Company has established policies and provides regular training in business ethics, particularly regarding customer confidentiality in compliance with the Personal Data Protection Act B.E. 2562 (2019). Employees are required to exercise due care and are strictly prohibited from disclosing customer business information to third parties or external stakeholders. The Company works closely with all customers and is committed to complying with customer-specific working methods and policies to support effective management and good corporate governance. Innovation is a key focus of the Company’s operations. The Company strictly respects intellectual property rights and does not engage in any activities that violate intellectual property or copyright laws or contractual agreements. The use of information technology systems is conducted in compliance with applicable computer-related and intellectual property laws.

Furthermore, the Company conducts regular customer satisfaction surveys to identify issues and assess customer perceptions. Survey results are used to improve products, services, and operational practices across customer-facing functions. The Company also collaborates with customers through joint innovation teams to enhance product quality and continuously reduce waste generated from production processes.

Customer Data Confidentiality Management

The Company prioritizes protecting customer data across all processes to build trust and foster long-term relationships. The Company officially launched its Customer Confidentiality Policy, outlining guidelines for managing information at three levels: Top Confidential, Highly Confidential, and General Confidential. This policy also establishes clear procedures for storing, distributing, using, and destroying data based on its confidentiality level.

Under this policy, the Company has implemented strict data security control measures, including restricted access to authorized areas, controlled use of recording devices, secure communication channels for data distribution, and departmental operational manuals tailored to customer requirements.

The Company also ensures that suppliers adhere to secure systems in accordance with Company requirements. In the event of a data breach, the Company has a systematic investigation process to swiftly coordinate with customers within a defined timeframe, controlling damages and preventing recurrence. In addition, the Company places importance on receiving feedback and complaints from customers and stakeholders. Multiple communication channels have been established to be accessible and convenient, enabling customers to appropriately submit complaints, suggestions, or service-related concerns. The information received is then systematically reviewed and followed up within a defined timeframe to ensure that all complaints are addressed in a transparent, fair, and timely manner. The Company further analyzes such information to identify root causes and uses the insights to continuously improve its operational processes, data management, and service delivery, thereby strengthening customer trust and fostering long-term relationships.



Customer Confidentiality Policy

Channels for receiving complaints from customers

035350880

ac@aapico.com

99 Moo 1 Hitech Industrial Estate, Tambol Ban Lane, Amphur Bang Pa-in, Ayuthaya, Thailand 13160

Targe

Indicator	Medium term Target (2030)	Short term Target (2022-2026)	Performance 2025
Customer satisfaction rate with the Company's products, services, and operations	Achieve an average of 95% of customer satisfaction	-	Average customer satisfaction with the Company's products, services, and various operations was 88.75%, decreased from the previous year.

Performance

The Company is committed to operating efficiently while delivering products and services that meet customer expectations. Emphasis is placed on continuous improvement through listening to the voice of customers in order to enhance operational capabilities across all dimensions. Therefore, the Company regularly conducts customer satisfaction surveys to identify key issues, assess satisfaction levels, and systematically utilize the results to improve products, services, and operational processes across the organization and relevant functions. The Company has set short-term and long-term targets for average customer satisfaction at 87.10% by 2025 and 95% by 2030, respectively, reflecting its commitment to delivering sustainable value to customers. The assessment results are also used as a tool to monitor performance and define future development directions.

In 2025, the Company expanded the scope of customer satisfaction assessment to cover all nine subsidiaries across Phra Nakhon Si Ayutthaya, Chonburi, Rayong, and Samut Prakan. This broader scope enables the assessment to more comprehensively reflect the overall performance at the group level and align more closely with the business context. The average customer satisfaction score in 2025 was 88.75%, exceeding the Company's short-term target and reflecting its ability to consistently maintain customer satisfaction under an expanded operational scope.

Satisfaction	2023	2024	2025*
Target %	87.10%	87.10%	87.10%
Quality %	89.09%	90.42%	87.40%
Price %	82.46%	84.35%	84.74%
Delivery %	94.17%	97.74%	89.56%
Marketing Department %	89.09%	90.95%	89.58%
Accounting & Finance %	94.21%	94.52%	90.70%
Production Department %	91.94%	92.58%	90.62%
Quality Department %	88.37%	88.45%	88.64%
Average Satisfaction Level %	89.90%	91.29%	88.75%

*The information reported in this topic includes those of the following plants belonging to AAPICO Group: AH, AHP, AHR, AA, ASP, AF, and APC.

¹ This performance data includes operations of AAPICO Hitech Public Company Limited (AH) and its Rayong Branch (AHR), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging Public Company Limited (AF), AAPICO Precision Co., Ltd. (APC), AAPICO Plastics Public Company Limited, Head Office (APB), and its Rayong Branch (APR).



However, the results are not directly comparable to the previous year due to differences in assessment scope. By dimension, customers reported high satisfaction with the Finance and Accounting and Production functions, followed by Marketing and Delivery. This reflects operational effectiveness aligned with the SQCDM principles, particularly in Quality, Cost, and Delivery, which are key to building customer confidence. The results also indicate continued quality improvement efforts focused on error prevention at the source and reducing the risk of delivering non-conforming products. Nevertheless, improvement areas remain in Cost, product Quality, and the performance of the Quality Division, which directly affect customer experience and long-term competitiveness. In 2025, the Company implemented projects and measures to enhance performance in these areas.

One key initiative is the AI Cira Core Camera project, developed to enhance pre-delivery quality inspection. The system integrates Artificial Intelligence (AI) with a Programmable Logic Controller (PLC) to enable automated inspection. When non-conformance is detected, the system immediately stops the packaging process, allowing timely segregation and correction. This reduces the risk of delivering substandard products, improves inspection accuracy, shortens processing time, and supports efficient cost management. The Company also continued collaboration with customers under the TCC-TPS I-Group Jishuken project, built in the previous year. The project applies process analysis and improvements—such as production layout optimization and automated material handling to reduce unnecessary costs. As a result, processing time decreased by 41%, productivity increased by 35%, defects were reduced to zero, and overall costs declined by approximately 5%, exceeding targets. The project was recognized by customers, and the Company was selected as a benchmark organization for study visits by business partners.

Beyond operational results, the project also enhanced employee capabilities by strengthening skills and knowledge for practical application. One participating employee was promoted and received a salary adjustment in recognition of performance and demonstrated capabilities, reflecting the linkage between operational performance, employee development, and the Company's sustainable growth.

Customer Collaboration Projects to Enhance Quality and Production Efficiency

Based on the 2025 customer satisfaction results, the Company identified key improvement areas which are Cost, Product Quality, and the Performance of the Quality Division. To enhance performance in these areas, the Company and its subsidiaries have continuously implemented customer collaboration projects to systematically improve production processes and quality control, leading to increased efficiency, cost reduction, and improved product quality across the value chain. Key projects in 2025 include the following:

1. AI Cira Core Camera Project

The AI Cira Core Camera Project is one of the key initiatives reflecting the application of technology to enhance quality control processes. The Company has developed and implemented an automated inspection system integrating Artificial Intelligence (AI) with a Programmable Logic Controller (PLC) to replace manual inspection in the previous process. The system is capable of detecting product defects in real time and immediately halting the production process when non-conformance is identified, thereby effectively reducing the risk of delivering substandard products to customers. In addition to improving product quality, the project significantly enhances production

efficiency by reducing redundant inspection steps and minimizing the need to transport parts to external inspection points. This results in shorter internal transportation distances, reduced use of resources such as forklifts, and shorter overall processing time. The project not only reduces costs and increases productivity but also contributes to minimizing environmental impacts from energy use and transportation within the production process, reflecting an integrated approach to economic, social, and environmental development.



2. TCC-TPS I-Group Jishuken Project

The Company has continuously collaborated with customers under the TCC-TPS I-Group Jishuken Project, built in the previous year's initiative. The project applies Lean principles to analyze processes, reduce waste, and improve production efficiency and cost management. The Company and customers jointly identified root causes of inefficiencies and implemented improvements such as production layout optimization and automated material handling systems, reducing unnecessary steps and enhancing efficiency. As a result, processing time decreased by 41%, productivity increased by 35%, defects were reduced to zero, and overall costs declined by approximately 5%, exceeding targets. The project also strengthened strategic customer relationships and was recognized as a best practice, with the Company selected as a benchmark organization, reflecting joint efforts to enhance competitiveness and create sustainable value across the supply chain.



Supplier Relationship Management



Reporting Boundary

The Company emphasizes the importance of its business suppliers as stakeholders and recognizes their crucial role in achieving sustainable success. Therefore, the Company must manage its relationships with suppliers to ensure smooth business operations and mutual growth. This report discusses the activities and evaluation of suppliers' capabilities in adhering to quality systems, environmental management, occupational safety, engineering, delivery, cost management, and sustainable operations. It focuses specifically on the automotive parts manufacturing and distribution businesses in Thailand, covering a total of 12 companies, as they are the main businesses with a large customer base. Consequently, the raw materials and products obtained from these suppliers are highly significant for the Company's production and business operations.

Management Approach

Every year, the Company conducts a comprehensive evaluation and ranking of both new and existing suppliers to ensure the selection of suppliers and service providers with the capability to manufacture, supply products, and deliver services in accordance with the Company's requirements. The assessment is aligned with internationally recognized standards, including ISO 9001:2015, IATF 16949:2016, and ISO 14001:2015, with particular emphasis on quality and on-time delivery performance. Supplier evaluations consider multiple key criteria, including quality, pricing and cost competitiveness, delivery performance, occupational health and safety, environmental management, and financial stability. This approach enables the Company to ensure that its suppliers operate efficiently, transparently, and in accordance with good governance practices, while jointly demonstrating responsibility toward environmental and social impacts across the supply chain. Recognizing suppliers as strategic business partners, the Company has established a structured supplier engagement strategy. This includes inviting suppliers to participate in meetings and collaborative activities to communicate key corporate policies and expectations, such as the Business Code of Conduct, quality, pricing and delivery policies, transparency and anti-corruption policies, corporate social responsibility commitments, and safety requirements. These engagements also serve as a platform to provide feedback on suppliers' performance evaluations from the previous year. Prior to the annual supplier meeting and related activities, the Procurement Department conducts a risk, opportunity, and risk response assessment in accordance with the IATF 16949 framework. This process supports a systematic review of procurement operations and supplier relationships. Where gaps or weaknesses are identified, corrective actions and risk mitigation measures are defined and clearly communicated to the relevant suppliers.

Target

Indicator	Medium term Target (2030)	Short term Target (2022-2026)	Performance 2025
Coverage of annual supplier evaluation across key criteria including quality, delivery, pricing, safety, and environmental management	-	-	77.46% of the Company’s suppliers (134 suppliers out of 173 suppliers) received an A ¹ rating in the annual performance evaluation.
Coverage and success rate of ESG risk assessments	80% of Critical Tier 1 suppliers will be assessed and meet the ESG risk assessment criteria.	100% of the Company’s suppliers are subject to ESG performance assessments.	ESG assessment criteria were established and implemented for 100% of targeted suppliers. 84.97% the Company’s suppliers ¹ (147 suppliers out of 173 suppliers) were rated “Excellent” in ESG performance
Greenhouse gas emissions (GHG) reporting and reduction	Critical Tier 1 suppliers report Scope 1 and 2 GHG emissions or provide certified carbon footprint data for the products purchased by the Company.	Support suppliers that prioritize ESG to reduce GHG emissions within the Company’s Scope 3 boundary.	The Company communicated its expectations to 68 suppliers at the 2025 Supplier Annual Meeting, encouraging them to report Scope 1 and 2 GHG emissions and implement internal GHG reduction initiatives.
Thai Collective Action Against Corruption (Thai CAC) certification	At least one Critical Tier 1 supplier is certified as a member of the Thai CAC	Ensure 100% of suppliers declare their commitment to join the Thai CAC	No complaints related to corruption involving suppliers were reported. Communicated expectations and provided guidance to 68 suppliers on joining Thai CAC at the 2025 Supplier Annual Meeting.

¹ This performance data includes operations of AAPICO Hitech Public Company Limited (AH) and its Rayong Branch (AHR), as well as its subsidiaries: AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Leadtech Co., Ltd. (AL), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging Public Company Limited (AF), AAPICO Precision Co., Ltd. (APC), AAPICO Plastics Public Company Limited, Head Office (APB), and its Rayong Branch (APR).



Supplier Risk Management for Sustainability

The Company places strong emphasis on systematic supply chain management by integrating sustainability principles into the supplier risk assessment and monitoring process. This approach supports long-term collaboration based on transparency, responsibility, and good corporate governance.

Supply Chain Risk Analysis

A key element in the Company’s supply chain risk analysis is the identification of critical suppliers, determined by their vulnerability to business disruptions and their role in the production of automotive components—particularly in essential raw material groups such as steel.

Supplier Classification by Criticality

The Company and its subsidiaries under the automotive parts manufacturing business in Thailand, comprising a total of 12 companies, classify and prioritize suppliers based on the value of procurement and the level of impact on the Company’s core production processes and operations. This classification is used as a basis for supply chain risk management and to support business continuity. The suppliers can be categorized as follows:

Supplier Tier	Annual Procurement Value (THB/Year)	Role in the Supply Chain	Number of Suppliers in 2025
Critical Tier 1 Suppliers	Above 10,000,000	Suppliers with high impact on core operations or production processes	89 suppliers (9.52%)
Managed Suppliers	1,000,000 – 10,000,000	Suppliers with moderate impact on operations or production	258 suppliers (27.59%)
General Suppliers	Less than 1,000,000	Irregular or low-volume suppliers with minimal impact on the production line	588 suppliers (62.89%)

Risk, Opportunities and Response to Risks Assessment Steps



1. Risk Assessment, Opportunities and Risk Response

The purchasing department evaluates potential risks and impacts, including the severity level and likelihood of those impacts. It also analyzes opportunities and formulates appropriate risk management strategies in accordance with the IATF 1949 system.



2. The development of a plan to mitigate undesirable impacts (risks)

Specify the objectives of the project, the details of the implementation process, the timeline for operations, and the person responsible for carrying out the plan to mitigate risks.



3. Implementation of Risk Mitigation Measures According to the Plan

Execute operations according to the established plan, monitor the progress, prepare implementation reports, assign responsibilities for different parts of the plan, and document the results accordingly.



4. Reporting and Evaluation of Operational Outcomes

Provide a report on the progress and evaluate the effectiveness of the implemented activities by collecting feedback and suggestions to identify the most effective approaches, and apply the insights gained to continuously improve work processes.

Risk and Opportunity Assessment and Response to Risk

In the year 2025, the Company conducted risk assessments, opportunity assessments, and response to risks according to the IATF1949 system. It developed a plan to mitigate undesirable impacts (risks) and promptly implemented corrective measures to address those risks. The key risks identified, and the corresponding response can be summarized as follows:

Risk or opportunity require evaluation	Risks	Negative Impact	Severity Level	Likelihood	Average Severity Level and Likelihood	Opportunity	Severity Level	Likelihood	Average Severity Level and Likelihood	Action plans
Economic risks of suppliers	Quality and delivery do not meet the specifications	Production disruptions may lead to delayed deliveries.	3	2	6	Ensuring that suppliers have implemented Safety Stock improvements.	2	2	4	When delivery deadlines cannot be met, the Company works with suppliers to adjust strategies and processes. Suppliers must document revised schedules to notify the Company and update agreements, particularly for export-bound goods.
Environmental and social risks of suppliers	Suppliers do not adhere to the code of conduct or legal requirements	Production suspended due to unforeseen employee accidents.	3	2	6	Developing suppliers in areas vulnerable to legal risks.	2	2	4	The Company develops a comprehensive supplier assessment encompassing detailed environmental and social dimensions and regularly monitoring performance.
Price volatility of steel	Purchasing steel at higher prices during periods of steel price increases	This leads to higher costs and reduced profits.	3	2	6	Negotiating price agreements based on material prices	3	2	6	The Company implements a plan for price agreements that adjust up or down based on material prices.

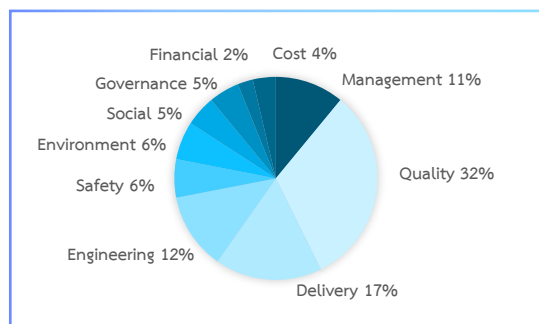


Assessment of Existing Suppliers

The company conducts both monthly and annual assessments of existing suppliers to evaluate their operational performance against the company’s standards and requirements, as well as to assess supplier-related risks that may affect business operations. The assessment framework consists of 8 core categories, each assigned a weighting that reflects its relative importance. As part of the annual assessment process, suppliers classified as high-risk are selected for on-site audits, while other suppliers are required to complete self-assessment questionnaires in accordance with their assigned risk level. In this regard, the Company has established systematic assessment criteria and related processes, as detailed below.

1. Assessment Categories and Weighting

- M - MANAGEMENT : Organizational and quality management
- Q - QUALITY : Quality control
- D - DELIVERY : Delivery performance
- E - ENGINEERING : Machinery and process control
- C - COST : Cost control
- F – FINANCIAL : Financial status
- S - SAFETY : Workplace safety
- ESG : Sustainability performance



2025 Annual Supplier Evaluation Form

All suppliers must provide supporting documents for assessment, including ISO 9001, IATF 16949, ISO 14001, IMDS, and labor and environmental compliance.

2. Scoring Methodology

Each assessment item is scored on a five-point scale, as follows:

Score	Definition
1	No action taken
2	Action taken, no written evidence
3	Written evidence, no formal policy
4	Action taken with formal policy
5	Extended to suppliers/stakeholders

Note: A score of 1, or a score below 4 on any items marked with an asterisk (*), will trigger the issuance of a Corrective Action Audit Report (TF-11-3) with recommended improvements.

3. Overall Grading Criteria for all 8 Categories

In 2025, the Company enhanced its Environmental, Social, and Governance (ESG) assessment criteria by aligning the grading system with other operational performance areas, ensuring consistency, transparency, and effective integration into supplier management decisions. Supplier performance is classified into four grading levels, as follows:

Grade	Score (%)	Management Approach
Grade A	80 – 100	Suppliers with “Good” performance and standardized management systems. These suppliers are expected to maintain their current level of performance.
Grade B	70 – 79	Suppliers with “Satisfactory” performance that is acceptable to the Company, with recommended improvements toward Grade A.
Grade C	60 – 69	Suppliers require follow-up and improvement. The Company will arrange clarification meetings and provide guidance. If a supplier receives Grade C for 4 consecutive months, the Company may consider reducing or suspending orders.
Grade D	< 60	This group requires urgent corrective action. If a Grade D is maintained for 3 consecutive months or occurs a total of 4 times within 1 year, the Company may consider reducing or suspending orders or removing the supplier from the Approved Supplier List (ASL).

4. Criteria for Selection of Supplier for Annual On-Site Audits

The Company applies a risk-based approach to select suppliers for annual on-site audits, using a risk-based scoring system to systematically prioritize suppliers across the supply chain. Suppliers with the lowest overall scores within their peer group are included in the annual on-site audit plan to enable in-depth assessment of performance in quality, environmental, social, and governance dimensions. Suppliers scoring 13 points or higher out of 15 are eligible for self-assessment. 5 key risk factors are assessed, with scores ranging from 1 (high risk) to 3 (low risk):

Risk Factor	The Criteria for Scoring		
	1 Point	2 Points	3 Points
Average monthly assessment	Below Grade A	Grade A	Grade A (100 points)
Previous annual assessment	Below Grade B	Grade B	Grade A
Quality management system certification	Certified but expired	ISO 9001 Certified	IATF 16949 Certified
Number of parts that partners is responsible for	10 parts or more	6-10 parts	1-5 parts
Number of end customers	5 customers or more	4-5 customers	1-3 customers

The resulting scores are used to determine the appropriate level of oversight and monitoring for each supplier, ensuring that supply chain management is effective, transparent, and aligned with the Company’s long-term sustainability objectives.

New Supplier Assessment

The Company requires all new suppliers to undergo assessment prior to engagement. In 2025, sustainability criteria were applied to ensure that suppliers align with the company’s environmental, social, and governance (ESG) standards. The assessment framework covers all key sustainability dimensions as follows:

1. Governance assessment

Suppliers are evaluated on governance practices to ensure transparent and ethical operations. This includes policies and implementation related to business ethics, supplier code of conduct, anti-corruption, whistleblowing mechanisms, and whistleblower protection. Assessment results are used for supplier selection and risk management. Where gaps are identified, corrective action plans are required and monitored.

2. Environmental Assessment

Suppliers are assessed to ensure appropriate environmental management aligned with relevant laws and standards. This includes certifications (e.g., ISO 9001, ISO 14001), energy and resource management, greenhouse gas reduction, pollution control, waste and wastewater management, and environmental dispute records. Non-compliance requires corrective action plans with ongoing monitoring.

3. Labor and Social Assessment



Suppliers are assessed to ensure compliance with labor laws, human rights, and occupational health and safety standards. This includes safety management, training, and provision of appropriate personal protective equipment (PPE), as well as fair employment practices (e.g., no child or forced labor, legal wages, and proper welfare). The Company also requires accessible and secure grievance channels with whistleblower protection and confidentiality. Results are used for supplier risk management, with corrective actions and follow-up as needed.



Performance

Coverage of Supplier Audits in 2025

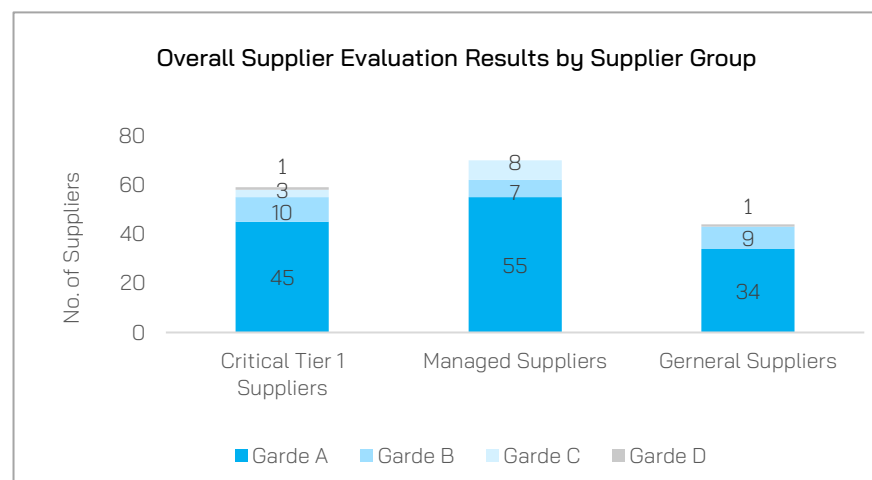
In 2025, a total of 173 existing suppliers were selected for annual evaluation, including both on-site audits and self-assessments, based on their direct impact on product quality. This was also the first year that 10 new suppliers were assessed using sustainability criteria, with 100% evaluated prior to engagement.

	New Partners Completing Self-Assessment Before Business 10 Suppliers	100% of all new suppliers
	Existing Suppliers Assessed in 2025 173 Suppliers	16.94% of all existing suppliers
Breakdown:		
Critical Tier 1 Supplier	59 Suppliers	66.29% of all Critical Tier 1 Suppliers
Onsite Audit	14 Suppliers	23.73% of evaluated Critical Tier 1 Suppliers
Self-assessment	45 Suppliers	76.27% of evaluated Critical Tier 1 Suppliers
Breakdown:		
Managed Supplier	70 Suppliers	27.13% of all Managed Suppliers
Onsite Audit	10 Suppliers	14.29% of evaluated Managed Suppliers
Self-assessment	60 Suppliers	85.71% of evaluated Managed Suppliers
Breakdown:		
General Supplier	44 Suppliers	6.53% of all General Suppliers
Onsite Audit	2 Suppliers	4.55% of evaluated General Suppliers
Self-assessment	42 Suppliers	95.45% of evaluated General Suppliers

Overall Results of Supplier Evaluation in 2025

The annual evaluation in 2025 covered the automotive parts manufacturing and distribution business in Thailand, comprising a total of 12 companies and 173 suppliers, as detailed below.

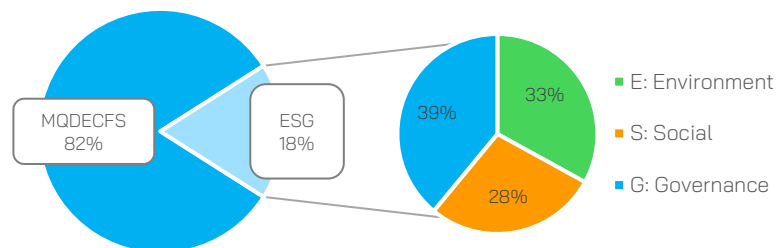
Grade	Total Score (%)	No. of Suppliers	Percentage of Suppliers (%)
Grade A	80 - 100	134	77.46
Grade B	70 - 79	26	15.03
Grade C	60 - 69	11	6.36
Grade D	Below 60	2	1.16
Total Suppliers Assessed	-	173	100.00



ESG Supplier Assessment Criteria for 2025

AAPICO Hitech public company limited (head office – AH), The Rayong branch (AHR), and its subsidiaries, comprising a total of 12 companies, conducted ESG assessments for 173 existing suppliers and 10 new suppliers. The new suppliers are currently undergoing self-assessment. In 2025, the Company applied ESG criteria—covering three key dimensions: Environmental (E), Social (S), and Governance (G) to score and categorize supplier risk levels. This approach reflects suppliers’ readiness for sustainable business operations and serves as a foundation for the Company’s future supply chain sustainability development plans.

ESG Evaluation Criteria and Rating Scale

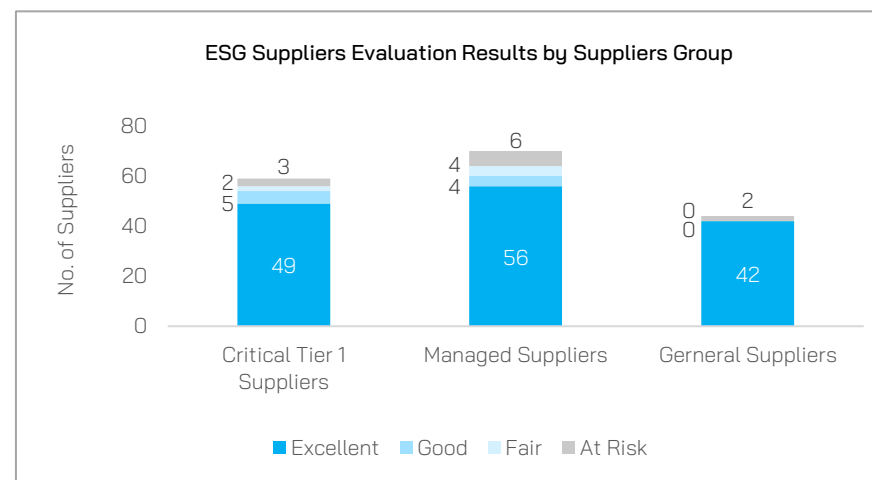


Rating	Score (%)	Definition
Excellent	Above 90	Comprehensive ESG management system with integration extended to suppliers and stakeholders in the supply chain.
Good	76 - 90	Well-documented ESG practices with clear policies across multiple areas.
Fair	60 - 75	Initial implementation in some ESG areas with limited documentation or continuity.
At Risk	Below 60	Lack of ESG implementation or clear evidence. Requires follow-up and additional support.

ESG Assessment Results for Existing Suppliers in 2025

The ESG assessment for 173 existing suppliers in 2025 was based on their readiness and performance across ESG dimensions. The results indicate that most suppliers were rated at an excellent level, reflecting a positive trend towards sustainable business practices overall. Key observations across each rating level are summarized as follows:

Rating	Score (%)	No. of Suppliers	Percentage of Suppliers (%)
Excellent	Above 90	147	84.97
Good	76 - 90	9	5.20
Fair	60 - 75	6	3.47
At Risk	Below 60	11	6.36
Total Evaluated Suppliers		173	100.00



Summary of ESG Evaluation Levels

- **Excellent** : The majority of suppliers fall within this category, totaling 147 (84.97%), reflecting strong ESG management systems and a high level of readiness.
- **Good** : 9 suppliers (5.20%) demonstrated solid ESG practices, with some areas requiring further improvement.
- **Fair** : 6 suppliers (3.47%) are in the early stages of ESG development, with several areas for improvement.
- **At Risk** : 11 existing suppliers (6.36%) remain in this category, comprising 3 core suppliers, 6 managed suppliers, and 2 general suppliers. These suppliers lack formal ESG implementation, such as clear policies, practices, or supporting documentation, and require close monitoring and continuous development support.

Breakdown of ESG Risks by Dimension

ESG Dimension	No. of At-Risk Suppliers	Percentage of all Evaluated Suppliers (%)
E: Environment	14	8.09
S: Social	5	2.89
G: Governance	13	7.51
E and S	3	1.73
E and G	7	4.05
S and G	3	1.73
All Three ESG Dimensions	2	1.16

Based on the assessment results, 2 suppliers were identified as being at risk across all three ESG dimensions. This indicates the absence of a systematic and continuous sustainability management foundation. As a result, the Company has designated these suppliers as a “priority improvement group” for further development and engagement in the next phase.

When considered by individual dimension, Environmental (E) and Governance (G) issues were identified as the most significant areas requiring attention, with 14 and 13 suppliers classified as high risk, respectively. In comparison, 5 suppliers were identified as having social (S) risks. These findings reflect existing operational gaps that require continuous improvement, particularly in the areas of environmental management and corporate governance. In 2025, the Company further enhanced its disclosure by incorporating multi-dimensional risk analysis, identifying suppliers exposed to risks in two or more ESG dimensions, highlighting the need for more integrated and systematic management.

To address these issues, the Company continuously monitors supplier compliance with its Code of Conduct and requirements through monthly follow-ups and at least one annual on-site audit, covering quality, safety, environmental compliance and performance, and social aspects. In cases of non-compliance, suppliers are required to implement corrective action plans (CAP), with close monitoring—prioritizing those with multi-dimensional risks—alongside technical guidance and best practice transfer to support risk mitigation and continuous improvement.

The Company also organizes annual supplier meetings to communicate policies, practices, and sustainability expectations, as well as to recognize outstanding performance in areas such as delivery, quality, and cost management, thereby encouraging continuous improvement across the supply chain.

Clear performance monitoring criteria are established. Suppliers consistently rated



a year, may be subject to order review, reduction, or removal from the Approved Vendor List (AVL), based on a comprehensive, fair, and risk-aligned assessment of overall performance across all relevant dimensions.

Supplier Policy Communication and Engagement

The company continuously communicates the supplier code of conduct and anti-corruption policy to its suppliers through notification systems and online response forms, aiming to promote transparency and ethical practices across the supply chain. In 2025, the company further enhanced supplier engagement by expanding the scope of policy communication to include environmental policy, encouraging suppliers to minimize environmental impacts, use resources efficiently, and comply with applicable laws and regulations, while supporting long-term sustainable supply chain practices. Suppliers are required to formally acknowledge and demonstrate their commitment to these policies. The collected responses are systematically categorized by supplier groups—Critical Tier 1, Managed Suppliers, and General Suppliers—to ensure comprehensive coverage across all segments. The results are summarized and used to support follow-up actions, performance evaluation, and supplier development planning. In addition, the acknowledgment data is incorporated into the Company’s assessment of supplier compliance with its requirements and serves as a baseline for supply chain risk management. Further details on the Supplier Code of Conduct, Anti-Corruption Policy, and Environmental Policy are available via QR code access.



Supplier Code of Conduct



Anti-Corruption Policy



Environment Policy

² The information covers AAPICO Forging PLC (AF), AAPICO Precision Co., Ltd. (APC), AAPICO Plastics Public Company Limited (APB), and its Rayong Branch (APR)

Results of Supplier Acknowledgment of the Supplier Code of Conduct

	All suppliers acknowledged	52.01%
	531 Suppliers	of all Suppliers
	Critical Tier 1 and Managed Suppliers acknowledged	61.38%
	213 Suppliers	of Critical Tier 1 and Managed Suppliers

Results of Supplier Acknowledgment of the Anti-Corruption Policy

	All suppliers acknowledged	18.32%
	187 Suppliers	of all Suppliers
	Critical Tier 1 and Managed Suppliers acknowledged	27.38%
	105 Suppliers	of Critical Tier 1 and Managed Suppliers

Results of Supplier Acknowledgment of the Environment Policy

	All suppliers acknowledged	16.36%
	167 Suppliers ²	of all Suppliers
	Critical Tier 1 and Managed Suppliers acknowledged	24.78%
	86 Suppliers	of Critical Tier 1 and Managed Suppliers

Sustainability Communication through the Annual Supplier Meeting

On March 7, 2025, the Company organized its annual supplier meeting to strengthen collaboration and shared understanding of sustainability within the supply chain. Suppliers involved in OEM-related businesses were invited to participate. Presentations were delivered by multiple functions, including Marketing, Procurement, Safety, Accounting, Logistics, and Quality Control.

Key sustainability topics communicated during the meeting included:

- Invitation for suppliers to participate in the CAC (Collective Action Coalition)
- Practical guidance on compliance with anti-corruption policies
- Communication of the Supplier Code of Conduct and related policies via the Company’s digital supplier management platform
- Whistleblowing channels ensuring confidentiality and protection
- Green Supply Chain initiatives, including greenhouse gas reduction in line with ISO 14064-1:2018, with a focus on collaboration with Critical Tier 1 suppliers for emissions disclosure and data sharing
- Environmental & Safety Policy, covering CO2 reduction targets, energy efficiency initiatives, and safety requirements for suppliers and contractors operating within the Company’s facilities



Total Suppliers participated in the 2024 Annual Meeting
68 Suppliers **6.66%** of all Suppliers

Breakdown: Critical Tier 1 Suppliers **28 Suppliers** **31.46%** of all Critical Tier 1 Suppliers

Breakdown: Managed Suppliers **29 Suppliers** **11.24%** of all Managed Suppliers

Breakdown: General Suppliers **11 Suppliers** **1.63%** of all General Suppliers



Supplier Engagement and Development in 2025

Enhancing Collaboration to Improve Supply Chain Efficiency

In 2025, the Company advanced supplier engagement and development from operational-level improvements to a more integrated supply chain management approach in collaboration with suppliers, focusing on efficiency, cost reduction, and environmental impact mitigation. A key initiative is the Vending Machine Project, which applies a centralized supply model in partnership with suppliers. The Company consolidated raw material deliveries from multiple suppliers into a one-stop service managed by a single provider, responsible for sourcing, consolidating, and supplying materials through on-site vending machines. This approach significantly reduced transportation trips—by 244 trips within the first six months (approximately 41 trips per month)—resulting in lower fuel consumption and logistics costs of approximately THB 41,000 (THB 6,800 per month). It also reduced procurement-related documentation by 84.72%, reflecting the adoption of digitalization and resource efficiency. In addition, the project significantly contributed to a reduction in greenhouse gas emissions from transportation activities, aligning with the Company’s environmental objectives. Beyond operational efficiency, the project reflects strategic collaboration between the Company and suppliers to optimize cost, quality, and environmental performance. The Company plans to expand this initiative to other subsidiaries in 2026 to further enhance group-wide supply chain efficiency.



Supplier Capacity Building through Structured Follow-up and Performance Improvement

In 2025, the Company strengthened its supplier development approach by extending from on-site audits to systematic post-audit follow-up, ensuring more tangible and continuous improvements. While previous efforts focused on audit and recommendations, the Company introduced evidence-based monitoring for the first time, requiring suppliers to develop action plans and submit supporting evidence to demonstrate improvement. Some suppliers are still adapting to this new approach, as it requires both understanding and resource readiness. Therefore, the Company provides close support through technical guidance, documentation assistance, and best practice sharing to enhance supplier capabilities over the long term. For suppliers assessed later in the year, action plans have been submitted and are currently follow-up to ensure effective improvement in future assessments. This approach reflects a transition from “assessment” to “development,” with the Company actively supporting suppliers in improving performance across quality, safety, environmental, and social aspects. This aligns with supplier capacity building and the promotion of sustainable collaboration across the supply chain.



Tax Governance



Reporting Boundary

The Company recognizes the importance of tax management as a hallmark of responsible and well-governed business operations. All taxes are accurately paid within the required timeframe, reflecting the Company's commitment to transparency with stakeholders and investors, who assess dividends based on post-tax earnings. Additionally, the Company has established a tax policy, endorsed by the Audit Committee, to serve as a guideline for all subsidiaries. AAPICO is firmly committed to complying with all relevant laws and regulations. This report presents information on the Company's tax management practices across its operations in both Thailand and overseas, covering all three of its core business groups.

Management Approach

The Company's tax policy serves as guidelines and procedures for associate companies, as follows

- 1. Compliance** - AAPICO aims to minimize the administrative burden involved in order to follow tax laws; while also fully and efficiently complying with the tax laws, rules, and regulations in the jurisdictions in which the AAPICO Group operates.
- 2. Transfer Pricing** - Using the arm's-length principle for transactions among companies within the AAPICO Group.
- 3. Accountability and Transparency** - The Company encourages paying taxes on time, while also providing all relevant information requested by the associated state's department without delay in order to accurately establish the Company's tax liabilities.
- 4. Preventing and reducing significant tax risks** - The Company places strong emphasis on the continuous development of its personnel's tax capabilities, alongside regularly monitoring and reviewing changes in tax laws and regulations to assess potential impacts on the Group's operations. Routine tax matters are handled internally by qualified personnel, while complex or material transactions are supported by external tax advisors with relevant expertise to ensure appropriate and compliant execution.
- 5. Tax planning** - The Company conducts its tax planning by appropriately utilizing tax incentives in full compliance with applicable laws, with transparency and without any policy of tax avoidance. Clear tax guidelines and practices have been established to ensure auditability and to mitigate the risk of errors that could result in penalties or surcharges.

Performance

In 2025, the Company had consolidated revenue of 26,167 million baht, with a profit before tax in the consolidated financial statements of 861 million baht, The Company paid taxes to the government in the amount of approximately 89 million baht at an effective tax rate of 10.3%, which is lower than the statutory rate. This is primarily due to corporate income tax exemptions granted for certain investment-promoted projects approved by the Board of Investment (BOI). The Company provides 56-1 One Report 2025 with contents that clarify additional details about the financial statements and the list of corporate income tax exemptions by accessing the Company's tax policy [here](#) and the [Company's website](#) or scanning the QR code.





ENVIRONMENT

- Environmental Policy
- Energy
- Water
- Waste
- Air Emission
- Biodiversity
- Organizational Carbon Footprint Verification

Environmental policy

One of AAPICO Group’s main businesses is the manufacturing of OEM automotive parts. Inevitably, this means that the Company’s operations will involve factories and the subsequent waste and emissions that such operations entail. However, the Company does recognize the importance of the environment and has therefore established an environmental management system and policy to be followed to preserve and continuously improve the environment. In 2025, the Company reviewed its environmental policy with an emphasis on practices related to environmental aspects that should be regularly monitored at all operational sites. The revised policy has been announced and communicated to all management, employees, and stakeholders. Also, this policy is available to the public.

All employees are committed to compliance with the following:

1. Protect the environment and conserve natural resources including energy. AAPICO strives to optimize the use of these resources while minimizing the environmental impacts, ensuring sustainability in all our operations.
2. Pollution is prevented by establishing objectives and targets. Implement and review it to minimize pollution.
3. Comply with environmental laws and regulations establishing comprehensive criteria to be the baseline for our operational practices
4. Continuously improve the environmental management system, production processes, services, and products of the Company in accordance with the requirements of the ISO 14001 standard.

The Company recognizes the importance of Climate change crisis and aims to be Carbon Neutrality by 2048. To ensure effective implementation, a dedicated policy for greenhouse gas emission control has been established separately from the general environmental policy. This separation provides clear operational guidelines and effective implementation. The policy has been announced and communicated to all management, employees, and stakeholders. Also, this policy is available to the public. All employees are committed to compliance with the following:

1. Apply the concepts of decarbonization and circular economy to production processes, services, and products according to the company’s policy and the requirements of the standard.
2. Encourage environmental and resource-conservative awareness in all employees.
3. Comply with environmental laws and greenhouse gas emission regulations according to the nationally determined contributions (NDCs) under the Paris agreement which is the Thai government aims to be Carbon Neutrality by 2050
4. Comply with the customers’ and other stakeholders’ environmental policies.
5. Disclose the verified amount of greenhouse gas emissions from factories yearly.



Environmental Policy



Carbon Neutrality Policy



Energy



Reporting Boundary

The Company recognizes the importance of energy efficiency as an integral part of sustainable business operations. This contributes to reducing production costs, enhancing business competitiveness, and minimizing environmental impacts on surrounding communities. Therefore, the Company encourages all personnel to be aware of and committed to effectively managing and controlling energy consumption. This report provides details of the Company’s performance and projects in energy consumption management. In 2025, It covers the operational areas of business units engaged in the manufacturing and distribution of automotive parts in Thailand, located in Ayutthaya, Chonburi, Rayong, and Samut Prakan provinces, totaling 12 companies.

Management Approach

According to the sustainability framework, the Company is committed to properly controlling energy consumption in the workplace because electricity and fuel are the major energy sources utilized in operations. As a result, the Company recognizes the importance of developing management standards and targets for decreasing energy usage to benefit the Company by lowering expenses and having negative impacts on the environment and community. The Company encourages its subsidiaries to create activities and innovations that control and reduce the amount of energy consumed within the Company through projects that improve the efficiency of machinery and electrical equipment, as well as extend the use of clean energy based on initiatives implemented in the previous year. Additionally, the Sustainability Development Committee has introduced more projects this year. All initiatives are required to deliver measurable and tangible outcomes to support reductions in energy consumption and greenhouse gas emissions across all 3 scopes.

The initiatives are structured around 4 main areas, as outlined below:

1. Promotion of Renewable Energy Use: The Company promotes the installation and utilization of electricity generated from renewable energy sources, such as solar power systems, to substitute energy derived from fossil fuels. These initiatives contribute to the reduction of Scope 2 GHG emissions while increasing the proportion of clean energy used in operations.
2. Improvement of Energy Efficiency in Manufacturing Processes: The Company continuously implements energy efficiency improvement measures, including the replacement of conventional lighting with LED systems and the

upgrading of machinery motors to higher-efficiency models. These initiatives help reduce energy consumption per unit of production and support the reduction of both Scope 1 and Scope 2 GHG emissions

3. Transition from Fuel-Based to Electric Energy: The Company supports the reduction of fossil fuel consumption by transitioning equipment and vehicles from fuel-based systems to electric alternatives, such as electric forklifts and electric vehicles for internal transportation. These measures directly contribute to the reduction of Scope 1 GHG emissions.

4. Promotion of Environmentally Friendly Industrial Gases: The Company encourages the adoption of environmentally friendly industrial gases, such as low-carbon argon, to reduce greenhouse gas emissions related to raw material sourcing and upstream supply chain activities, contributing to the management and reduction of Scope 3 emissions. The implementation and performance of these initiatives are overseen by C-Level executives, with regular monitoring, evaluation, and progress reviews conducted to ensure that energy management and greenhouse gas reduction efforts remain aligned with the Company’s strategic direction. These actions also support the Company’s long-term transition toward carbon neutrality.

Target

Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025 ¹
Electricity Consumption	Reduce 50% electricity consumption from the grid compared to the baseline year	Reduce electricity consumption per total of production by 4% per year	<ul style="list-style-type: none"> ■ Electricity consumption <ul style="list-style-type: none"> - Total electricity consumption decreased by 4.03% - Electricity consumption intensity per thousand pieces of production increased by 24.97% ■ Electricity from Solar consumption <ul style="list-style-type: none"> - Proportion of solar energy usage accounts for 6.32% of the total electricity consumption increased by 108.83% - Reduced energy costs by 6.75 million baht per year
Fuel Consumption	Reduce 50% oil and gas consumption compared to the baseline year	Reduce oil and gas consumption per total of production by 5% per year	<ul style="list-style-type: none"> ■ Oil-type Fuel consumption <ul style="list-style-type: none"> - Total oil fuel consumption decreased by 5% - Total oil fuel consumption intensity per thousand pieces of production increased by 24% - Diesel oil consumption decreased by 32.31% - Gasoline oil consumption increased by 21.54% ■ LPG Fuel consumption <ul style="list-style-type: none"> - LPG consumption decreased by 59.22% - LPG consumption intensity per thousand pieces of production increased by 48.55%

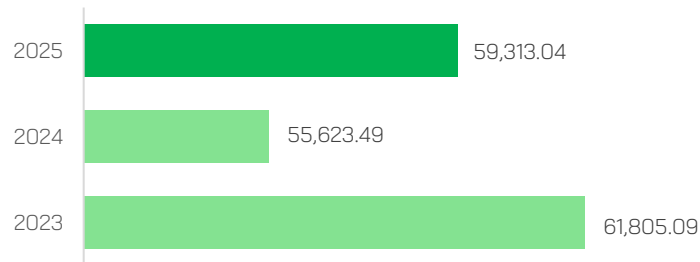
¹ Performance compared with the 2023 base year



Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025 ²
Fuel Consumption			<ul style="list-style-type: none"> ▪ Argon consumption <ul style="list-style-type: none"> - Total Argon consumption decreased by 13.05% - Total Argon consumption intensity per thousand pieces of production decreased by 48.55% - Proportion of low-carbon argon usage accounts for 99.74% of the total argon consumption ▪ Natural Gas (NG) consumption <ul style="list-style-type: none"> - NG consumption decreased by 54.36% - NG consumption intensity per thousand pieces of production decreased by 43.66%

Electricity Consumption Performance

Electricity Consumption 2022 - 2024 (MWh)



Total Electricity Consumption
59,313.04 MWh

Dropped by
4.03%

Electricity consumption intensity per thousand pieces of production increased by **24.97%**

² Performance compared with the 2023 base year

Electricity consumption volume and intensity per unit of production, categorized by type of production and facilities

Electricity Consumption	Performance			Performance 2025 compared to the base year 2023 (%)
	2023	2024	2025	
Metal forming, Jigs and dies businesses in Ayutthaya and Rayong provinces (AH AHA AHP AHT AL AHR)				
Electricity consumption (MWh)	17,675.34	16,021.65	17,608.01	Dropped by 0.38%
Electricity consumption intensity (MWh per thousand units of production)	0.18	0.21	0.25	Rose by 39.44%
Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)				
Electricity consumption (MWh)	16,151.84	14,015.04	15,554.16	Dropped by 3.70%
Electricity consumption intensity (MWh per thousand units of production)	0.99	1.34	1.07	Rose by 8.34%
Forging and Machining businesses in Chonburi province (AF APC)				
Electricity consumption (MWh)	17,137.30	15,974.62	16,377.51	Dropped by 4.43%
Electricity consumption intensity (MWh per thousand units of production)	1.69	1.73	1.82	Rose by 8.18%
Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)				
Electricity consumption (MWh)	10,840.61	9,612.18	9,773.36	Dropped by 9.84%
Electricity consumption intensity (MWh per thousand units of production)	0.41	0.43	0.43	Rose by 6.01%
Total electricity consumption in all facilities MWh)	61,805.09	55,623.49	59,313.04	Dropped by 4.03%
Total electricity consumption intensity in all facilities (MWh per thousand units of production)	0.40	0.47	0.51	Rose by 24.97%

In 2025, the Company collected electricity consumption data from its facilities, totaling 12 companies. The total electricity consumption was 59,313.04 megawatt-hours (MWh), representing a decrease of 4.03% compared with the base year. This reduction was driven by energy-saving measures such as improving machinery efficiency through motor replacement, installing inverters to control the operation of ventilation fan motors, implementing Programmable Logic Controller (PLC) systems to regulate exhaust fan energy consumption, optimizing electricity usage in cooling tower systems, and installing skylight roofing systems, among others. These initiatives helped reduce electricity consumption without affecting production machinery performance. However, due to a decline in production volume in 2025, the Company's electricity consumption intensity per unit of production increased by 24.97% compared with the base year. This was because certain machinery and systems still needed to remain in operation

during working hours to always maintain system and equipment conditions, even during periods without active production. As a result, the Company could not achieve its target of reducing electricity consumption per unit of production. The Company can summarize its energy management approach and detail the various projects as below

1. Enhancing Energy Efficiency and Reducing Energy Consumption in 2025

In 2025, the Company and its subsidiaries implemented various energy-saving projects focused on equipment upgrades, process improvements, and efficient resource utilization to achieve energy reduction goals and minimize greenhouse gas emissions with tangible and measurable results as follows:

1.1 Lighting system and Factory Infrastructure Projects

- Energy efficiency improvement project through the installation of skylight systems and the replacement of lighting systems with LED lighting.

In mid-2025, the Company expanded the installation and improvement of skylight roofing systems, together with the replacement of indoor lighting systems with LED lamps, at AAPICO Structural Products (ASP). The objective of this project is to maximize the utilization of natural daylight, reduce electricity consumption, and enhance overall operational efficiency within the organization. As part of the implementation, the Company was able to reduce reliance on electricity for lighting during daytime operations across a total of 42 locations and replaced 214 lighting units with LED lamps. Data collection and project monitoring commenced in July 2025 onwards. The results of the project demonstrate tangible energy efficiency improvements. Electricity consumption was reduced by approximately 10.50 megawatt-hours (MWh) per month, or 40.11% compared with the baseline consumption level. This also contributed to a reduction in Scope 2 greenhouse gas emissions of approximately 5.25 tCO₂e per month. In addition, the project helped reduce energy costs by approximately 44,000 THB per month.

Summary of performance over 6 month period



Energy Savings
62.98 MWh



Cost Savings
265k THB




GHG reduction
31.48 TonCO₂e


1.2. Machinery Efficiency Improvement Projects

Installation of Inverter System to Control Ventilation Fan Motor Operation Project

In late 2025, the Company implemented the installation of an inverter system to control the operation of ventilation fan motors used in welding assembly processes. The objective of this project is to reduce inrush current and improve energy efficiency in the production process. In addition, the inverter system helps extend the service life of motors and related mechanical equipment, resulting in reduced maintenance frequency and improved operational stability. As a result of the implementation, the Company was able to reduce electricity consumption by approximately 0.0037 megawatt-hours (MWh) per month, or 77.05% compared with the baseline consumption. This also contributed to a reduction in Scope 2 greenhouse gas emissions of approximately 0.0019 tCO₂e per month.

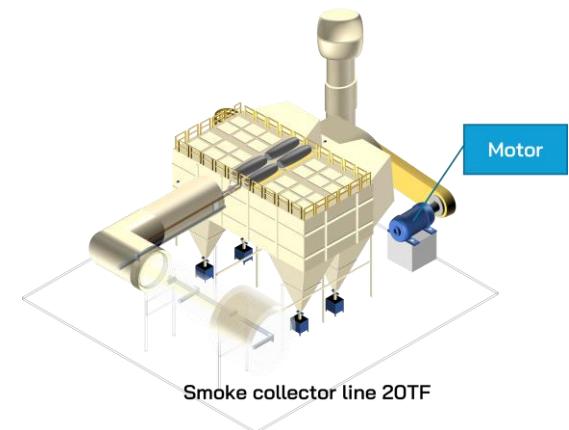
Summary of performance over 2 month period

 **Energy Savings**
7.31 MWh

 **GHG Reduction**
0.0037 TonCO₂e

Installation of Programmable Logic Controller (PLC) System for Controlling Energy Consumption of Exhaust Fans Project

AAPICO Structural Products Co., Ltd. (ASP) has implemented a project to install a control system for exhaust fan operations in the production line. The objective of this initiative is to improve electricity consumption efficiency in alignment with actual workload requirements and to reduce unnecessary energy usage in the manufacturing process. This project is a continuation of the 2024 initiative, further developing the control system to enable demand-based energy management through the installation of a Programmable Logic Controller (PLC). The system can communicate with the production line control system via a LAN network and controlling the blower motor speed at three levels: Low, Medium, and High. This operation is synchronized with the working conditions of robotic systems at different time periods and allows flexible adjustment of operating levels in accordance with actual usage requirements. As a result of this project implementation, the Company was able to reduce the average peak electricity demand to 1.38 megawatt-hours (MWh), compared with 1.39 MWh in 2024, representing a decrease of 1.14%. This improvement was achieved despite a 6% increase in production volume, resulting in a reduction in electricity demand charges of approximately 2,112 THB per month. In addition, when considering overall electricity consumption, the Company achieved an average reduction of 16.44 MWh per month, or 21.70%. This led to energy cost savings of approximately 70,000 THB per month.



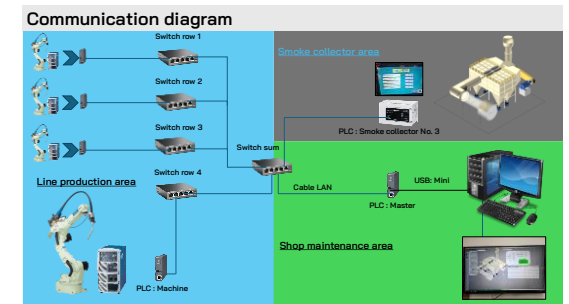
Summary of performance over 9 month period

 **Reduce peak electricity demand**
on average, reduced to **1.38** MWh

 **Energy Savings**
148 MWh

 **Cost Savings**
622k THB

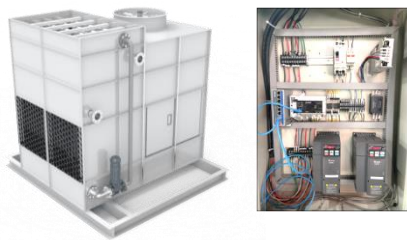
 **GHG Reduction**
73.98 TonCO₂e



■ **Energy Efficiency Improvement Project for Cooling Tower through Load-Based Control**

AAPICO Structural Products Co., Ltd. (ASP) implemented a Cooling Tower improvement project to enhance energy efficiency in its evaporative cooling system, which is used to remove heat from process water for reuse in production. Previously, the Cooling Tower operated at constant full load without adjustment to actual demand, leading to unnecessary electricity consumption, particularly from the fan motor, the system’s main energy user. To improve efficiency, a temperature-based automatic control system was installed to adjust fan speed according to cooling demand (load-based operation), ensuring optimal performance while reducing energy use. The system also helps extend equipment life and lower long-term operating costs. As a result, electricity consumption was reduced by 1.88 MWh per month (51.81%), resulting in cost savings of approximately 8,000 THB per month and a reduction of about 0.94 tCO₂e in Scope 2 greenhouse gas emissions per month.

Summary of performance over 4 month period



■ **High-efficiency motor replacement project**

The Company implemented an energy efficiency improvement project in the production process by replacing the motor of one metal stamping machine from an IE1 standard efficiency motor to a higher-efficiency IE3 motor, which offers improved energy performance. The new motor has been in operation since November 2025. As a result, the Company was able to reduce electricity consumption by approximately 0.16 megawatt-hours (MWh) per month, or 18.19% compared with the baseline. This also led to monthly energy cost savings of approximately 1,000 THB and a reduction in Scope 2 greenhouse gas emissions of approximately 0.08 tCO₂e per month.

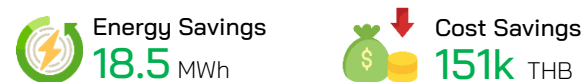
Summary of performance ove 2 month period



■ **Air dryer replacement project to improve the quality of compressed air from the air compressor system.**

AAPICO Forging Co., Ltd. (AF) implemented a Compressed Air System improvement project by replacing the air dryer to enhance the quality of compressed air by eliminating moisture, which is a key factor affecting production efficiency and process stability. The objective of the project is to reduce moisture-related issues in the compressed air system, which may cause equipment corrosion, contamination buildup, and operational instability. The new air dryer provides higher efficiency, improved air quality control, and better energy performance compared to the previous system. The results show that the new air dryer operates 100% efficiently, compared with 65% for the previous unit, while reducing power consumption from 13.52 kW to 8.93 kW. As a result, electricity consumption was reduced by 2.64 MWh per month, or 34%, leading to monthly energy cost savings of approximately 11,000 THB.

Summary of performance ove 7 month period



Renewable Energy Consumption

Performance

Renewable Energy Consumption 2023-2025 (MWh)



Total Solar Energy Consumption

3,748.71 MWh

Proportion of Solar Energy Consumption

6.32% of total electricity consumption

Cost savings

6.75M THB/year

GHG reduction

1,873.98 TonCO₂e/year



Total Wind Energy Consumption

130,889.01 MWh

Proportion of Wind Energy Consumption

100% of total electricity consumption³

The Company has expanded its rooftop solar power generation systems across 5 facilities in Phra Nakhon Si Ayutthaya Province, namely AAPICO Hitech Public Company Limited (AH), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), and AAPICO Leadtech Co., Ltd. (AL). These systems commenced electricity generation in April 2025 and 1 further installation in Chonburi Province was completed at AAPICO Precision Co., Ltd. (APC), which began generating electricity in November 2025.

In 2025, the proportion of solar energy consumption relative to total electricity usage at each plant was as follows: AAPICO Hitech Public Company Limited, Rayong

Branch (AHR) 16.72%; AAPICO Plastics Company Limited, Rayong Branch (APR) 16.25%; AAPICO Hitech Public Company Limited (AH) and AAPICO Hitech Automation Company Limited (AHA) 17.17%; AAPICO Hitech Parts Company Limited (AHP) 17.45%; AAPICO Hitech Tooling Company Limited (AHT) 21.49%; AAPICO Leadtech Company Limited (AL) 24.44%; and AAPICO Precision Company Limited (APC) 1.82%. As a result, the Company achieved total energy cost savings of THB 6.75 million. Compared with the base year, AHR and APR increased their solar energy usage by 19% and 2%, respectively, driven by improved energy management practices aligned with solar power generation periods. This enhanced the efficiency of renewable energy utilization and reduced long-term reliance on fossil fuel-based electricity. In addition, in 2025, the Company's subsidiary in Portugal used 100% wind-generated electricity, with a total consumption of 130,889.01 megawatt-hours (MWh). Of this amount, 87,254.46 MWh was consumed by AAPICO Maia Co., Ltd., while 43,634.55 MWh was consumed by AAPICO Agueda Co., Ltd. Compared with the previous year, electricity consumption at AAPICO Maia Co., Ltd. increased by 7%, while electricity consumption at AAPICO Agueda Co., Ltd. slightly decreased by 1%, resulting in an overall 4% increase in wind power consumption across both subsidiaries. The data has been verified and supported by renewable electricity certificates issued by EDP (Energias de Portugal). This reflects the Company's commitment to reducing dependence on fossil fuels and increasing the use of renewable energy to support long-term sustainability.

In addition, AAPICO Forging Public Company Limited (AF) procured renewable electricity certified under The International REC Standard (I-REC). The purchased electricity has an emission factor of 0.3921 kilograms of carbon dioxide equivalent

³ The total of electricity consumption which is the total usage FY'2024 in AAPICO Maia Company Limited (AMI), and AAPICO Agueda Co., Ltd. (AAG) in Portugal.

per kilowatt-hour (kgCO₂e/kWh), which is lower than the Thailand national grid emission factor of 0.4999 kgCO₂e/kWh, representing a reduction of approximately 21.5%. In 2025, AAPICO Forging Public Company Limited consumed 11,679.06 MWh of renewable electricity, which resulted in avoided greenhouse gas emissions of approximately 1,259 tCO₂e compared with electricity generated from the national grid based on the country’s average emission factor

Solar Rooftop Project

The Company has expanded solar rooftop power generation project to cover a total of 12 companies under its automotive parts manufacturing and distribution business in Thailand. This initiative supports the Company’s sustainability goals to increase the share of renewable energy use and continuously reduce greenhouse gas emissions. In 2025, the Company installed additional solar rooftop power systems at 6 more sites compared to the previous year. However, 4 subsidiaries were unable to complete the installations within this year due to installation constraints, as roof structures need to be reinforced to ensure strength and safety. The Company expects to complete the installations and commence the use of solar power in 2026. Details of the projected renewable energy generation volume and proportion for the Company and its subsidiaries in 2026 are presented in the table below.

Company and subsidiary	Renewable energy status	Expected Quantity and Proportion of Renewable Energy Generation Year 2026	
		Megawatt-hours	proportion ⁴
Ayutthaya Company and subsidiary			
- AAPICO Hitech PLC (AH) (Headquarters office)	Start generating in 2025	2,430	23.52%
- AAPICO Hitech Parts Co., Ltd. (AHP)			
- AAPICO Hitech Tooling Co., Ltd. (AHT)			
- AAPICO Hitech Automation Co., Ltd. (AHA)			
Ayutthaya subsidiary			
- AAPICO Leadtech Co., Ltd. (AL)	Start generating in 2025	203	29.16%
Rayong subsidiary			
- AAPICO Hitech Rayong (AHR)	Start generating in 2022	1,769.4	18.53%
- AAPICO Plastics Rayong (APR)			

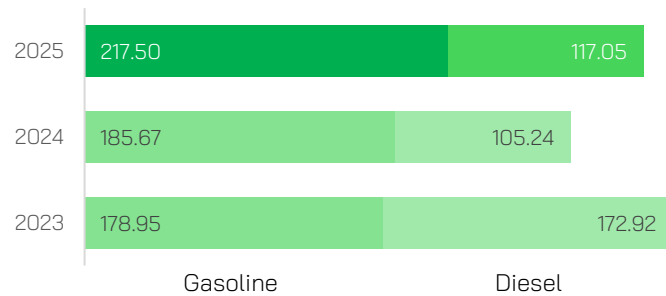
⁴ Compared to the electricity consumption of each facility in 2025



Company and subsidiary	Renewable energy status	Expected Quantity and Proportion of Renewable Energy Generation Year 2026	
		Megawatt-hours	proportion
Chonburi and Samutprakarn subsidiary - AAPICO Precision Co., Ltd. (APC) - AAPICO Amata Co., Ltd. (AA) - AAPICO Structural Products Co., Ltd. (ASP) - AAPICO Forging Public Limited Company (AF) - AAPICO Plastic PLC (Headquarters office) (APB)	(APC) Start generating in 2025 (AA, ASP, APB) in process of roof restructuring and the project is expected to start generating at the end of 2026	1,308	3.41%

Oil-type Fuel Consumption Performance

Oil-type Fuel Consumption 2023 - 2025 (kL)



Oil-type Fuel Consumption
334.55 kL

Dropped by
5%

Diesel consumption
Dropped by **32.31%**

Gasoline consumption
Rose by **21.54%**

Oil-type Fuel Consumption volume and intensity per unit of production, categorized by type of production and facilities

Oil-type Fuel Consumption	Performance			Performance 2025 compared to the base year 2023 (%)
	2023	2024	2025	
Metal forming, Jigs and dies businesses in Ayutthaya and Rayong provinces (AH AHA AHP AHT AL AHR)				
Gasoline consumption (kL)	82.61	90.14	121.80	Rose by 47.43%
Gasoline consumption intensity (kL per thousand units of production)	0.0008	0.0012	0.0017	Rose by 106.36%
Diesel consumption (kL)	113.26	52.45	59.33	Dropped by 47.62%
Diesel consumption intensity (kL per thousand units of production)	0.0011	0.0007	0.0008	Dropped by 26.68%
Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)				
Gasoline consumption (kL)	42.60	32.48	37.26	Dropped by 12.30%
Gasoline consumption intensity (kL per thousand units of production)	0.0026	0.0031	0.0026	Dropped by 1.33%
Diesel consumption (kL)	33.98	32.86	35.41	Rose by 4.19%
Diesel consumption intensity (kL per thousand units of production)	0.0021	0.0031	0.0024	Rose by 17.21%
Forging and Machining businesses in Chonburi province (AF APC)				
Gasoline consumption (kL)	26.42	27.75	30.87	Rose by 16.84%
Gasoline consumption intensity (kL per thousand units of production)	0.0026	0.0030	0.0034	Rose by 32.27%
Diesel consumption (kL)	6.62	4.63	4.88	Dropped by 26.31%
Diesel consumption intensity (kL per thousand units of production)	0.0007	0.0005	0.0005	Dropped by 16.59%



Fuel Consumption	Performance			Performance 2025 compared to the base year 2023 (%)
	2023	2024	2025	
Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)				
Gasoline consumption (kL)	27.32	35.30	27.47	Rose by 0.55%
Gasoline consumption intensity (kL per thousand units of production)	0.0010	0.0016	0.0012	Rose by 18.24%
Diesel consumption (kL)	19.06	15.29	17.44	Dropped by 8.50%
Diesel consumption intensity (kL per thousand units of production)	0.0007	0.0007	0.0008	Rose by 7.60%
Total Gasoline consumption in all facilities (kL)	178.95	185.67	217.50	Rose by 21.54%
Total Gasoline consumption intensity in all facilities (kL per thousand units of production)	0.0012	0.0016	0.0019	Rose by 58.27%
Total Diesel consumption in all facilities (kL)	172.92	105.24	117.05	Dropped by 32.31%
Total Diesel consumption intensity in all facilities (kL per thousand units of production)	0.0011	0.0009	0.0010	Dropped by 11.85%
Total fuel consumption in all facilities (kL)	351.88	290.91	334.55	Dropped by 5%
Total fuel consumption intensity in all facilities (kL per thousand units of production)	0.0023	0.0025	0.0029	Rose by 24%

In 2025, the Company collected data on gasoline and diesel consumption covering production processes, company vehicle usage, business travel on behalf of the Company, employee transportation benefits, and internal logistics. The data reflects fuel consumption across the operational areas of a total of 12 companies.

The results for 2025 showed that the Company’s total fuel consumption was 334.55 kiloliters, representing a 5% decrease from the base year. The Company successfully achieved its short-term target for reducing fuel consumption. When classified by fuel type, diesel consumption decreased by 32.31%, while gasoline consumption increased by 21.54%. When analyzed by production category, the details are as follows:



Metal forming, Jigs and dies businesses in Ayutthaya and Rayong provinces (AH AHA AHP AHT AL AHR)

5 subsidiaries located in Ayutthaya Province reported a significant increase in gasoline consumption and gasoline intensity per unit of production. This was primarily driven by an increase in employee fuel allowances included in salaries, as well as higher usage of company vehicles, while overall production declined compared with the baseline year. For diesel consumption, however, the Company and its subsidiaries recorded a decrease in total usage, mainly due to the transition from fuel-powered forklifts to electric forklifts, as well as improved logistics management, including the consolidation of delivery schedules to reduce transportation trips. As a result, although production decreased compared with the baseline year, diesel consumption declined at a higher rate, leading to a reduction in both total diesel consumption and diesel intensity per unit of production.

Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)

Both subsidiaries reported a slight decrease in gasoline consumption and gasoline intensity per unit of production, mainly due to reduced use of company vehicles, despite lower production levels compared with the baseline year. However, diesel consumption increased, primarily due to higher employee fuel allowances included in salaries and increased diesel usage for fire pump operations. Combined with the decline in production volume, this resulted in an increase in diesel consumption intensity per unit of production.

Forging and Machining businesses in Chonburi province (AF APC)

Both subsidiaries recorded a decrease in gasoline consumption and gasoline consumption intensity per unit of production, primarily due to reduced use of internal company vehicles. This was achieved despite AAPICO Forging's production volume decreasing by 19% compared to the base year. Diesel consumption also decreased for both companies, mainly due to lower production volumes, which resulted in fewer delivery trips to customers.

Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)

Both subsidiaries reported a slight decrease in gasoline consumption and gasoline intensity per unit of production, mainly due to lower employee fuel allowances and reduced use of company vehicles, despite a decline in production compared with the baseline year. For diesel consumption, both companies recorded a reduction in fuel usage due to improved logistics management, including the consolidation of delivery schedules and reduced shipment frequency. However, since production declined by 15% compared with the baseline year, diesel consumption intensity per unit of production increased.

In 2025, the Company implemented various initiatives aimed at managing and reducing fuel consumption in alignment with its sustainability strategy. The key projects are summarized be

1. Data Collection Coverage

The Company, under its automotive parts manufacturing business in Thailand comprising 12 entities, has implemented comprehensive data collection on fuel reimbursements related to employee travel, including fuel allowances embedded in employee salaries. This enhanced coverage provides a more accurate reflection of overall fuel energy consumption. Companies within the metal stamping and welding component manufacturing business in Chonburi Province, as well as the metal stamping components, tooling, and stamping die manufacturing businesses in Phra Nakhon Si Ayutthaya and Rayong Provinces, recorded increases in both diesel and gasoline consumption, respectively. This was mainly due to employee travel allowances for the use of diesel and gasoline vehicles. Meanwhile, other companies reported an increase in gasoline consumption because of more detailed and comprehensive fuel allowance data collection for employee transportation. In cases where the type of fuel could not be identified, the Company applied a standard assumption of gasoline, in accordance with the Corporate Carbon Footprint calculation guidelines, to ensure consistency in greenhouse gas assessment.

In addition to improved data coverage, the overall increase in fuel consumption was also driven by higher internal vehicle usage due to operational needs, while production volumes declined because of economic conditions and volatility in the automotive industry. As a result, fuel consumption intensity relative to production output increased. Nevertheless, the Company remains committed to continuously improving data collection coverage and implementing efficient energy management practices to support future energy reduction targets.

2. Increasing the use of electricity in place of fuel oil

- **The Transition Fuel Type for Forklifts Project**

The Company and its subsidiaries under the metal stamping components, tooling, and stamping die manufacturing business in Phra Nakhon Si Ayutthaya Province operate diesel-powered forklifts. In 2025, the Company transitioned 11 out of 12 forklifts from diesel to electric systems, comprising 5 units at AAPICO Hitech Public Company Limited, Head Office (AH), and 6 units at AAPICO Hitech Parts Company Limited (AHP). Currently, only 1 diesel-powered forklift remains in operation. As a result of this transition, diesel consumption was reduced by 50.67 kiloliters, or 95.08% compared to the base year. This initiative also led to a reduction in direct Scope 1 greenhouse gas emissions of 140.82 tCO₂e.



Diesel consumption for forklifts
50.67 KL

Dropped by
95.08%



Scope 1 GHG reduction
140.82 TonCO₂e

3. Energy Efficiency Improvement

In addition to transitioning from fuel-based to electric transportation, the Company has focused on improving transportation efficiency to further reduce fuel consumption. This includes optimizing logistics planning through the consolidation and reduction of delivery trips, thereby minimizing fuel usage in operations. To support this approach, dedicated working teams have implemented various initiatives to enhance transportation management efficiency. As each project has a different implementation timeline and completion period, the Company reports monthly performance to systematically reflect project outcomes. Details of these initiatives are presented below.

- **Automated vending machine procurement for office and factory supplies**

AAPICO Forging Co., Ltd. (AF) has implemented a project to change the procurement model for office supplies and factory consumables, such as paper and gloves. Previously, these items were purchased from 15 different suppliers, each making regular deliveries to the site. This resulted in complex management, increased transportation burden, and higher greenhouse gas emissions from logistics activities. The Company has therefore centralized procurement through a single main supplier providing an automated vending machine system. The supplier delivers and replenishes items stocked in vending machines installed on-site, allowing employees to conveniently and efficiently access required supplies. Under this system, usage quotas and entitlements are assigned to each employee based on job requirements, enabling direct self-service procurement through the vending machines. This reduces administrative steps in the traditional requisition process and improves resource control efficiency. As a result of this initiative, the Company reduced monthly delivery trips from multiple suppliers by 41 trips, or 84.72%, resulting in cost savings of THB 6,800 per month and a reduction in Scope 3 greenhouse gas emissions from upstream logistics activities of 0.46 tCO₂e per month. In addition, the project helps reduce unnecessary material usage, minimize waste, and improve inventory management efficiency.

Monthly performance summary



Trips reduction
41 trips



Cost Saving
6,800 THB



GHG reduction
0.46 TonCO₂e

■ **Transportation management project to reduce trips and improve logistics efficiency**

AAPICO Leadtech Co., Ltd. (AL) has implemented a project to improve transportation efficiency for customer deliveries, focusing on reducing the number of delivery trips and increasing load optimization per trip to achieve maximum logistics efficiency. Based on transportation data analysis, deliveries to one customer were found to be suboptimal, with shipments made approximately five days per week, even though some trips carried relatively low volumes. This resulted in inefficient use of transportation resources. The Company therefore developed a transportation management plan by consolidating multiple product deliveries on each trip to reduce the number of shipments and increase load per trip. The plan was presented to the customer and implemented after approval.

As a result, the Company was able to reduce delivery trips by 12 trips per month, or 58.15%, resulting in transportation cost savings of approximately THB 28,000 per month and a reduction in Scope 3 greenhouse gas emissions from logistics activities of approximately 0.30 tCO₂e per month.

Monthly performance summary



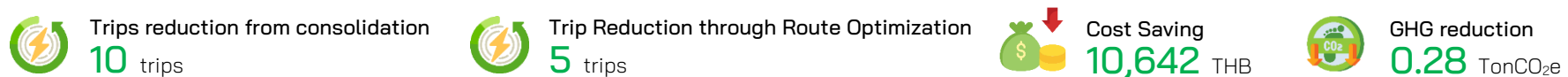
■ **Route optimization for shipment consolidation and trip reduction**

AAPICO Plastics Public Company Limited in Rayong Branch has implemented a transportation efficiency improvement project focusing on shipment consolidation and route optimization. The objective is to enable deliveries to multiple destinations within a single route instead of using separate vehicles for each destination.

The project was carried out through transportation analysis and route planning to ensure optimal vehicle utilization in line with delivery routes and shipment volumes. The Company has adjusted its delivery model to consolidate shipments with similar routes into a single transport trip, resulting in improved load efficiency and more effective use of transportation resources.

As a result of the project, the Company reduced delivery trips through consolidation by 10 trips per month and optimized transportation routes by 5 trips per month, representing reductions of 81.94% and 86.11%, respectively. This led to transportation cost savings of approximately THB 10,642 per month and a reduction in Scope 3 greenhouse gas emissions from logistics activities of approximately 0.28 tCO₂e per month.

Monthly performance summary



Truck type conversion project to improve transportation efficiency

AAPICO Amata Company Limited (AA) has analyzed transportation data to enhance logistics efficiency and reduce environmental impact. The assessment revealed that deliveries to customers were primarily carried out using 6-wheel trucks, despite the large volume of products being transported. As a result, multiple vehicles were required for delivery, while some trips operated below full loading capacity. This led to inefficient utilization of transportation resources and an unnecessary increase in the number of delivery trips. The Company therefore implemented a project to change the truck from 6-wheel trucks to trailers, which have higher loading capacity. This enabled more consolidated shipments per trip and reduced the number of delivery trips by 59 trips per month, or 50%.

As a result, the Company achieved transportation cost savings of approximately THB 47,000 per month and reduced Scope 3 greenhouse gas emissions from logistics activities by approximately 0.58 tCO₂e per month. The project improved load efficiency, reduced fuel consumption per transport unit, and lowered environmental impact, while also enhancing resource utilization efficiency and reducing operating costs.

Monthly performance summary



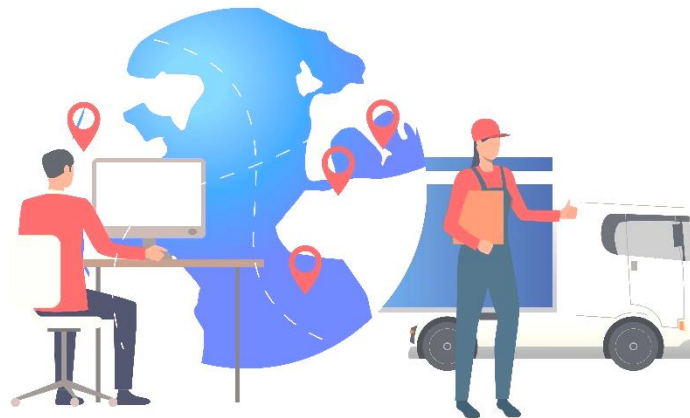
Trips reduction
59 trips



Cost Saving
47,000 THB



GHG reduction
0.58 TonCO₂e



Gas Fuel Consumption

Performance

The Company and its subsidiaries have collected data on gas fuel consumption within the automotive parts manufacturing and distribution business in Thailand, covering a total of 12 companies. The data covers three types of gases, including Liquefied Petroleum Gas (LPG), Argon Gas (both standard and low-carbon types), and Natural Gas (NG). The type and volume of gas consumption vary across facilities, depending on the specific production processes and maintenance activities.

Gas Fuel Consumption volume and intensity per unit of production, categorized by type of production and facilities

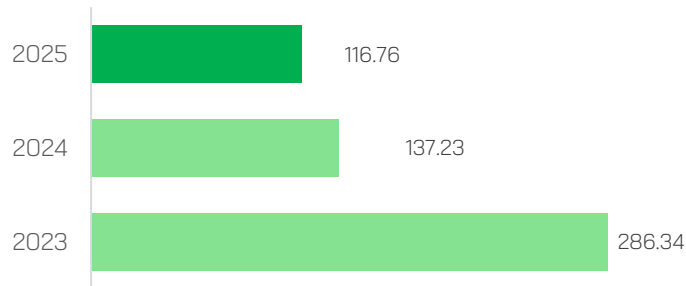
Gas Fuel Consumption	Performance			Performance 2025 compared to the base year 2023 (%)
	2023	2024	2025	
Metal forming, Jigs and dies businesses in Ayutthaya and Rayong provinces (AH AHA AHP AHT AL AHR)				
LPG consumption (Tons)	41.68	28.20	33.35	Dropped by 20%
LPG consumption intensity (Tons per thousand units of production)	0.00062	0.00056	0.00067	Rose by 9.15%
Argon consumption of both conventional and low-carbon types (Tons)	44.45	41.53	17.11	Dropped by 61.51%
Argon consumption intensity both conventional and low-carbon types (Tons per thousand units of production)	0.00066	0.00082	0.00034	Rose by 25.40%
Low-Carbon Argon Consumption Replacing Conventional Argon (2025 Performance Compared to 2024)				
Low Carbon Argon consumption (Tons)	-	4.14	14.16	Rose by 241.68%
Low Carbon Argon consumption intensity (Tons per thousand units of production)	-	9.98%	82.73%	Rose by 729.41%
Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)				
LPG consumption (Tons)	131.48	50.45	22.14	Dropped by 83.16%
LPG consumption intensity (Tons per thousand units of production)	0.0081	0.0048	0.0015	Dropped by 81.06%
Argon consumption of both conventional and low-carbon types (Tons)	1,368.63	1,186.05	1,211.39	Dropped by 11.49%
Argon consumption intensity both conventional and low-carbon types (Tons per thousand units of production)	0.0838	0.1134	0.0834	Dropped by 0.42%



Gas Fuel Consumption	Performance			Performance 2025 compared to the base year 2023 (%)
	2023	2024	2025	
Low-Carbon Argon Consumption Replacing Conventional Argon (2025 Performance Compared to 2024)				
Low Carbon Argon consumption (Tons)	-	242.92	1,211.39	Rose by 398.68%
Low Carbon Argon consumption intensity (Tons per thousand units of production)	-	20.48%	100%	Rose by 388.25%
Forging and Machining businesses in Chonburi province (AF APC)				
LPG consumption (Tons)	77.60	37.22	37.11	Dropped by 52.17%
LPG consumption intensity (Tons per thousand units of production)	0.0076	0.0040	0.0041	Dropped by 45.85%
Conventional Argon consumption (Tons)	0.18	0.15	0.24	Rose by 29.41%
Conventional Argon consumption intensity (Tons per thousand units of production)	2.94E-05	2.80E-05	4.70E-05	Rose by 59.76%
Natural Gas (NG) consumption (MMBtu)	4.31E6	3.42E6	1.97E6	Dropped by 54.36%
Natural Gas (NG) consumption intensity (MMBtu per thousand units of production)	698.19	639.83	393.38	Dropped by 43.66%
Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)				
LPG consumption (Tons)	35.57	21.35	24.15	Dropped by 32.10%
LPG consumption intensity (Tons per thousand units of production)	0.0013	0.0010	0.0011	Dropped by 20.16%
Total LPG consumption in all facilities (Tons)	286.34	137.23	116.76	Dropped by 59.22%
Total LPG consumption intensity in all facilities (Tons per thousand units of production)	0.0024	0.0015	0.0012	Dropped by 48.55%
Total Natural Gas (NG) consumption in all facilities (MMBtu)	4.31E6	3.42E6	1.97E6	Dropped by 54.36%
Total Natural Gas (NG) consumption intensity (MMBtu per thousand units of production)	698.19	639.83	393.38	Dropped by 43.66%
Total Argon consumption in all facilities (Tons)	1,413.26	1,227.73	1,228.81	Dropped by 13.05%
Total Argon consumption intensity both conventional and low-carbon types (Tons per thousand units of production)	0.0156	0.0185	0.0136	Dropped by 48.55%
Total Low Carbon Argon in all facilities (Tons)	-	247.06	1,225.55	Rose by 396.05%
Proportion of Low-Carbon Argon Consumption to Total Argon Consumption Across All facilities (%)	-	20.12%	99.74%	Rose by 395.64%

1. LPG Consumption

LPG consumption 2023 - 2025 (Tons)



LPG Consumption
116.76 Tons

Dropped by
59.22%

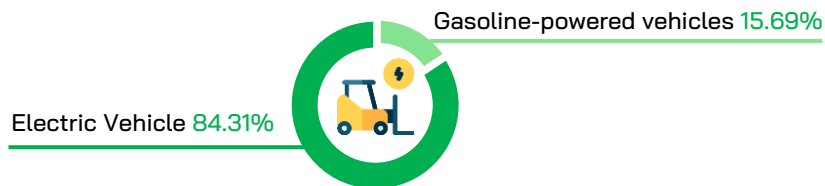
GHG reduction from LPG combustion
0.54 TonCO₂e / year

In 2025, the Company collected comprehensive data on LPG consumption across various activities, including production processes, maintenance operations, forklift usage, and cooking activities. The total LPG consumption was 116.76 tons, representing a 59.22% decrease from the 2023 base year. This reduction was mainly driven by the gradual replacement of LPG-fueled forklifts with electric forklifts (EV forklifts) to improve energy efficiency and reduce environmental impact.

The Company and its subsidiaries have continuously transitioned forklifts from both LPG and diesel fuel types to electric forklifts since 2024, with the objective of reducing the use of LPG and diesel, which contributes significantly to greenhouse gas emissions, and promoting the use of cleaner energy sources.

In 2025, the 12 automotive parts manufacturing companies in Thailand operated a total of 51 forklifts, comprising 43 electric forklifts (84.31%) and 8 internal combustion forklifts using LPG and diesel (15.69%). Compared with the 2023 base year, LPG consumption from forklifts decreased by 175.14 tons, or 80.95%, resulting in a reduction of 561.21 tCO₂e in direct Scope 1 greenhouse gas emissions. After accounting for emissions from electricity used to charge electric forklifts, the net greenhouse gas reduction from the project amounted to 373.13 tCO₂e compared with the base year.

Results of the forklift electrification initiative in 2025



Diesel Forklift reduction
50.67 kL

Dropped by
95.08%



LPG Forklift reduction
175.14 Tons

Dropped by
80.95%

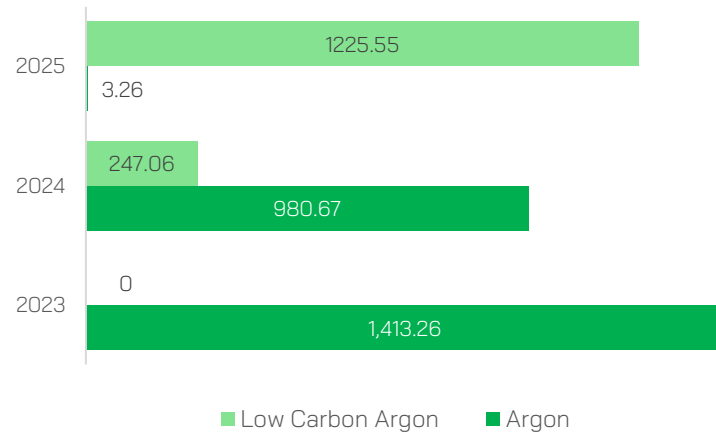


GHG Reduction Scope 1
373.13 TonCO₂e

Cost Saving
1.43M THB

2. Argon Consumption

Argon consumption 2023 - 2025 (Tons)



Argon consumption
1,228.81 Tons

Dropped by
13.05%

Proportion of Low Carbon Argon consumption
99.74% of total argon consumption

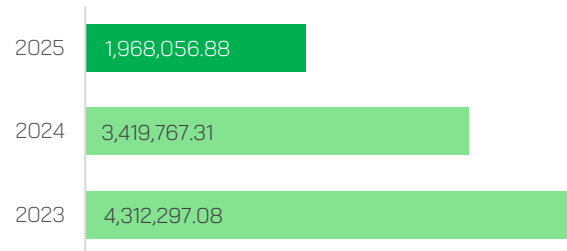
GHG reduction
of Low Carbon Argon consumption
52.33 TonCO₂e/year

Indicator	Unit	2023	2024	2025
Total argon consumption (Conventional and Low-carbon argon)	Tons	1,413.26	1,227.73	1,228.81
Argon Consumption Intensity (Conventional and Low Carbon) per Thousand Units of Production	Tons /Thousand units of production	0.0156	0.0185	0.0136
Total low-carbon argon consumption	Tons	-	247.06	1,225.55
Low-carbon Argon Consumption Intensity per Thousand Units of Production	Tons /Thousand units of production	-	0.0044	0.0203
Greenhouse Gas Emissions under Baseline Scenario (Total Consumption of Conventional Argon; Emission Factor = 0.0847 tCO ₂ e per ton)	tCO ₂ e	119.70	103.98	104.07
Actual Greenhouse Gas Emissions (Based on Combined Consumption of Conventional and Low-carbon Argon; Emission Factor for Low-carbon Argon = 0.042 tCO ₂ e per ton)	tCO ₂ e	119.70	93.44	51.74
Total Greenhouse Gas Emissions Reduction	tCO₂e	-	10.54	52.33

In 2025, the Company and its subsidiaries under the automotive parts manufacturing business in Thailand, comprising 8 companies, recorded argon gas consumption of 1,228.81 tons in production and maintenance processes, a decrease of 13.05% from the previous year. This decline was mainly due to lower production volumes, which reduced the demand for argon in manufacturing processes, mold repair activities, and raw material quality inspections. In addition, to support greenhouse gas reduction, the Company has progressively shifted to low-carbon argon gas, which has a 50% lower emission factor (EF), since October 2024, and has continuously increased its usage. This initiative supports the use of low-carbon materials and helps reduce Scope 3 greenhouse gas emissions. As a result, the proportion of low-carbon argon gas usage increased significantly, reaching approximately 99.74% of total argon consumption in 2025. The Company assessed emissions reduction by comparing a baseline scenario using conventional argon (EF = 0.0847 tCO₂e/tons) with actual usage incorporating low-carbon argon (EF = 0.042 tCO₂e/tons). The results showed that the transition to low-carbon argon reduced greenhouse gas emissions by approximately 10.54 tCO₂e in 2024 and further increased to 52.33 tCO₂e in 2025 compared with the baseline scenario. This reflects the effectiveness of the Company’s strategy to expand the use of low-carbon materials and reinforces its commitment to continuous greenhouse gas reduction across all operations.

3. Natural Gas Consumption (NG)

Natural Gas consumption 2023 - 2025 (Tons)



Natural Gas consumption
1,968,056.88 MMBtu

Dropped by
54.36%

Proportion of Natural Gas consumption per unit of production
393.38 MMBtu per ton of production

Dropped by
43.66%

Within the automotive parts manufacturing and distribution business in Thailand, only AAPICO Forging Public Company Limited (AF) uses natural gas (NG) in its production process. In 2025, total natural gas consumption was 1,968,056.88 MMBtu, representing a 54.36% decrease from the base year. When measured against production output, natural gas intensity was 393.38 MMBtu per thousand units produced, a reduction of 43.66% compared with the base year. This decline has continued consistently from 2023 to the present, mainly because most products manufactured in 2025 did not require NG-intensive processes, combined with lower production volumes. This significant reduction reflects the effectiveness of the Company’s production process optimization and energy management measures.

Water



Reporting Boundary

AAPICO Group realizes the importance of water as a resource, as it is a valuable resource for any industrial business and is also a limited resource which is crucial for human survival. As a result, the Company developed an approach to utilize water efficiently and regularly monitor the water leakage point to avoid wasting water, which wastes valuable resources and money. This report will give details of the Company’s performance in water consumption management. In 2025, the Company expanded its reporting scope to cover all 12 automotive parts manufacturing facilities in Thailand, including those in Ayutthaya, Samut Prakan, Chonburi, and Rayong provinces. The primary objectives of this initiative are to develop a verified greenhouse gas inventory and to support future planning for water consumption reduction.

Management Approach

Although the Company’s water consumption in production is minimal, most of its water consumption is for domestic purposes within the facilities and for employee use. However, the Company recognizes the importance of water conservation and is committed to fostering awareness among employees to use water responsibly and sustainably. The Company has implemented comprehensive environmental policies and management initiatives aligned with ISO 14001 standards, with a focus on promoting responsible water usage. These policies are consistently communicated to all executives and employees, ensuring strict adherence in support of the Company’s sustainability objectives.

Additionally, the Company has undertaken various water management initiatives, focusing on three key strategies:

1. Reducing water consumption in production processes and maximizing efficiency
2. Encouraging employees to conserve water in offices and production facilities
3. Regularly monitoring water quality and maintaining water systems to prevent leaks and water loss



The Company has implemented the following key projects

1. Wastewater Quality Monitoring Project

Although the Company is located within an industrial estate, it conducts regular annual wastewater quality monitoring to ensure that the effluent discharged from the facility is safe for the environment and surrounding communities, and that it complies with the standards established by the industrial estate authority

2. Classification Screening Project for Production Processes

In the production processes of the subsidiary, water or coolant water is used in lathe machines and machining machines to reduce heat and friction during machine operations. The water used in the production process is treated through a Reverse Osmosis (RO) system, which provides a high level of filtration. However, the RO filtration process yields only approximately 15% of RO water from the input raw water. As a result, RO water is relatively costly due to the high consumption of tap water required for filtration, leading to increased production costs.

The Company conducted research to explore the feasibility of using alternative water types instead of RO water for mixing with coolant used in machinery. In this study, water was filtered to produce soft water, which is comparable in quality to RO water. The filtration process yields approximately 90% Soft water from the input raw water. When the Company tested the coolant prepared using soft water in machinery operations, it was found to perform equivalently to RO water. It did not cause any residue formation inside the machines, and no damage to the workpieces was observed. To ensure confidence among customers and all stakeholders, the Company submitted the soft water-based coolant for hardness and corrosion testing through an external laboratory. The results indicated that the coolant mixed with soft water was within normal standards and comparable to RO water, and no rust formation was observed. Therefore, the Company has adopted this approach for use in applications where testing has confirmed no corrosion risk. In addition, the Company has established water quality classification criteria appropriate for each stage of the production process, enabling the selection of suitable water types and helping to reduce unnecessary water consumption.

Performance

Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025 ¹
Water consumption	Reduce 25% of water usage by 2030 compared to the baseline year	Reduce Water Usage per total of production by 3%	<ul style="list-style-type: none"> Water consumption was 173,328.m³, which increased by 2.81% Water consumption per unit of production increased by 33.88%.

¹ Performance compared with the 2023 base year



Performance

Water consumption 2023 - 2025 (Cubic meters, m³)



Water consumption
173,328 m³

Rose by
2.81%

Water consumption volume and intensity per unit of production, categorized by type of production and facilities.

Water Consumption	Performance			Performance 2025 compared to the base year 2023 (%)
	2023	2024	2025	
Metal forming, Jigs and dies businesses in Ayutthaya and Rayong provinces (AH AHA AHP AHT AL AHR)				
Water consumption (m ³)	55,101.00	59,787.00	57,840.00	Rose by 4.97%
Water consumption intensity (m ³)	0.55	0.78	0.81	Rose by 46.93%
Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)				
Water consumption (m ³)	45,384.00	43,601.00	43,658.00	Dropped by 3.80%
Water consumption intensity (m ³)	2.78	4.17	3.01	Rose by 8.23%
Forging and Machining businesses in Chonburi province (AF APC)				
Water consumption (m ³)	37,330.80	41,350.00	40,565.00	Rose by 8.66%
Water consumption intensity (m ³)	3.67	4.47	4.52	Rose by 23.01%
Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)				
Water consumption (m ³)	30,767.00	29,327.00	31,265.00	Rose by 1.62%
Water consumption intensity (m ³)	1.16	1.32	1.38	Rose by 19.49%
Total water consumption in all facilities (MWh)	168,582.80	174,065.00	173,328.00	Rose by 2.81%
Total water consumption intensity in all facilities (MWh per thousand units of production)	1.10	1.46	1.48	Rose by 33.88%

In 2025, the Company and its subsidiaries collected water consumption data across 12 facilities. Total municipal water usage from industrial estates amounted to 173,328.00 cubic meters, representing a 2.81% increase compared to the base year. Water intensity per unit of production also increased by 33.88% compared to the base year. As a result, the Company has not yet achieved its short-term target of reducing water intensity by 3% annually. The main cause of the increase was the expansion of production capacity and workforce at the Rayong subsidiary within the metal stamping parts, fastening equipment, and stamping die manufacturing business. In addition, although overall production volume declined, the Chonburi facilities producing forged and machined components continued to operate cooling tower systems in their production processes. Increased process complexity and extended working hours beyond normal operating time also contributed to higher water consumption. Furthermore, several other factors influenced the increase in water usage, including detected leakage points, expanded green area maintenance, and increased cleaning activities within factory premises.

When analyzed by production category, the results can be summarized as follows:

Metal forming, jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AL AHR)

The Company and its 5 subsidiaries located in Phra Nakhon Si Ayutthaya have continuously promoted water conservation practices within their facilities. Several initiatives have been implemented, including the installation of sprinkler systems for landscaping and environmental maintenance across factory areas, as well as a project to reduce the water volume in sanitary tank reservoirs by 50%. These measures resulted in an average 20% reduction in water consumption compared with both the base year and the previous year for facilities in this area. In contrast, subsidiaries located in Rayong Province reported an increase in water consumption compared with both the base year and the previous year. This was mainly due to increased production capacity and additional hiring, which led to higher domestic water consumption within operational areas. However, the overall production volume of the Company and its subsidiaries remained lower than the 2023 level. Consequently, when calculating water use intensity relative to production output, the water consumption per production output increased by nearly 50%.

Metal forming and Welding Assembly Manufacturing in Chonburi province (AA ASP)

The 2 subsidiaries reported a slight decrease in total water consumption of approximately 4%, primarily due to continuous internal campaigns promoting water conservation within their facilities. However, during 2025 both companies undertook construction projects within their operational areas, which required additional water usage to support these activities. When considering water use intensity per production output, both companies demonstrated improved water-use efficiency compared with the previous year. Nevertheless, production volumes in 2025 remained lower than the 2023 level, resulting in water use intensity being 8.23% higher than the base year.

Forging and Machining Manufacturing in Chonburi province (AF APC)

Both subsidiaries reported a reduction in total water consumption compared with the previous year. However, when compared with the base year, total water consumption and water use intensity per production output increased by 8.66% and 23.01%, respectively. The main contributing factor was the use of Cooling Tower systems in the production process, as well as increased production complexity in accordance with customer requirements. These factors resulted in longer production times and higher

labor input. Consequently, extended working hours beyond normal operating schedules were required, which increased water consumption despite an overall decline in production volume.

Automotive Plastic Parts and Plastic Fuel Tank Manufacturing in Samut Prakan and Rayong provinces (APB APR)

Both subsidiaries use water as part of their production processes, resulting in a slight increase in total water consumption of approximately 2% compared with the base year, as overall production levels remained close to the base-year level. At AAPICO Plastics Co., Ltd. in Samut Prakan, water consumption increased in line with higher production levels. In contrast, the subsidiary in Rayong experienced a decline in production volume while maintaining a similar level of water consumption. As a result, overall water use intensity per production output increased by 19.49%.

Although the Company has not yet achieved its short-term target of reducing water consumption by 3% within this year, it remains committed to continuously progressing toward its environmental goals across different time horizons. The Company is currently enhancing water efficiency and maximizing water resource reuse, while also conducting water quality analysis and assessing the feasibility of practical implementation projects. These initiatives aim to reduce freshwater consumption and support long-term environmental sustainability. The Company will continue to monitor progress and report on the results in the following year.

Waste



Reporting Boundary

The Company acknowledges the potential environmental and health impacts on employees and surrounding communities from improper waste and discarded material management. Therefore, we prioritize efficient resource management to reduce consumption and minimize waste generation from production processes. We collect waste and discarded material data, categorized by type and management method, to comply with ISO 14064-1 for accurate greenhouse gas emission calculations and align with GRI reporting standards. The Company categorizes waste into several types, including general, organic, recyclable, and hazardous waste. Each category is further classified based on its disposal method – either sent directly to disposal or diverted from disposal). In 2025, the Company collected data covering the operational areas of business units engaged in the manufacturing and distribution of automotive parts in Thailand, totaling 12 companies.

Management Approach

The Company implements waste and waste management practices in accordance with the principles of the Circular Economy, focusing on maximizing resource efficiency and applying the 3Rs: Reduce (waste reduction), Reuse (reuse), and Recycle (resource recovery). Waste is also properly segregated by type to minimize hazardous waste generation and to support safe and efficient management practices. In addition, the Company continuously improves its production processes to minimize waste generation while enhancing resource efficiency across all operational stages and ensuring compliance with applicable regulations. An annual waste disposal report is prepared and submitted to government authorities as evidence of regulatory compliance. The report includes information on waste types, quantities, disposal methods, waste sources, year-on-year comparisons, and responsible parties involved in each process.

Waste is categorized and reported as follows:

- Municipal Solid Waste
- Organic Waste
- Recyclable Waste
- Hazardous Waste

To enhance waste management efficiency, the Company applies the Waste Hierarchy principle, prioritizing waste prevention and reduction at the source, followed by reuse, recycling, and resource recovery, with disposal as the last option. This approach reduces environmental impacts from operational waste and improves resource efficiency. The Company continuously monitors and evaluates its waste management performance to identify opportunities to further reduce waste generation and increase resource recovery, supporting environmentally responsible operations and long-term sustainability objectives.

Target

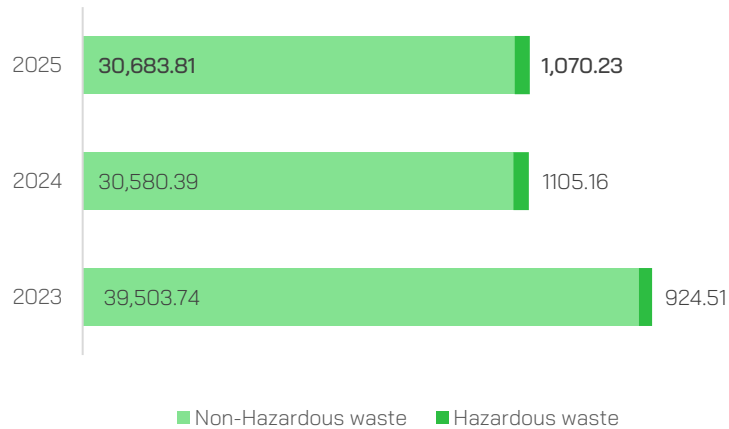
Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025 ¹
Waste Volume	Zero waste to landfill	<ul style="list-style-type: none"> Reduce waste from production and operations by at least 1% annually Achieve 5% reduction in waste from production and operations by 2026, compared to the 2023 baseline 	Waste volume in automotive parts manufacturing facilities in Thailand decreased by 21.46%
Hazardous Waste Volume	-	<ul style="list-style-type: none"> Reduce hazardous waste volume by 1% annually Reduce hazardous waste intensity per 1,000 units of production by 1% annually 	<ul style="list-style-type: none"> Hazardous waste volume increased by 15.76 Hazardous waste intensity per thousand production units increased by 50.74

¹ Performance compared with the 2023 base year



Performance

The total waste generated in 2023 - 2025 (Tons)



Total waste volume
31,754.04 Tons

Dropped by
21.46%

Non-hazardous waste
96.63%

Hazardous waste
3.37%

In 2025, the Company collected waste data from 12 facilities, reporting a total waste volume of 31,754.04 tons. This total comprised 96.63% non-hazardous waste and 3.37% hazardous waste. The overall waste volume decreased by 21.46% from base year because of initiatives to reduce waste from production processes and office operations, promote reuse and recycling, and implement waste segregation and recycling donation programs to external organizations for further utilization, the Company has achieved certain improvements in waste management performance. Although hazardous waste decreased by 3.16% compared to the previous year, it increased by 15.76% compared to the base year. In addition, waste intensity per thousand units of production increased by 2.28% from the base year. This was mainly due to a reduction in production volume of approximately 23% from the base year. As a result, the Company has not yet achieved its short-term target of reducing waste by at least 5% as planned. The Company remains committed to further improving raw material utilization practices and implementing additional measures to reduce both hazardous and non-hazardous waste, with the long-term goal of achieving waste reduction and Zero Waste to Landfill.



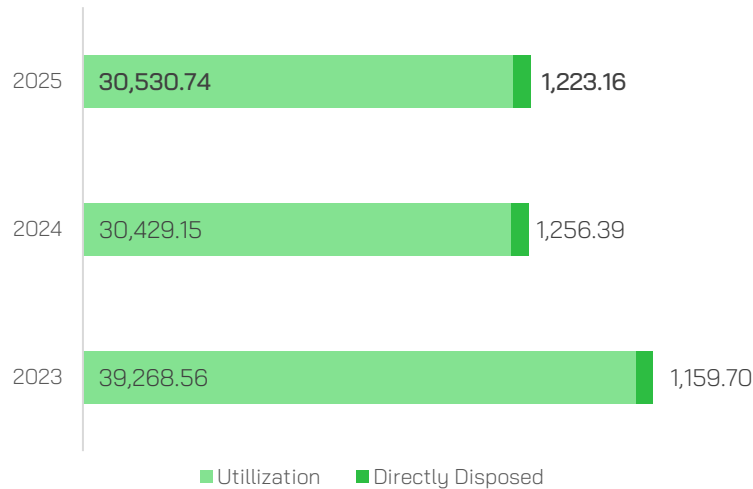
Waste consumption volume and intensity per unit of production, categorized by type of production and facilities

Type of waste	Performance			Performance 2025 compared to the base year 2023 (%)
	2023	2024	2025	
Metal forming, Jigs and dies businesses in Ayutthaya and Rayong provinces (AH AHA AHP AHT AL AHR)				
Municipal Solid Waste (Tons)	198.70	164.02	181.15	Dropped by 8.83%
Organic waste (Tons)	-	-	-	-
Recyclable/Sellable waste (Tons)	18,677.97	15,226.21	15,133.90	Dropped by 18.97%
Hazardous waste (Tons)	126.26	101.60	105.70	Dropped by 16.28%
Total waste (Tons)	19,002.92	15,491.83	15,420.75	Dropped by 18.85%
Waste generation intensity (Tons per thousand units of production)	0.19	0.20	0.22	Rose by 13.59%
Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)				
Municipal Solid Waste (Tons)	154.51	120.52	132.78	Dropped by 14.07%
Organic waste (Tons)	21.78	21.78	22.88	Rose by 5.04%
Recyclable/Sellable waste (Tons)	15,658.95	10,381.40	10,671.17	Dropped by 31.85%
Hazardous waste (Tons)	165.71	215.87	231.30	Rose by 39.58%
Total waste (Tons)	16,000.95	10,739.58	11,058.12	Dropped by 30.89%
Waste generation intensity (Tons per thousand units of production)	0.98	1.03	0.76	Dropped by 22.25%
Forging and Machining businesses in Chonburi province (AF APC)				
Municipal Solid Waste (Tons)	87.26	64.23	60.99	Dropped by 30.11%
Organic waste (Tons)	-	-	-	-
Recyclable/Sellable waste (Tons)	4,159.26	4,114.25	4,110.32	Dropped by 1.18%
Hazardous waste (Tons)	624.45	733.00	676.58	Rose by 8.35%
Total waste (Tons)	4,870.97	4,911.48	4,847.89	Dropped by 0.47%
Waste generation intensity (Tons per thousand units of production)	0.48	0.53	0.54	Rose by 12.66%

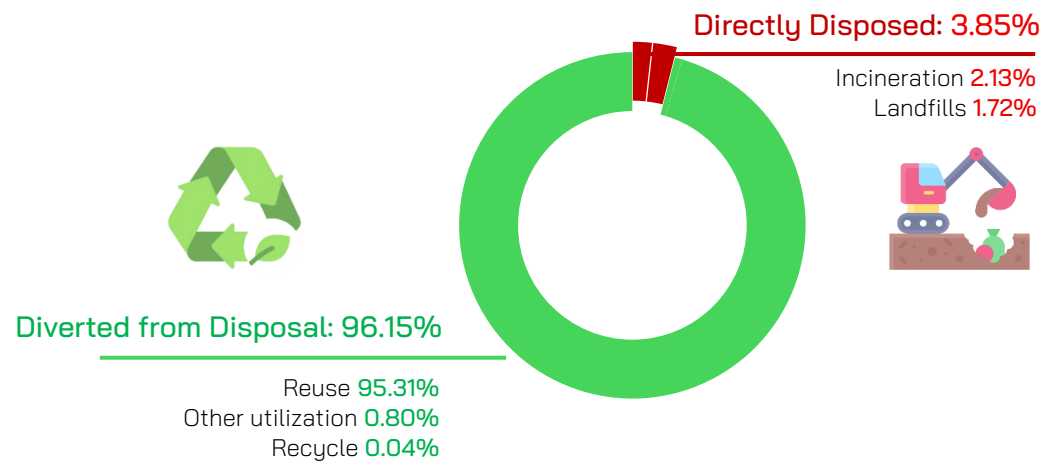
Type of waste	Performance			Performance 2025 compared to the base year 2023 (%)
	2023	2024	2025	
Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)				
Municipal Solid Waste (Tons)	21.70	21.56	21.56	Dropped by 0.65%
Organic waste (Tons)	-	-	-	-
Recyclable/Sellable waste (Tons)	523.62	466.41	344.90	Dropped by 34.13%
Hazardous waste (Tons)	8.10	54.69	56.66	Rose by 599.80%
Total waste (Tons)	553.42	542.66	427.28	Dropped by 22.79%
Waste generation intensity (Tons per thousand units of production)	0.02	0.02	0.02	Dropped by 9.21%
Total amount of Municipal Solid waste (Tons)	462.17	370.33	396.48	Dropped by 14.21%
Total amount of Organic waste (Tons)	21.78	21.78	27.04	Rose by 24.14%
Total amount of Recyclable/Sellable waste (Tons)	39,019.79	30,188.28	30,260.29	Dropped by 22.45%
Total amount of Hazardous waste (Tons)	924.51	1,105.16	1,070.23	Rose by 15.76%
Total amount of waste (Tons)	40,428.25	31,685.55	31,754.04	Dropped by 21.46%
Total waste generation intensity in all facilities (Tons per thousand units of production)	0.26	0.27	0.27	Rose by 2.28%



Waste Volume by Disposal Method in 2023 - 2025 (Tons)



Waste Management Proportion in 2024



The Company recognizes the environmental impacts of waste. Therefore, we prioritize efficient management and impact reduction through various beneficial recovery methods, including reuse, recycling, co-processing for alternative fuel, composting, and animal feed production. In 2025, the Company successfully recovered 96.15% of its total waste volume for beneficial use. Direct disposal methods, such as landfilling and incineration with energy recovery, accounted for only 3.85%. While the volume of directly disposed waste increased from the previous year, the Company still achieved a high recycling rate of 95.35%. Furthermore, most of the directly disposed waste was treated through incineration with energy recovery, effectively converting waste into an alternative fuel source. This demonstrates efficient waste utilization and indirectly reduces fossil fuel consumption.

Furthermore, the Company has implemented various initiatives to manage and reduce waste in line with its 2025 sustainability action plan. The details of these initiatives are categorized by key objectives as follows

1. Waste prevention and reduction, such as waste segregation programs to support recycling and reuse.
2. Process improvement to reduce waste generated from replacement production.
3. Enhancing resource efficiency in operations, including the recovery and reprocessing of waste materials or scrap raw materials for reuse in the production process.
4. Digitalization of business processes to reduce paper consumption and improve internal data management efficiency.

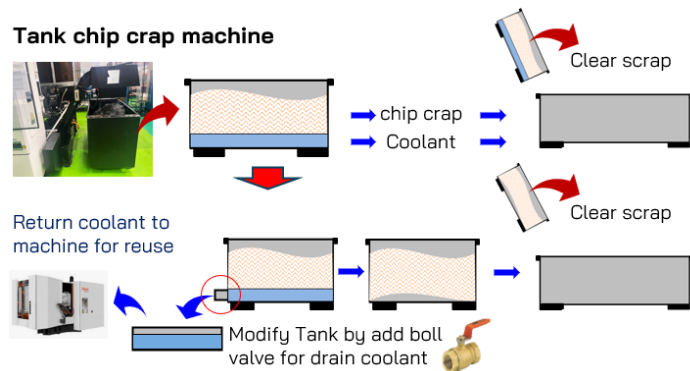
Waste management approach

1. Project for supporting reuse and recycling to reduce waste in the production process

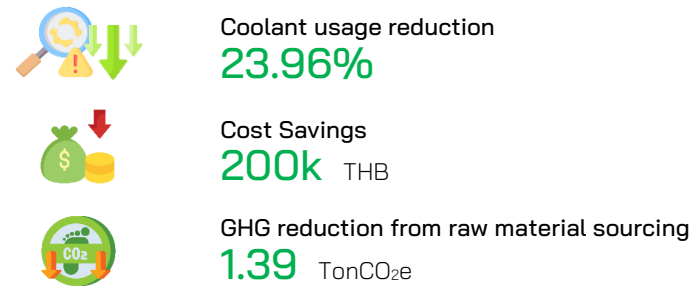
The Company and its subsidiaries prioritize waste management in line with the Circular Economy approach, focusing on recycling and reuse of waste generated within production processes. This aims to improve resource efficiency, reduce the use of virgin raw materials, and minimize the volume of waste requiring disposal, while also promoting waste reduction at the source and efficient resource utilization. These efforts contribute to the reduction of environmental impacts in a sustainable manner. In 2025, the Company and its subsidiaries implemented key initiatives with measurable and significant outcomes, as follows:

▪ Coolant consumption reduction project in the production process

AAPICO Amata Co., Ltd. (AA) implemented a project to reduce Coolant consumption in the production process by segregating waste generated from operations for reuse and recycling. The Company improved scrap storage bins by installing drainage valves to efficiently separate coolant from metal scrap and return it to the production process.



Summary of operations over a 10-month



▪ Project to reuse wooden pallets from raw material packaging as production containers

AAPICO Precision Co., Ltd. (APC) implemented a project to modify and reuse wooden pallets from raw material packaging as containers for use in the production process. This initiative promotes resource efficiency, reduces procurement costs for new packaging materials, and minimizes waste generated from raw material sourcing that requires disposal. The project performance results for the period January to December 2025 are as follows:

Summary of operations over a 12-month



Recycling plastic waste to reduce waste in the production process



AAPICO Plastics Public Company Limited, Rayong Branch (APR), conducted a production waste assessment and found a significant accumulation of plastic scrap in storage areas. The Company therefore implemented a waste reduction initiative by recycling plastic scrap into regrind material for reuse in the blow molding process. The Company segregates waste and identifies suitable materials for recycling, such as scrap from welding and other non-contaminated processes. A waste management system was established, covering segregation, collection, and reprocessing of selected non-conforming plastic parts into regrind for use as a supplementary raw material in production. This initiative reduces waste disposal, lowers raw material costs, and improves resource efficiency.

The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month



Waste reduction in the production process
18.89 Tons



Cost Saving
400k THB



GHG reduction from raw material sourcing
126.67 TonCO_{2e}

2. Production process improvement project to reduce waste

The Company and its subsidiaries have implemented Kaizen activities for continuous process improvement to enhance production efficiency and improve product quality in line with established standards. In this regard, the Company and its subsidiaries have carried out various supporting initiatives. In 2025, several projects with significant and measurable outcomes were implemented as follows:

Recycled plastic pellet production process improvement project

AAPICO Plastics Public Company Limited, Rayong Branch (APR), improved its recycled plastic pellet (regrind) production process by replacing mixed plastic scrap from oil drums with 100% HDPE plastic from windshield washer tanks. The recycled pellets are used as a substitute for 100% virgin HDPE raw materials.

This improvement reduces product contamination, which is a key cause of waste, shortens machine setup time, and lowers procurement costs for virgin HDPE. It also enhances production efficiency and improves resource utilization by maximizing material recovery within the production process. The project performance for the period January to December 2025 is as follows:



Summary of operations over a 12-month



Reduction of product contamination
88.2% Compared to before the project started



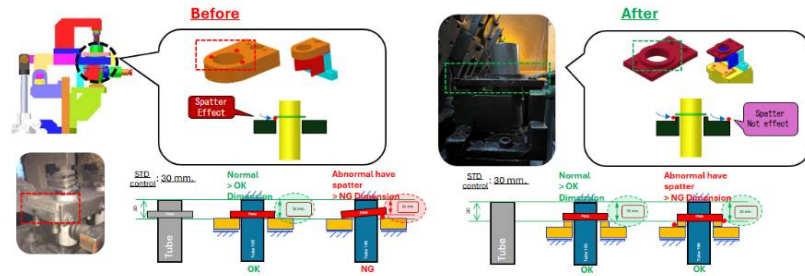
Cost Saving from Procurement of Virgin HDPE 100% raw materials
812k THB



GHG reduction from electricity using
33.67 TonCO_{2e}

GHG reduction from raw material sourcing
71.13 TonCO_{2e}

- Production process improvement project to reduce workpiece loss from clamping equipment



Due to the identification of non-conforming products during the production process, the Company experienced time losses associated with rework and adjustment to meet quality standards, as well as product losses intended for delivery to customers. AAPICO Structural Products Co., Ltd. (ASP) therefore implemented a process technology improvement project, focusing on enhancing workpiece fixtures to improve positioning accuracy and reduce defects caused by process deviations. The project performance for the period May to December 2025 is as follows

Summary of operations over an 8-month

- Waste reduction in production process **18.12** kg
- Cost Savings **3.5k** THB
- GHG reduction from raw material sourcing **0.030** TonCO_{2e}

- Production process improvement project to reduce product damage from impact

AAPICO Forging Co., Ltd. (AF) has improved the production process to reduce product loss caused by scratches from impact during pre-forging handling, particularly in cases where heated workpieces cannot be forged immediately. The Company has implemented process improvements by designing and installing receiving trays at the discard points to reduce the height for placing the workpieces, and by improving handling procedures so that the workpieces can cool down before being packed into product packaging. These measures can effectively reduce product loss in the production process. The project performance for the period May to December 2025 is as follows:



Summary of operations over an 8-month

- Reduce defective workpieces returning to the process **100%**
- Cost Savings from ordering equipment for repairs **16.5k** THB
- GHG reduction from electricity using for repairs **0.62** TonCO_{2e}

Production process improvement project to reduce product loss during machine setup

AAPICO Plastics Public Company Limited, Rayong Branch (APR), implemented a changeover process improvement project to reduce waste and raw material consumption during machine setup prior to full-scale production. The Company optimized setup procedures to enhance efficiency and minimize unnecessary plastic scrap generated during trial runs in the pre-production stage. The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month



Waste reduction in production process
55.88%



Cost Saving from Procurement of HDPE 100% raw materials
3.8M THB



GHG reduction from electricity using
56.31 TonCO₂e



GHG reduction from raw material sourcing
210.45 TonCO₂e

3. Resource efficiency improvement project in the production process

The Company's and its subsidiaries' Sustainability Working Committee has identified approaches to optimize resource utilization, aiming to reduce unnecessary consumption of resources and further improve operational efficiency. The details of the initiative are as follows:

Reduce the use of raw materials in the production process by modifying or repairing parts of workpieces that can be repaired

AAPICO Structural Products Co., Ltd. (ASP) implemented a process improvement project for managing reworkable parts in accordance with engineering requirements, aiming to enhance raw material efficiency and reduce production waste. A review of the existing process found that a significant amount of additional steel plates was previously used during part adjustment, resulting in excessive material consumption and higher production costs. The Company therefore improved the repair method by applying surface finishing techniques combined with the use of small steel shims to compensate for material loss from grinding, instead of using large steel plates or producing new parts. This approach enables more efficient resource utilization. The process is strictly controlled under quality assurance procedures and complies with engineering specifications to ensure that product quality, strength, and dimensional accuracy meet required. This initiative reduces raw material consumption and production waste, improves resource efficiency, lowers production costs, and minimizes environmental impacts associated with material usage and rework. The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month compared without project implementation



Reduce steel used in the workpiece finishing process
92.88% Compared to previous process



Cost Saving from Procurement of steel plates raw materials
100k THB



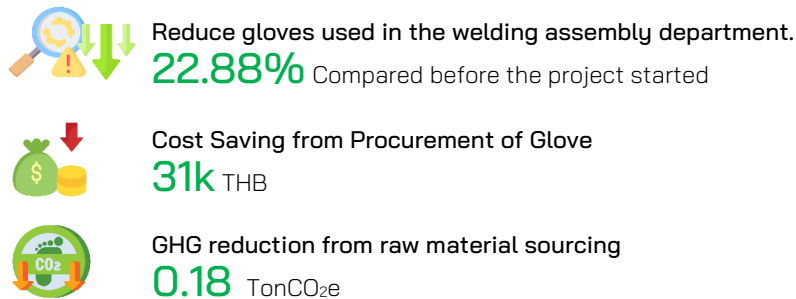
GHG reduction from electricity using
0.0053 TonCO₂e



GHG reduction from raw material sourcing
0.013 TonCO₂e

- Reduce glove consumption in the welding and assembly production process**
 AAPICO Amata Co., Ltd. (AA) implemented a project to improve the efficiency of consumable material usage in the welding and assembly production process, focusing on optimizing glove usage in accordance with job requirements while maintaining workplace safety standards. A review of operations found that gloves were previously used without clear control guidelines, resulting in excessive consumption and frequent replacement due to contamination during work processes. The Company therefore established appropriate glove usage practices by classifying glove types according to specific work activities and defining clearer usage criteria and procedures. This approach ensures more efficient material control and reduces unnecessary waste. The implementation of this project reduces consumable material usage and operational waste while improving resource efficiency, while maintaining occupational health and safety standards for employees. In addition, it helps lower operating costs and minimize environmental impacts associated with material use and disposal. The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month compared without project implementation



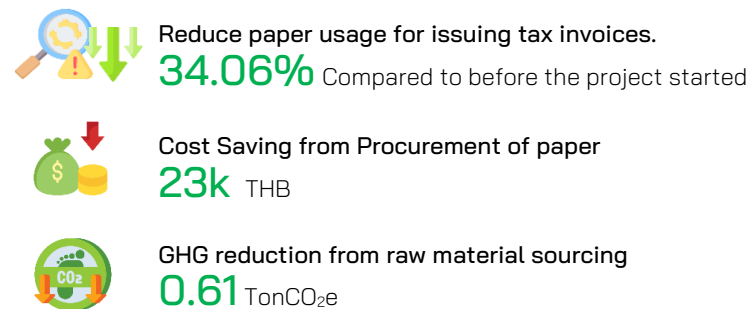
4. Project for improving operational processes into a digital format

The Sustainability Working Committee, particularly within the Accounting and Marketing departments, has implemented initiatives to transition operational processes to digital platforms. These initiatives aim to reduce paper consumption, improve data accuracy, and enhance operational efficiency. Meanwhile, the Company has conducted pilot projects and expanded the implementation to other subsidiaries this year. The details of the various projects are as follows:

- Replace paper tax invoices with E-Tax Invoices**

The Company and its subsidiaries, covering a total of 10 companies, have implemented a project to convert the issuance of tax invoices and billing documents from paper-based format to electronic format (E-Tax Invoice) for intra-group documentation. The system has also been expanded for use with external customers. This project has been in effect since January 2025 onwards.

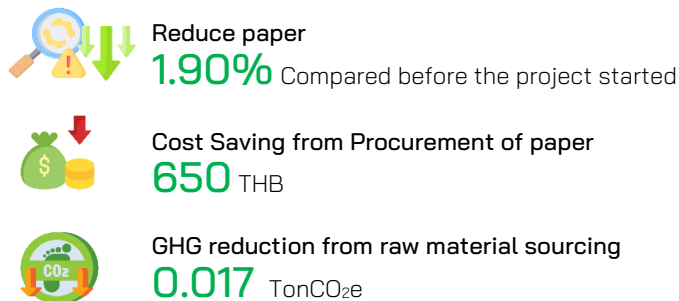
Summary of operations over a 12-month compared without project implementation



- **Developing the Receipt Voucher (RV) system to modify the process of preparing and approving disbursement documents by enabling supporting documents to be attached electronically and approvals to be carried out online.**

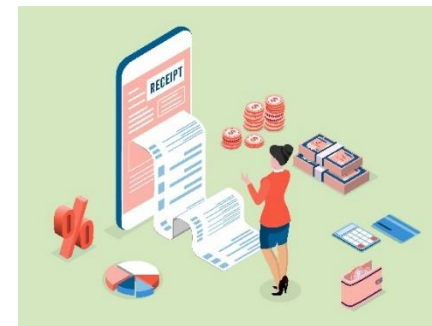
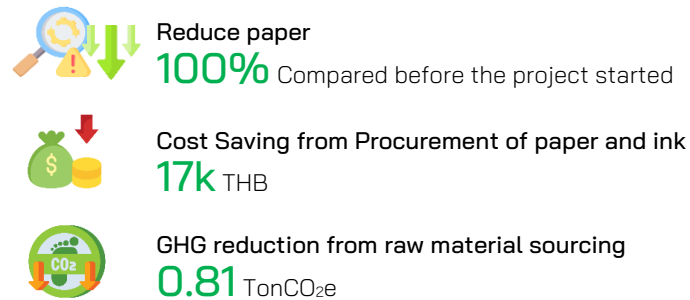
The Company’s Accounting Department has implemented the Receipt Voucher (RV) Online system development project to transform the preparation and approval process of disbursement documents from a paper-based format to a fully digital system. The system supports electronic attachment of supporting documents and enables end-to-end online approval. The objective of this project is to enhance operational efficiency, reduce approval processing time, and minimize redundancy in document handling procedures. In addition, it helps reduce paper consumption and related resources used for document storage and transportation. The implementation of the RV Online system enables real-time document tracking, increases operational transparency, and reduces the risk of document loss. It also improves the accuracy and reliability of accounting information. This initiative contributes to reducing paper usage, minimizing document waste, and lowering environmental impacts (Scope 3), while simultaneously improving operational efficiency and internal data management. The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month compared without project implementation



- **Continuous Paper reduction project for Accounts Payable Voucher printing**
AAPICO Amata Co., Ltd. (AA) and AAPICO Structural Products Co., Ltd. (ASP) have implemented a project to reduce the preparation of Accounts Payable Voucher (APV) documents by introducing a document control file instead of printing for storage purposes, and by defining the scope of printing using Continuous Paper only when printing is required. The objective of this project is to reduce paper consumption and related resources associated with printing, storing, and transporting documents, as well as to improve operational efficiency. The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month compared without project implementation



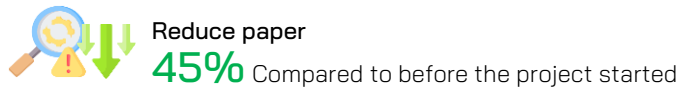
▪ **Digitalizing quotations and customer confidentiality agreements**

The Company has implemented a project to transform the preparation process of quotations and Non-Disclosure Agreements (NDAs) between customers and the Company from a paper-based format to a fully electronic system.

The objective of this project is to enhance operational efficiency, reduce the time required for document preparation and approval, and facilitate communication with customers. It enables documents to be created, submitted, and signed electronically in a fast and secure manner.

The adoption of the electronic document system helps reduce paper consumption and related resources associated with printing and document transportation. It also improves transparency, accuracy, and enables real-time document traceability. The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month compared without project implementation



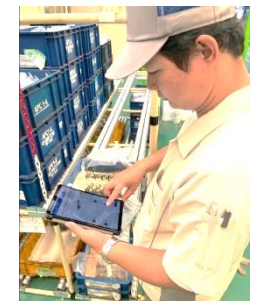
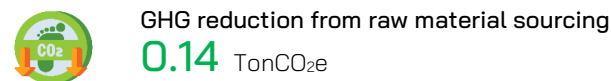
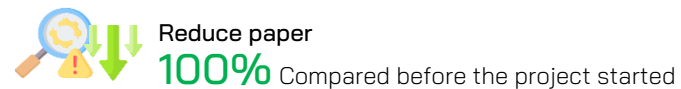
▪ **Quality inspection system development project for digital recording of incoming goods inspection results, replacing paper documentation.**

The Company has implemented a project to develop the Quality Control (QC Receiving) system by applying digital technology to record inspection results of finished goods prepared for shipment to customers in each lot through an application on electronic devices, replacing the traditional paper-based documentation process.

The objective of this project is to enhance operational efficiency, reduce redundancy in data recording processes, and minimize the risk of data entry and storage errors. In addition, it enables faster access to and verification of information, as well as efficient tracking of status and retrieval of historical data.

The adoption of the digital system also helps reduce paper consumption and related resources used for document storage, decrease process-related waste, and lower environmental impacts, particularly greenhouse gas emissions associated with resource usage. The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month compared without project implementation



Project for collecting used paper in exchange for new paper

AAPICO Forging Public Company Limited (AF) has continuously participated in the used-paper exchange program, "Paper X," with SCGP since 2024. The objective of this initiative is to promote efficient resource utilization, reduce waste generated from operational processes, and support business operations aligned with the Circular Economy approach. Under this program, the Company collects used paper from internal activities and channels it back into the recycling process through business partners. This enables resources to be efficiently recycled and reused, reduces the need for virgin raw materials, and minimizes environmental impacts associated with waste disposal. In addition, the project helps raise employee awareness on proper waste segregation and management, promotes responsible resource consumption. The project performance for the period January to December 2025 is as follows:

Summary of operations over a 12-month



Exchange of cardboard, colored paper, and cover paper in the amount of 2,037



Cost Saving from Procurement of paper 1.8k THB



GHG reduction from raw material sourcing 11.56 TonCO2e



Pollution Management



Reporting Boundary

Pollution is a well-known cause of environmental deterioration in society and is closely monitored. Furthermore, emissions from factory operations can also affect the health and well-being of workers. With these concerns in mind, the Company takes controlling air pollution emissions and managing wastewater from its operations to comply with government regulations. This report will provide details on the Company's performance in air pollution management and wastewater management. In 2025, the Company established guidelines and defined the scope of data collection to cover all facility areas under its automotive parts manufacturing and distinction business in Thailand, totaling 12 companies

Management Approach

As the Company's facilities are located within industrial estates, all wastewater is discharged to centralized treatment plants, with wastewater quality monitored and analyzed in accordance with applicable standards by each estate. Each industrial estate has specific utility and wastewater management entities responsible for the collection and analysis, detailed as follows:

- AAPICO Hitech Public Company Limited (AH), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Hitech Automation Co., Ltd. (AHA), and AAPICO Leadtech Co., Ltd. (AL) are located in Hitech Industrial Estate, Ayutthaya Province. Wastewater sampling and quality analysis are conducted by Thai Industrial Estate Co., Ltd.
- AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging PLC. (AF), and AAPICO Precision Co., Ltd. (APC) are located in AMATA City Chonburi Industrial Estate, Chonburi Province. Wastewater monitoring and analysis are carried out by Amata Water Co., Ltd. and United Analyst and Engineering Consultant Co., Ltd.
- AAPICO Plastics PLC. (APB) is located in Bangplee Industrial Estate, Samut Prakan Province. Wastewater quality testing is conducted by Global Utility Services Co., Ltd.
- AAPICO Hitech Public Company Limited, Rayong Branch (AHR), and AAPICO Plastics Public Company Limited, Rayong Branch (APR) are located in Amata City Rayong Industrial Estate, Rayong Province, with Amata Water Co., Ltd. responsible for wastewater sampling and analysis.

If any parameters are found to exceed the standard limits, the Company takes proactive measures to improve water quality in compliance with legal requirements. Additionally, the Company collaborates with industrial estates to fulfill relevant fee obligations in accordance with regulations. In terms of air pollution management, the Company has installed exhaust and air filters around its operational areas, especially in the factory areas. These filters help to limit the amount of air emissions released into the atmosphere to the minimum required. In addition, the Company regularly monitors air pollution by collecting air samples from emission stacks every six months, once in the first half and once in the second half of the year. Air sampling is measured using US EPA Method 10, US EPA Method 7E, and US EPA Method 6C, respectively.

The Company measures air and wastewater quality regularly and compares the results with regulations to control air pollution and wastewater in accordance with environmental laws and regulations as stated in the Ministry of Industry's announcement regarding the determination of the amount of contaminants in the air emitted from factories in 2006 and Notification of the IEAT No.76/2560 on General Standard for Wastewater Discharge into the Central Wastewater Treatment System in Industrial Estates. This ensures that the Company does not violate any established terms.

Target

Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025
Air Emissions	-	The quality of air emissions is within the permissible range of environmental laws and regulations.	The quality of air emissions is within the permissible range of environmental laws and regulations.
Wastewater Quality	-	The wastewater quality is within the permissible range of environmental laws and regulations.	The average wastewater quality is within the permissible range of environmental laws and regulations.

Performance

Air emissions



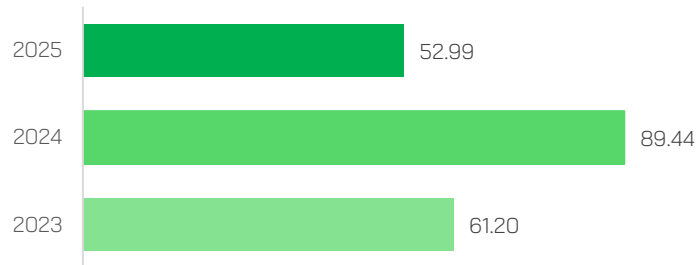
The quality of Air emissions complies with environmental laws and regulations

Air emission Dropped by **13.43%**

In 2025, the Company conducted air pollution monitoring at its facilities, focusing on two main groups:

1. General Air Pollution including Total Suspended Particulates (TSP), Sulfur Dioxide (SO₂), Oxides of Nitrogen (NO_x as NO₂), Carbon Monoxide (CO), and Titanium Dioxide (TiO₂).
2. Volatile Organic Compounds (VOCs) include Toluene, Xylene, Isopropyl Alcohol, Ethyl Acetate, and Butyl Acetate.

**Quality of air emissions 2023 - 2025
(Tons per year)**



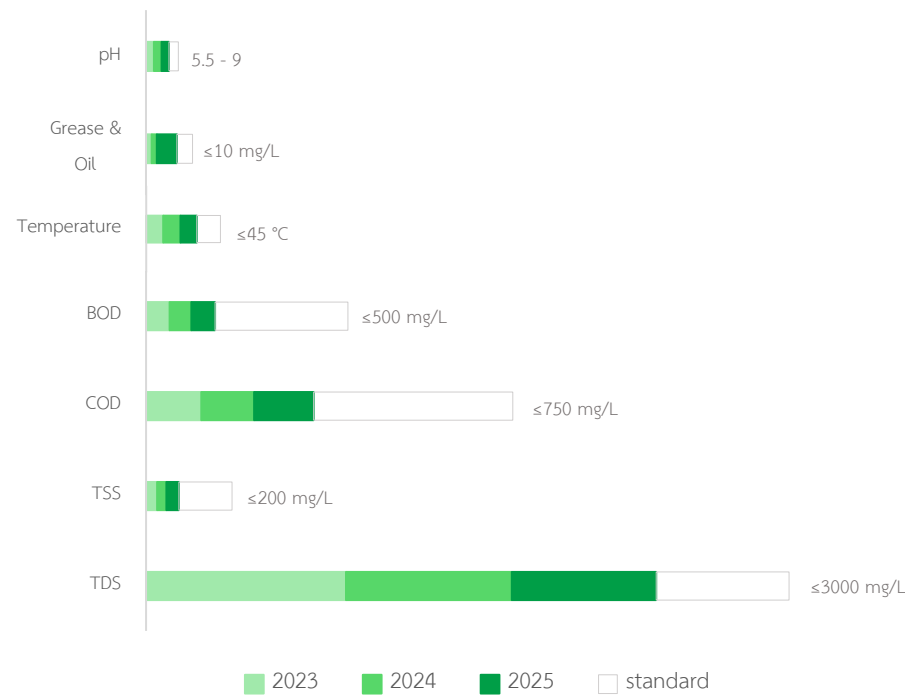
In 2025, each air pollution parameter, including Total Suspended Particulates (TSP), Sulfur Dioxide (SO₂), Oxides of Nitrogen (NO_x as NO₂), Carbon Monoxide (CO), and Xylene was within the permissible limits of environmental laws and regulations by the Ministry of Industry's announcement, thereby achieving the Company's target. In addition, the Company monitored other pollutants relevant to its production processes, particularly from painting operations, which typically involve the release of semi-volatile and volatile organic compounds from solvent-based paints. The results showed that emissions of these substances remained below the permissible Time Weighted Average (TWA) exposure limits as defined by the Department of Labor Protection and Welfare and the American Conference of Governmental Industrial Hygienists (ACGIH).

Air Emission Monitoring Results of the Company and Its Subsidiaries cover 12 Companies 2025

Type of pollutants	Unit	2023	2024	2025
General Air Pollution				
Total of General Air Pollution	Tons	61.20	89.44	52.99
Total Suspended Particulate (TSP)	Tons	17.58	19.15	31.20
Sulphur dioxide (SO ₂)	Tons	11.07	19.88	4.29
Oxide of Nitrogen (NO _x as NO ₂)	Tons	3.08	8.95	3.82
Carbon monoxide (CO)	Tons	29.48	41.46	13.68
Titanium dioxide (TiO ₂)	Tons	0.0004	N/A	N/A
Semi-Volatile Organic Compounds (Semi-VOCs)				
Semi-Volatile Organic Compounds (Semi-VOCs)	Tons	0.07	N/A	N/A
Volatile Organic Compounds (VOCs)				
Volatile Organic Compounds (VOCs)	Tons	4.06	5.13	3.29

According to the company's and its subsidiaries' air pollution emission data in 2025, the overall air pollutant emissions show a decreasing trend compared to last year. The total amount of general air pollutants was 52.99 tons, a decrease of 40.76% from last year and a decrease of 13.43% from the base year, while the total amount of volatile organic compounds (VOCs) was 3.29 tons, decreasing by 35.89%. The reduction in pollutant emissions is attributed to improved production process efficiency, tighter control of chemical use in painting operations, and the continuous implementation of environmental measures within the facilities. Regular emissions monitoring is also conducted to ensure compliance with applicable legal standards. In addition, the Company remains committed to effective air pollution management by consistently tracking monitoring results and developing further approaches to reduce emissions from production processes. These efforts support environmentally responsible operations and align with the Company's long-term sustainability goals

Wastewater Quality



In terms of wastewater management, wastewater is collected and analyzed by the respective industrial estate where each facility is located. Parameters are analyzed: pH, Biological Oxygen Demand (BOD), Chemical Oxygen Demand (COD), Total Suspended Solids (TSS), Total Dissolved Solids (TDS), Grease & Oil, and Temperature. Based on wastewater quality monitoring conducted in 2025, the Company and its subsidiaries, covering 12 automotive parts manufacturing facilities in Thailand, successfully maintained wastewater quality within the applicable regulatory standards. However, the number of parameters monitored may vary depending on each company's specific monitoring requirements. The Company's overall results complied with the standards. Some subsidiaries had occasional grease and oil levels above limits due to cafeteria operations in certain months. Recognizing the importance of effective wastewater management, the Company implemented proactive measures, such as cleaning grease traps, applying chemical treatments, and regularly monitoring quality. Additionally, the Company cooperated with industrial estates to resolve issues and fulfill all related regulatory fees, successfully restoring wastewater quality to meet legal standards. The Company is committed to operating our business with environmental responsibility and continuously enhancing the efficiency of wastewater management in alignment with legal standard

The Company's overall wastewater quality



Complied with the standards

Oil & Grease levels exceeded the standard
3 out of 72 measurements (4%)

The Company took
prompt action and paid regulatory fees



Wastewater quality test results categorized by type of business operation

Average Wastewater Quality Monitoring			Parameter							
Facility	Year	pH	Biological	Chemical	Total	Total	Grease & Oil (mg/L)	Temperature (Celsius)	Copper (mg/L)	Total Iron (mg/L)
			Oxygen Demand: BOD (mg/L)	Oxygen Demand: COD (mg/L)	Suspended Solid: TSS (mg/L)	Dissolved Solids: TDS (mg/L)				
Metal Forming (AH AHR AL)	2023	7.58	71.44	176.59	40.51	1420.42	5.83			
	2024	7.57	75.95	203.23	29.22	550.00	3.83			
	2025	5.79	70.65	180.59	43.92	496.58	4.42	29.99		
	Results in 2025	Passed	Passed	Passed	Passed	Passed	Passed	Passed	Passed	
Plastic Parts and Plastic Fuel Tank (APB APR)	2023	7.30	152.27	292.52	42.25	843.42	4.25	30.25		
	2024	7.36	109.19	228.61	38.85	440.67	3.33	31.07		
	2025	7.19	153.61	340.92	57.75	431.25	3.67	30.27		
	Results in 2025	Passed	Passed	Passed	Passed	Passed	Passed	Passed	Passed	
Forging and Machining (AF APC)	2023	7.53	28.61	106.47	36.77	456.63	4.17	34.04	0.05	0.30
	2024	7.81	35.29	109.89	16.49	637.96	3.52	34.10	0.05	0.15
	2025	7.70	26.93	83.00	21.36	465.79	3.45	30.80	0.05	0.18
	Results in 2025	Passed	Passed	Passed	Passed	Passed	Passed	Passed	Passed	Passed

Average Wastewater Quality Monitoring			Parameter							
Facility	Year	pH	Biological	Chemical	Total	Total	Grease & Oil (mg/L)	Temperature (Celsius)	Copper (mg/L)	Total Iron (mg/L)
			Oxygen Demand: BOD (mg/L)	Oxygen Demand: COD (mg/L)	Suspended Solid: TSS (mg/L)	Dissolved Solids: TDS (mg/L)				
Metal Forming and Welding Assembly (AA ASP)	2023	7.67	105.10	261.86	45.37	667.83	7.54	32.39	0.05	0.48
	2024	7.62	104.57	254.36	60.12	754.68	7.61	32.25	0.05	0.49
	2025	7.47	114.79	183.37	62.48	742.79	7.38	31.34	0.05	0.47
	Results in 2025	Passed	Passed	Passed	Passed	Passed	Passed	Passed	Passed	Passed
AAPICO Group (Average)	2023	7.52	89.19	208.81	41.18	753.31	5.58	32.63	0.05	0.39
	2024	7.59	81.24	198.79	35.87	625.57	4.89	32.75	0.05	0.33
	2025	6.97	90.27	223.98	46.48	557.50	5.00	30.91	0.11	0.32



Biodiversity



Reporting Boundary

Biodiversity represents the balance of ecosystems and is intrinsically linked to the stability of natural resources, which the Company depends on for its production processes and long-term business sustainability. AAPICO recognizes the importance of biodiversity conservation and is committed to protecting and restoring natural ecosystems as part of its sustainability efforts. In 2025, the Company established guidelines and defined the scope of data collection to cover all facility areas under its automotive parts manufacturing and distinction business in Thailand, totaling 12 companies

Management Approach

Although the Company’s operations are located within industrial estates, which are systematically planned and managed for industrial activities, the Company continues to place importance on biodiversity. Currently, the Company is in the process of assessing risk related to biodiversity to use as information for operations and establishing appropriate risk management strategies. This effort ensures that the Company can operate efficiently while remaining vision of its environmental impact, particularly the sensitive areas of biodiversity, which play a crucial role in maintaining healthy ecosystems and supporting surrounding communities.

In 2025, the Company implemented the following key initiatives to support biodiversity:

1. Promoting Resource Efficiency by focusing on reducing resource consumption and enhancing the efficient use of materials, such as using renewable energy with low environmental impact and improving the efficiency of raw material and energy usage.
2. Ensuring proper treatment of waste, wastewater, and air emissions before discharge into the environment.
3. Supporting Ecosystem Restoration Projects to restore the abundance of forests and wildlife habitats.
4. Engaging with stakeholders in the business supply chain, beginning with the collection of source data on raw materials, to ensure that production sources are managed and developed in a way that does not affect biodiversity, especially in the procurement of raw materials that are the key raw materials of the business, such as iron ore, which can affect biodiversity in the area where it is mined.

AAPICO is committed to developing a long-term biodiversity strategy that aligns with the United Nations Sustainable Development Goals (SDGs) and supports sustainable business growth.

Organizational Carbon Footprint Verification



Reporting Boundary

The release of greenhouse gases (GHG emissions) is one of the significant causes that impact the environment and humans. Therefore, the Company emphasizes the importance of managing and controlling GHG emissions from production processes to the lowest possible level. This report will give details of the Company’s performance in GHG management. In 2025, the reporting scope covered 10 automotive parts manufacturing facilities in Thailand, located in Phra Nakorn Sri Ayutthaya, Chonburi, Samutprakarn and Rayong provinces. The report includes data on total GHG emissions, emissions intensity per unit of production, and year-on-year comparisons, specifically from 2023 to 2025 for facilities in Phra Nakorn Sri Ayutthaya and Chonburi.

Management Approach

The Company has set the Ultimate goal for sustainable management in achieving **Carbon Neutrality by 2048**. This commitment reflects the Company's dedication to being a low-carbon organization and taking responsibility towards society and the environment, including reducing the impacts of climate change and global warming. The Company's sustainability team has initiated environmental activities to help reduce greenhouse gas emissions and achieve the Company's goals. These activities include projects to utilize solar energy as an alternative to electricity, replacing light bulbs for increased efficiency and energy conservation, implementing innovative inspection techniques to reduce waste in the production process, and utilizing technology to minimize paper and oil consumption, among others.

With the aim of achieving its set targets, the Company has improved data collection and greenhouse gas emissions reporting this year, covering both direct and indirect emissions across all three scopes. The data collection covers the entire value chain, including suppliers and customers, from raw material sources, design, and manufacturing, to transportation, office operations, and employee travel



In this regard, the Company has collected more categories of indirect emission (scope 3) to completeness of data in accordance with the ISO 14064-1 standard, aligning with the GHG Protocol Corporate Standard. The Company provides a comprehensive breakdown of information within each scope as follows

Scope	Type of Emissions	2023	2024	2025
1	Direct Emission from Company's Activities	●	●	●
2	Indirect Emission from Purchased Electricity	●	●	●
3	Indirect Emission from Others			
	Category 1: Purchased Goods and Service	●	●	●
	Category 3: Fuel- and Energy-related Activities	●	●	●
	Category 4: Upstream Transportation and distribution		●	●
	Category 5: Waste Generated in Operations	●	●	●
	Category 6: Business Travel		●	●
	Category 7: Employee Commuting	●	●	●
	Category 9: Downstream Transportation and distribution		●	●
	Category 13: Downstream leased assets		●	●

In 2025, the Company expanded the scope of its greenhouse gas (GHG) inventory to cover plastic automotive parts manufacturing at its headquarters in Samut Prakan and its Rayong branch. Emissions data across all scopes were allocated based on each unit's actual production output to ensure accurate and business-aligned reporting.

The disclosed GHG emissions data were systematically collected and calculated with a high level of accuracy. Advance Energy Plus Co., Ltd. served as the consultant, and the data were independently verified by Bureau Veritas Certification (Thailand) Ltd., an external accredited verifier under ISO 14064-3. The verification statement is included in the appendix of this report.


The Company applied Global Warming Potentials (GWP) from the IPCC Sixth Assessment Report (AR6), as recognized by the Greenhouse Gas Protocol. The entities included in the verified GHG data this year are four group companies: AAPICO Hitech Public Company Limited (AH), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Precision Co., Ltd. (APC), and AAPICO Plastics Public Company Limited (AP). This is to support comprehensive greenhouse gas emissions reporting across the Group.

This approach enhances data credibility and supports long-term GHG reduction planning, sustainability performance, and preparedness for future environmental regulations, such as the Carbon Border Adjustment Mechanism (CBAM) and Thailand's climate change legislation.

The Company also plans to continuously enhance its GHG data management system to ensure comprehensive coverage, enable accurate year-on-year comparisons, and support effective long-term carbon management.



Target

Indicator	Ultimate Target (2048)	Long Term Target (2038)	Medium Term Target (2030)	Short Term Target (2022-2026)
Organizational Greenhouse Gas Emissions	Carbon Neutrality 	<ul style="list-style-type: none"> 70% reduction in Scope 1 & Scope 2 GHG emissions 45% reduction in Scope 3 GHG emissions 	<ul style="list-style-type: none"> 50% reduction in Scope 1 & Scope 2 GHG emissions 25% reduction in Scope 3 GHG emissions 	-

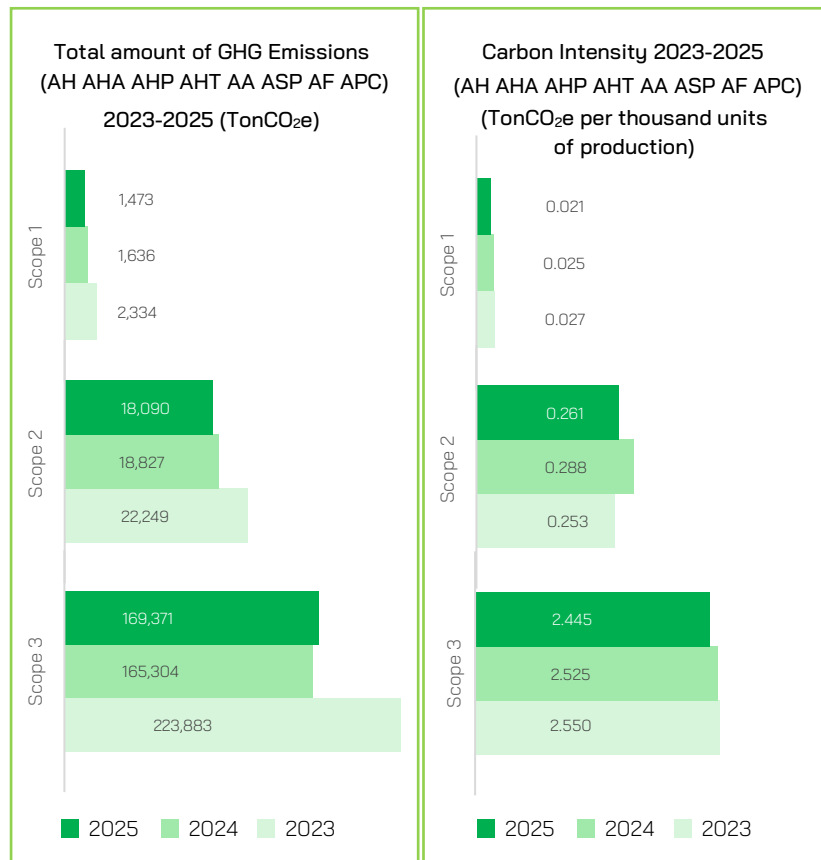
Indicator	Performance 2025 ¹	
Total amount of Organizational Greenhouse Gas Emissions (Tons of CO ₂ equivalent)	(AA AHA AHP AHT AA ASP AF APC) <ul style="list-style-type: none"> Scope 1: 1,472.02 decreased by 37 Scope 2: 18,089.42 decreased by 18.7 Scope 3: 169,370.73 decreased by 24.35 	(APB APR) <ul style="list-style-type: none"> Scope 1: 231.79 Scope 2: 4,383.33 Scope 3: 10,951.29
Carbon Intensity (Tons of CO ₂ equivalent per unit of production)	Metal forming, Jigs and dies business in Ayutthaya (AH AHA AHP AHT) <ul style="list-style-type: none"> Scope 1: 0.01 increased by 13 Scope 2: 0.08 increased by 6 Scope 3: 0.64 increased by 25.48 Metal stamping and Welding assembly businesses in Chonburi (AA ASP) <ul style="list-style-type: none"> Scope 1: 0.05 decreased by 30.55 Scope 2: 0.51 increased by 2.95 Scope 3: 8.28 decreased by 21.74 Forging and Machining businesses in Chonburi (AF APC) <ul style="list-style-type: none"> Scope 1: 0.03 decreased by 46.79 Scope 2: 0.75 decreased by 10.60 Scope 3: 2.18 increased by 13.44 	Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR) <ul style="list-style-type: none"> Scope 1: 0.01 Scope 2: 0.19 Scope 3: 0.49

¹ Performance compared with the 2023 base year



Performance

In 2023, the Company prepared a greenhouse gas inventory covering facilities in automotive parts manufacturing and distribution across 8 entities: AAPICO Hitech Public Company Limited (Head Office: AH), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging Public Company Limited (AF), and AAPICO Precision Co., Ltd. (APC). In 2025, the Company expanded the inventory boundary to include two additional entities involved in automotive plastic parts and plastic fuel tank manufacturing: AAPICO Plastics Public Company Limited (APB) and AAPICO Plastics Public Company Limited (Rayong Branch) (APR).



Carbon footprint of Organization 2025

Scope 1 	Amount 1,473 TonCO ₂ e	Dropped by 36.89%	Intensity 0.021 TonCO ₂ e per thousand units of production	Dropped by 20.02%
Scope 2 	Amount 18,090 TonCO ₂ e	Dropped by 18.69%	Intensity 0.261 TonCO ₂ e per thousand units of production	Rose by 3.04%
Scope 3 	Amount 169,371 TonCO ₂ e	Dropped by 24.35%	Intensity 2.445 TonCO ₂ e per thousand units of production	Dropped by 4.1%

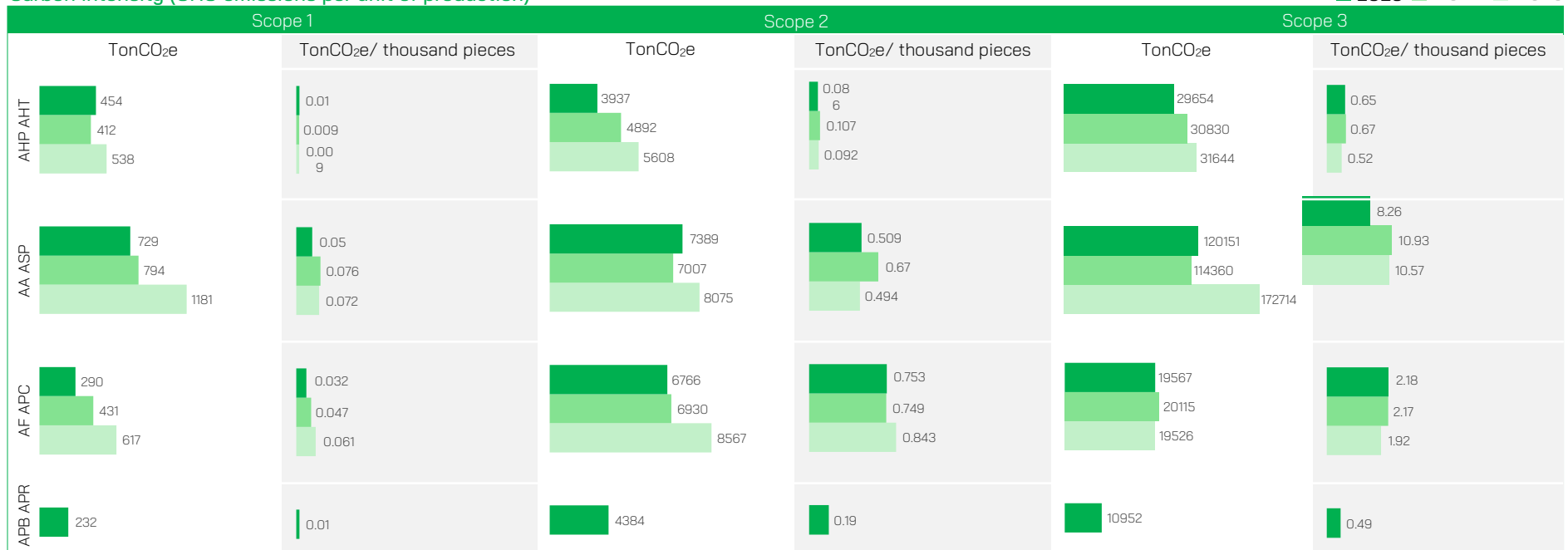
In 2025, the Company’s total greenhouse gas emissions across all scopes amounted to 188,934 tCO₂e, representing a 24% reduction. Emissions intensity per 1,000 units of production decreased by 3.63% compared to the base year. By source, Scope 3 remained the largest contributor, particularly from purchased goods and services. This reflects the Company’s automotive parts manufacturing operations, which rely heavily on steel as primary raw material, significantly impacting overall emissions. To progress toward carbon neutrality, the Company focuses on improving material efficiency, adopting low-carbon materials, and collaborating with suppliers to support key data and emission reduction initiatives. Emissions from Scopes 1 and 2 decreased significantly, primarily due to reduced production volumes, alongside the implementation of emission reduction projects such as transitioning forklifts to electric systems and installing solar power systems.



The reporting of greenhouse gas (GHG) emission intensity (carbon intensity) per unit of production is segregated according to the scope covered by the verified GHG emissions assurance statements issued by an independent external verifier. In 2025, the reporting boundary was expanded to include a total of 10 companies, grouped into four categories: (1) AH, AHA, AHP, and AHT; (2) AF and APC; (3) AA and ASP; and (4) APB and APR. This structure enables more effective assessment of the environmental impact of each business type and supports the continuous development of GHG reduction initiatives. Compared to the base year, most companies and subsidiaries achieved reductions in GHG emissions across all scopes. However, AF and APC recorded a slight increase in Scope 3 emissions despite lower production volumes. This was primarily due to increased imported raw materials at APC, resulting in higher indirect emissions in Scope 3 in line with supply chain activities. In terms of emission intensity per 1,000 units of production, AH, AHA, AHP, and AHT experienced increases in Scope 1 and Scope 3 intensity. This was due to the inability to reduce energy, fuel, and material consumption in proportion to the 25% decline in production volume. In contrast, AA and ASP were able to reduce emission intensity in both Scope 1 and Scope 3 in line with an 11% reduction in production, reflecting improved resource efficiency and continuous production process optimization. However, the Company and its subsidiaries continue to pursue GHG reduction across all scopes through comprehensive initiatives covering the entire production process, in support of their long-term carbon neutrality target.

Carbon intensity (GHG emissions per unit of production)

■ 2025 ■ 2024 ■ 2023



GHG Emissions Reduction Projects

AAPICO Hitech Public Company Limited and its subsidiaries have continuously implemented greenhouse gas (GHG) reduction projects in 2025, covering Scope 1, 2, and 3, to support sustainable carbon emission reduction goals. The key projects undertaken are detailed as follows.

Scope 1:

The Transition Fuel Type for Forklifts Project



The Company and its subsidiaries implemented a project to transition forklifts from diesel and liquefied petroleum gas (LPG) to electric systems, aiming to reduce Scope 1 greenhouse

gas (GHG) emissions from fuel combustion in operations. (see more detail Energy section on pages 116–119)

In 2025, compared to 2023, companies previously using diesel²- and LPG-powered³ forklifts achieved a significant reduction in fuel consumption.

After accounting for emissions from electricity used to charge electric forklifts, the project resulted in a net reduction of 373.13 tCO₂e compared to the base year. The details are as follows:

	LPG consumption for forklifts	175.14 Tons	Dropped by 80.95%
	Reduction of LPG Consumption for Forklifts per Production Unit	0.0009 Tons per thousand units of production	Dropped by 79%
	GHG reduction from fuel combustion	561.21 TonCO ₂ e	
	Diesel consumption for forklifts	50.67 kL	Dropped by 95.08%
	Reduction of Diesel Consumption for Forklifts per Production Unit	0.00006 kL per thousand units of production	Dropped by 93.53%
	GHG reduction from fuel combustion	140.82 TonCO ₂ e	
	Net reduction in greenhouse gas emissions	373.13 TonCO ₂ e	

² Facilities using diesel-powered forklifts include AAPICO Hitech Public Company Limited (AH), and its subsidiaries, which are AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT) and AAPICO Hitech Automation Co., Ltd. (AHA)

³ Facilities LPG using diesel-powered forklifts, include AAPICO Hitech Public Company Limited, Rayong Branch (AHR), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging PLC. (AF) and AAPICO Precision Co., Ltd. (APC), and AAPICO Plastics PLC. (APB)

Scope 2:

Enhancing Energy Efficiency and Reducing Energy Consumption

In 2025, The Company implemented various energy projects across infrastructure, equipment, and production processes to improve energy efficiency and reduce environmental impacts, specifically by reducing Scope 2 GHG emissions from electricity consumption in operations.

As a result of these initiatives, the Company significantly reduced overall electricity consumption, achieving a total reduction of 2,000 tCO₂e in Scope 2 GHG emissions. (see details in the Energy section, pages 107-112)

Key performance summary for 2025



Electricity savings
3,993 MWh



Cost savings on electricity expenses
7.82M THB



GHG reduction on electricity usage
1,983 TonCO₂e

Scope 3:

Waste Reduction in Production and Quality Control Processes

Since the main raw materials used in production significantly affect the Company's overall greenhouse gas emissions. The Company and its subsidiaries therefore place importance on effective resource management, focusing on reducing waste from the main production processes and minimizing the loss of products during quality inspection steps to improve operational efficiency and reduce production costs.

This approach also helps reduce the need to produce substitute products and lowers greenhouse gas emissions in Scope 3, which is related to the use of raw materials from upstream, in line with the company's environmental and sustainable business goals.

The projects under this scope were divided into two main groups:

- Improving production processes to reduce waste projects, which address specific causes on the production line, such as contamination reduction, adjusting workpiece holding positions, improving molds, and changing material used in process.
- Enhancing quality inspection processes project, which aims to reduce losses caused by using actual automotive parts for testing, by developing substitute test models.

The results of these projects in 2025 significantly reduced waste generation, minimized Scope 3 GHG emissions by 409 tCO₂e, and saved 5.13 million Baht in lost goods. (see details in the Waste section, pages 136-140)

Key performance summary for 2024:



Waste reduction
61 Tons



Cost savings by minimizing losses in part sales
5.13M THB



GHG reduction from raw material extraction
409 TonCO₂e



SOCIAL

- Human Resource Management
- Respecting Human Rights and Fair Treatment of Labors
- Personnel Development
- Occupational Health, Safety and Work Environment
- Social Responsibility and Community Development

Human Resource Management



Reporting Boundary

The Company recognizes human resources as a key driver of organizational growth and focuses on developing employees to be ethical, capable, and adaptable to a rapidly evolving, technology-driven environment. Emphasis is placed on enhancing knowledge, skills, and innovation to improve efficiency, in line with its vision of becoming a strong and sustainable Digital World Class Organization. This report covers the automotive parts manufacturing and distribution businesses in Thailand, comprising 12 companies located in Phra Nakorn Sri Ayutthaya, Chonburi, Rayong, and Samut Prakan provinces.

Management Approach

The Company's employee management approach is structured into key areas, summarized as follows:

Recruitment and Hiring Process

The Company supports growth by recruiting qualified personnel while ensuring fairness, equality, and strict compliance with labor laws, Thai labor standards, and international human rights principles. It places strong emphasis on child rights protection, ensuring no employment of individuals under 18 through age verification at all stages. The recruitment process includes competency-based testing, intelligence and emotional intelligence assessments, and interviews by supervisors and management to ensure appropriate candidate selection, as outlined below:

1. Job Posting and Application Screening – Job vacancies are announced through various channels. Applications are screened, and shortlisted candidates are contacted by phone to confirm interest and eligibility for assessments and interviews, with basic qualification checks conducted in compliance with labor laws.
2. Knowledge and Skills Assessment – Selected candidates complete job-related competency tests, including cognitive ability and emotional intelligence assessments
3. Interview Process – Test results are reviewed and used as supporting input for management interviews and evaluation.
4. Hiring Approval – Final approval is granted by senior management. The HR department then coordinates onboarding arrangements, including start dates and orientation schedules.

Activities to Promote Recruitment and Development of Young Talent

The Company implements initiatives to support youth employment and prepare the next generation for the workforce by facilitating the transition from education to work. These efforts focus on developing skills aligned with industry needs. In 2025, the Company provided internship opportunities in fields relevant to its business, such as Intelligent Systems Engineering and Mechatronics Engineering, allowing students to gain practical experience in production processes and organizational operations. In addition, the Company supported technical workforce development by offering vocational and higher vocational students in related fields—such as automotive technology, electronics, production technology, and mechanics—opportunities to develop professional skills in real working environments. The Company also carried out proactive activities to raise organizational awareness and improve access to career information through participation in job fairs at educational institutions. These activities aimed to promote job opportunities, provide insights into industrial roles, highlight required skills, and present career development pathways. In 2025, the Company participated in job fairs at King Mongkut’s University of Technology North Bangkok, King Mongkut’s University of Technology Thonburi, and King Mongkut’s Institute of Technology Ladkrabang to support employment opportunities for students and graduates. Looking ahead, the Company plans to continuously expand collaboration with educational institutions to increase opportunities for internships and career readiness programs, as well as to further develop work-based learning approaches. These efforts aim to equip young talent with industry-relevant skills and support their effective transition into the workforce.



Employee benefits and compensation

The Company has a clear and appropriate policy for compensation and benefits that aligns with job levels, responsibilities, and business operations. It considers motivating employees to perform to their fullest potential by implementing a performance evaluation system for each position. This system utilizes effective Key Performance Indicators (KPIs) to measure job performance. The Company also continuously improves its compensation to be competitive, considering economic conditions and the ability to compete within the industry. This is being done to attract talented individuals to join the Company and motivate employees to continually improve and develop their job performance. In addition to that, the Company also allocates comprehensive benefits not only to employees but also extends to their families. For example, there are provisions for medical expenses for parents, spouses, and children of employees.

Each benefit is regularly reviewed and adjusted to be suitable and in line with the changing social, economic, and business landscape. Furthermore, a welfare committee is established to involve employees in managing welfare matters and serve as a communication channel between employees and the Company regarding welfare and labor relations. The committee provides assistance and support to employees regarding various welfare issues. Apart from the welfare committee, the Company also appoints additional committees to assist in managing and overseeing employee welfare. These committees consist of representatives from every department and serve a two-year term. The committees include the Bus Committee, the Food Committee, the Sports and New Year Events Committee, the Emergency Loan Fund Committee, and the Funeral Welfare Fund Committee.

Financial Welfare Benefit



- Various Funds include the Provident Fund and Social Security Fund
- The AAPICO Savings Cooperative aims to help employees save money and provides low-interest loans to employees, thus reducing their reliance on external debt.
- Retirement benefits scheme in accordance with the law and a long-term benefits plan based on the employees' retirement plan.

Healthcare Welfare Benefits



- Annual Health Check-up: Employees working in high-risk areas are eligible for additional specialized health screenings related to exposure to various chemicals
- Medical Expenses: The Company supports medical expenses for employees and their families (parents and children). In addition, it covers employees' medical costs for hospital stays of 3 days or more.

Other Benefits:



- Lunch: The Company provides lunch for all employees.
- Uniforms: Employees are entitled to receive new uniforms every year.
- Shuttle Service: The Company has arranged a shuttle service for the convenience of employees' transportation to and from work, as well as for off-site work assignments

Employee Involvement and Commitment to the Organization Survey

In 2025, the Company enhanced its approach to employee satisfaction and engagement surveys by increasing the frequency to an annual basis, from previously twice a year to better capture employees’ opinions and sentiments in a more timely and responsive manner. This aims to ensure closer alignment with changing employee perspectives and to support continuous organizational improvement. The survey is conducted to gather feedback and understand employees’ views toward the organization, with the results used to improve and develop the Company’s operations. The assessment consists of two parts: (1) Employee satisfaction, and (2) Employee quality awareness. The employee satisfaction survey covers the following key areas:

- 1 Confidence in the business and company image
- 2 Trust in the management
- 3 Working environment and conditions
- 4 Organizational structure and operations
- 5 Communication and relationships
- 6 Salary/compensation and company benefits
- 7 Job satisfaction
- 8 Opportunities and career advancement

Target

Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025
Employee satisfaction and engagement	-	At least 89% of average score	The average employee satisfaction and engagement score of 89.28%

Employee satisfaction and engagement to the organization

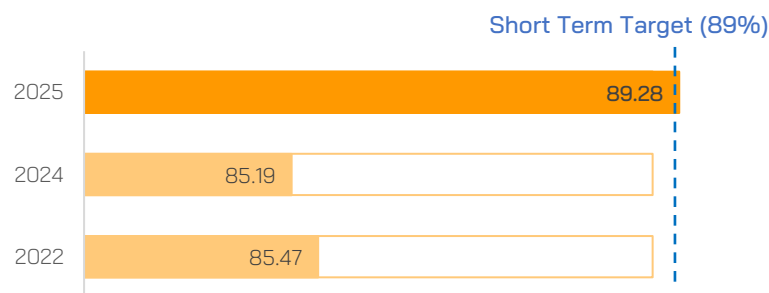
Performance

In 2025, in addition to increasing the frequency of employee satisfaction and engagement surveys, the Company enhanced the survey approach by adopting an online format and providing questionnaires in multiple languages, including Thai and Cambodian, to ensure equal access and participation across all employee groups. This also improved convenience and supported paper reduction, aligning with the Company’s commitment to reducing greenhouse gas emissions and promoting environmentally friendly operations.

The survey covered a representative sample of 15.03% of employees across all departments and levels, including both permanent and contract employees, with diversity in gender, age, nationality, and tenure, across 10 companies in Phra Nakorn Sri Ayutthaya province. The results showed an average satisfaction and engagement score of 89.28%, achieving the target.

The highest-scoring area was confidence in the business and company image, while the lowest-scoring areas were salary/compensation and benefits, career opportunities and advancement, and job satisfaction. Although overall scores and all dimensions improved from the previous year, the Company recognizes the need for continuous development to further enhance long-term employee satisfaction and engagement. The survey results have been analyzed and used to implement improvement actions accordingly.

Satisfaction and Engagement Score (%)



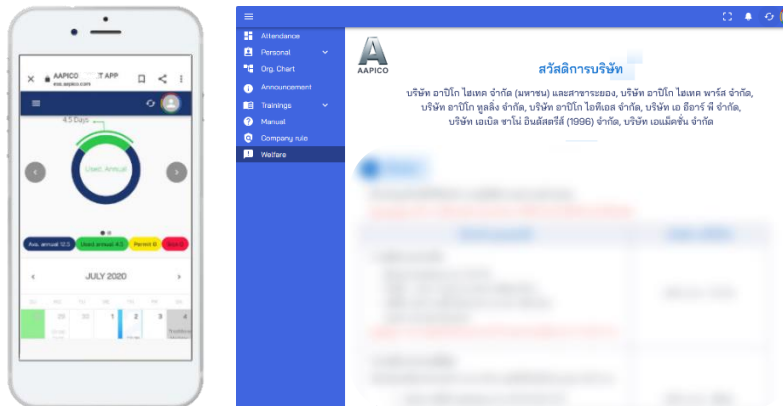
Performance Results in 2025		Compared to 2024
	Part 1 Confidence in the business and company image 92.32%	Rose by 3.98%
	Part 2 Trust in the management 91.83%	Rose by 4.61%
	Part 3 Working environment and conditions 90.48%	Rose by 4.31%
	Part 4 Organizational structure and operations 90.25%	Rose by 4.02%
	Part 5 Communication and relationships 90.33%	Rose by 4.56%
	Part 6 Salary/compensation and company benefits 81.66%	Rose by 3.77%
	Part 7 Job satisfaction 89.96%	Rose by 3.17%
	Part 8 Opportunities and career advancement 87.39%	Rose by 4.26%
	Average 89.28%	Rose by 4.09%

Employee Engagement Improvement Projects

According to the 2025 employee satisfaction and engagement survey, the areas of salary/compensation and benefits, and opportunities for career growth, received lower scores compared to other categories. Therefore, the Company has initiated several projects to enhance employee engagement and address these concerns. The key projects are as follows:

ESS Application

The Company developed the ESS (Employee Self-Service) Application as an internal platform integrating employee data, including records, attendance, training information, and company announcements. The system enables employees to conveniently access information and stay updated, supporting engagement with the organization. It also includes a fully online leave approval system (E-leave flow), allowing employees to submit requests and check remaining leave entitlements. In 2025, the system was enhanced to better meet employee needs, particularly by improving access to benefits information and relevant labor-related updates. The leave approval process was also upgraded to allow supervisors to approve requests via mobile devices, improving speed and operational efficiency.



Leadership Development Program

The Company implemented a Leadership Development Program for 30 middle managers from 2024 to 2025 to strengthen leadership mindset and management skills, support career growth, and enable effective team development and knowledge transfer, including to overseas subsidiaries.

In 2025, 24 out of 30 participants completed the evaluation, with the program rated at an excellent level (97.57%). Participants found the content comprehensive, aligned with objectives, and applicable in practice. Case studies and interactive activities further enhanced understanding and knowledge exchange. The program effectively strengthened leadership capabilities and supported the development of middle management in a tangible manner.



Workforce Diversity

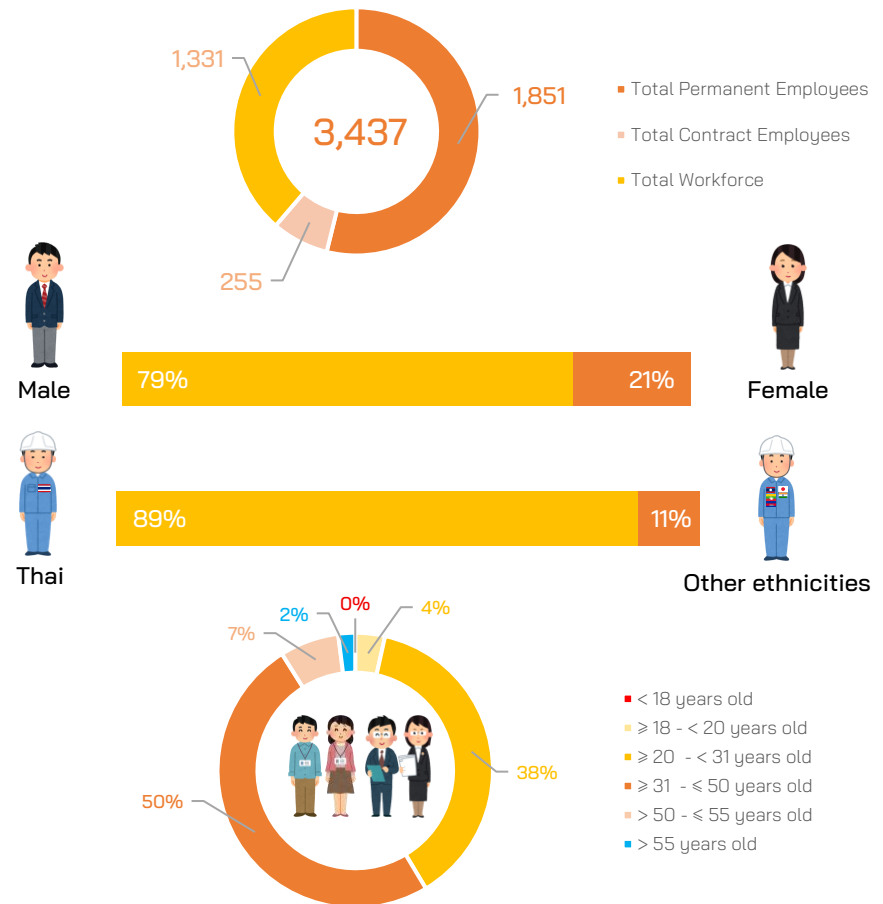
Performance in Thailand

The Company is committed to promoting diversity and ensuring equal opportunities for all employees, regardless of gender, nationality, or age. This diversity serves as a key driver of innovation and creativity, supporting sustainable organizational growth.

In 2025, the Company employed a total of 5,597 employees across its 3 core business groups, both domestically and internationally. For the automotive parts manufacturing and distribution business in Thailand, covering 12 companies, the total number of employees and workers was 3,437, comprising 1,851 permanent employees, 255 contract employees, and 1,331 workers. This reflects the Company’s flexible human resource management and its commitment to providing equal employment opportunities.

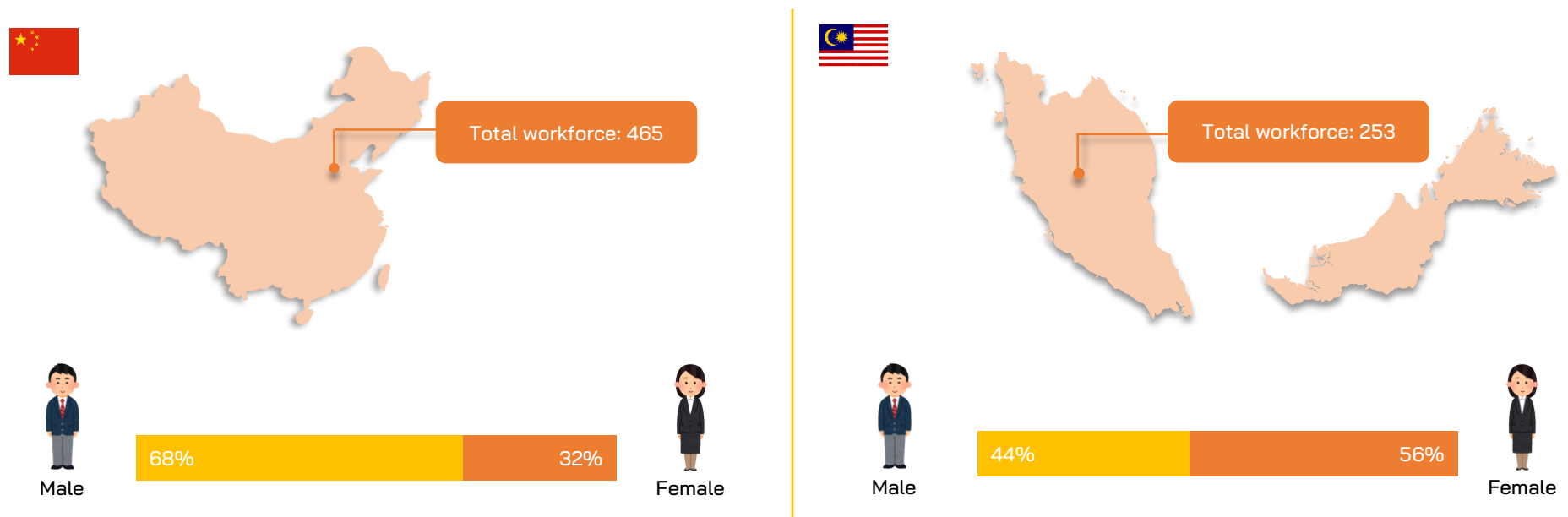
The workforce consisted of 79% male and 21% female, reflecting the male-dominated nature of the automotive industry. Nevertheless, the Company remains committed to supporting female employees and promoting equal career development opportunities. In terms of nationality, 89% of employees and workers are Thai, while 11% are from other nationalities, including Malaysia, Japan, China, Myanmar, Laos, and Cambodia. This reflects the Company’s openness to a multicultural workforce and its effective management of cross-border employees. Regarding age distribution, no employees or workers under 18 years of age were identified. Those aged 18 to under 20 accounted for 4%, representing a young workforce with growth potential. Those aged 20 to under 31 accounted for 38%, while the majority, 50%, were aged 31 to 50, forming the core workforce. Those aged over 50 to 55 accounted for 7%, and those over 55 represented 2%, contributing valuable experience and mentorship to younger employees.

In addition, the Company promotes employment opportunities for persons with disabilities. In 2025, 20 people with disabilities were employed. This not only ensures compliance with legal requirements but also reflects the Company’s commitment to fostering an inclusive and equitable workplace where everyone can contribute to organizational development.



Performance in Overseas Operations

Building on workforce diversity performance in Thailand, the Company has expanded its human resource data coverage to overseas subsidiaries¹ in China and Malaysia to provide a more comprehensive view of the Group’s workforce structure. Each country has a different composition of employees and workers, reflecting local business operations. In 2025, the subsidiary in China had a total of 465 employees and workers, comprising 317 males and 148 females. The subsidiary in Malaysia had a total of 253 employees and workers, comprising 112 males and 141 females. The Company is in the process of enhancing its data collection systems for overseas subsidiaries to improve consistency and coverage. As a result, the current level of detail on workforce diversity remains less comprehensive than that of Thailand. Nevertheless, the available data reflects the overall workforce structure in each country. Compared to Thailand, gender distribution varies by country, reflecting differences in labor markets and industry characteristics. China has a higher proportion of male employees, while Malaysia has a higher proportion of female employees. This reflects regional workforce diversity and supports the Company’s commitment to promoting equality and diversity across all operating locations.



¹ The disclosure of overseas performance covers subsidiaries including Kunshan Chaitai-Xincheng Precision Forging Co., Ltd. in China and AAPICO Avee Sdn. Bhd. in Malaysia. The scope and level of detail may differ from Thailand due to limitations in data collection systems and operational contexts in each country. The Company is in the process of improving its data systems to enable more comprehensive and consistent disclosures in the future. Quantitative details of overseas subsidiaries are further presented in the GRI Content Index Table at the end of this report.

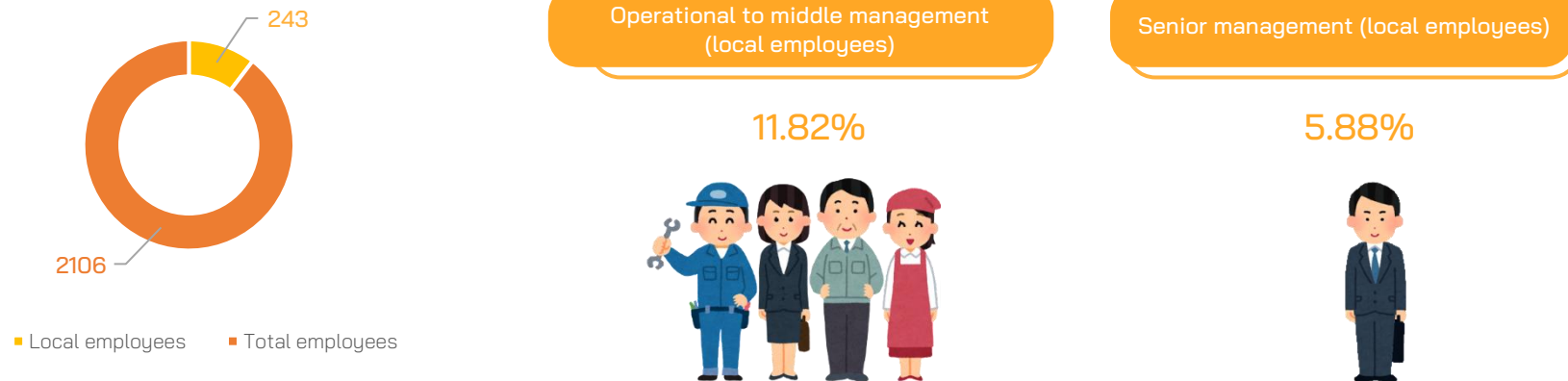
Employment Management

Performance

The Company places importance on effective human resource management by promoting fair employment, creating job opportunities for local communities, and continuously monitoring workforce movement to support workforce stability and long-term organizational growth. Employment data, including new hires, local hiring, and employee turnover, is regularly tracked to support workforce planning and human resource strategies.

1. Local Hiring

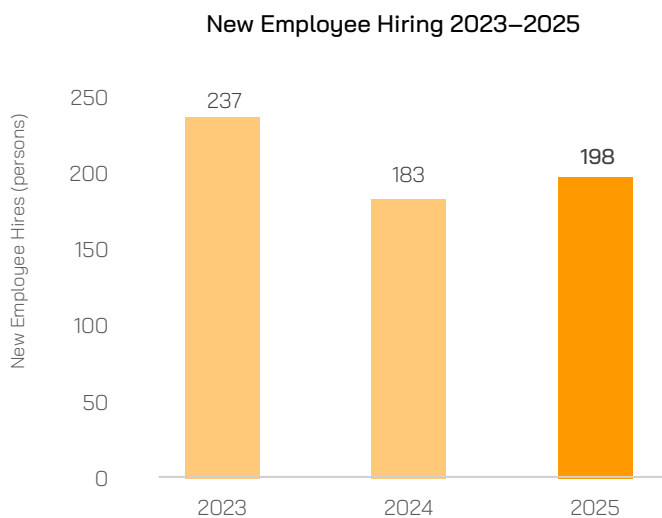
The Company emphasizes local hiring by creating employment opportunities for people in communities where its operations are located. This approach supports local economic development, reduces workforce migration, and strengthens relationships with surrounding communities. The Company is committed to hiring local talent in alignment with business needs, taking into account job suitability and individual capabilities, while supporting both organizational growth and sustainable community development. In 2025, the Company employed 243 employees² whose domicile is in the same province as its operational sites, representing 11.77% of total employees. Of these, 242 employees were at operational to middle management levels, accounting for 11.82% of employees at those levels, while 1 senior executive (5.88%) was locally based. The proportion of local employees at the senior management level remains limited due to the experience and specialized expertise required for such roles. Nevertheless, the Company continues to focus on developing internal talent to support career advancement and create opportunities for local employees to progress into higher-level positions in the future. This commitment to local hiring reflects the Company’s role in supporting income generation, workforce development, and socio-economic growth in the communities where it operates.



² The data covers operations in Phra Nakhon Si Ayutthaya, Rayong, Chonburi, and Samut Prakan, across 12 companies: AAPICO Hitech Public Company Limited (Head Office – AH) and Rayong Branch (AHR), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Leadtech Co., Ltd. (AL), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging Public Company Limited (AF), AAPICO Precision Co., Ltd. (APC), and AAPICO Plastics Public Company Limited (Head Office – APB) and Rayong Branch (APR)

2. New Hires

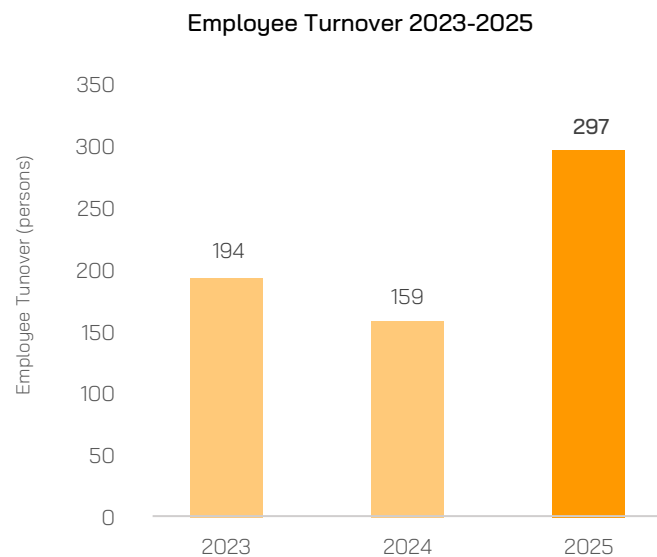
The Company conducts its recruitment and selection process based on principles of transparency, fairness, and non-discrimination, with consideration given to candidates' qualifications, capabilities, and suitability for each role to ensure effective business support. During 2023–2025, the Company hired 237, 183, and 198 new employees, respectively. In 2025, although the number of new hires increased from the previous year, it remained at a level consistent with the Company's workforce strategy, which emphasizes optimizing human resource efficiency and employee retention. In 2025, total new hires reached 198 employees, representing 9.40% of the total workforce. The majority were monthly permanent employees (144), followed by daily permanent employees (34), monthly contract employees (14), and 6 contract employees with disabilities. Structurally, the increase in hiring reflects efforts to strengthen the domestic workforce, particularly in roles supporting short-term operations and enhancing workforce flexibility. The inclusion of contract employees and people with disabilities also demonstrates the Company's commitment to diversity and equal employment opportunities. Conversely, no hiring was made under MOU-based contract arrangements in 2025, unlike in previous years. This change reflects adjustments in workforce management to align with organizational structure and evolving labor needs, as well as external factors such as uncertainties along the Thailand–Cambodia border affecting cross-border labor mobility. Overall, these changes indicate the Company's strategic shift toward reducing reliance on a single labor source and strengthening the domestic workforce, enhancing flexibility and ensuring business continuity in the long term.



New Employee Hiring in 2025		
Employee Category	Number of New Hires	New Hire Rate by Category
Monthly Permanent Employees	144	8.20%
Daily Permanent Employees	34	35.95%
Monthly Contract Employees	14	40.68%
MOU Contract Employees	0	0.00%
Contract Employees with Disabilities	6	29.88%
Total New Hires	297	9.40%

3. Employee Turnover

In addition to new hires, employee turnover is a key indicator used to analyze workforce trends and support effective human resource planning. From 2023 to 2025, total employee turnover was 194, 159, and 297 employees, respectively. In 2025, the turnover rate was 14.10% of total employees. The majority of turnover occurred among contract employees, particularly those under MOU arrangements, with 144 employees or 71.94% of total MOU contract employees. This reflects the fixed-term nature of employment and cyclical labor mobility. Permanent employee turnover remained at a level consistent with industry trends. The increase in turnover in 2025 was partly influenced by external factors, particularly geopolitical uncertainty along the Thailand–Cambodia border, which affected foreign workers’ decisions to return to their home countries or terminate employment before contract completion. This is considered a one-off external factor beyond the Company’s control. In response, the Company implemented appropriate support measures for affected employees, while ensuring business continuity through workforce planning. These measures included communication and facilitation for foreign workers, employee welfare support, workforce replacement planning, and upskills to enhance workforce flexibility. The Company is also developing long-term workforce management strategies, including diversifying labor sources, strengthening collaboration with relevant stakeholders, and improving operational efficiency through technology, to enhance workforce stability and mitigate future external risks.



Employee Turnover in 2025		
Employee Category	Number of Resignations	Turnover Rate by Category
Monthly Permanent Employees	139	7.91%
Daily Permanent Employees	8	8.46%
Monthly Contract Employees	3	8.72%
Contract Employees (MOU)	144	71.94%
Contract Employees with Disabilities	3	14.94%
Total Turnover	297	14.10%

Employee Remuneration and Welfare

Performance

Remuneration

The Company placed importance on establishing a remuneration structure that is appropriate, fair, and competitive in the labor market. Remuneration is determined based on employees’ knowledge, capabilities, roles and responsibilities, and individual performance, together with consideration of cost of living, economic conditions, and industry benchmarks. The Company implements a systematic and transparent performance evaluation process, aligned with organizational goals, to support appropriate performance-based remuneration.

In addition, the Company emphasizes long-term employee benefits, including statutory retirement payments in accordance with labor laws, which are recognized as post-employment benefits. The Company calculates obligations related to post-employment and other long-term employee benefits using the Projected Unit Credit Method, in line with actuarial principles, and these are assessed by independent experts. Additional long-term benefit programs, such as Long Service Awards, are also provided to recognize employees’ contributions and tenure.

Employee benefit obligations are recorded in accordance with financial reporting standards and presented as non-current liabilities in the Company’s financial statements, reflecting prudent management of long-term employee benefit obligations and associated risks.

Total Employee Remuneration

1,195.9M THB³



Remuneration by Gender

Male

901.1M THB

Female

294.8M THB

Post-employment & Long-term Benefits

36.6M THB⁴



³The data covers the Company and its subsidiaries under the automotive parts manufacturing and distribution business in Thailand, totaling 12 entities: Aapico Hitech Public Company Limited (Head Office: AH) and Rayong Branch (AHR), Aapico Hitech Parts Co., Ltd. (AHP), Aapico Hitech Tooling Co., Ltd. (AHT), Aapico Hitech Automation Co., Ltd. (AHA), Aapico Leadtech Co., Ltd. (AL), Aapico Amata Co., Ltd. (AA), Aapico Structural Products Co., Ltd. (ASP), Aapico Forging Public Company Limited (AF), Aapico Precision Co., Ltd. (APC), and Aapico Plastics Public Company Limited (Head Office: APB) and Rayong Branch (APR).

⁴ Further details are disclosed in the Notes to the Financial Statements, Note 25: Non-current provisions for employee benefits.

Welfare & Benefits

The Company provides comprehensive employee welfare aligned with the needs of different life stages, covering health, financial security, and overall well-being of employees and their families. Key benefits include medical coverage for employees and their families, annual health check-ups, transportation services, travel allowances, uniforms, and various leave entitlements such as maternity and family care leave. Employee engagement activities are also organized to enhance well-being and long-term organizational commitment. To support financial security, the Company has established a provident fund in accordance with applicable laws. Eligible employees may voluntarily join and contribute at specified rates, with the Company matching contributions at the same rate. The fund is managed by a licensed asset management company and overseen by a committee comprising representatives from both the Company and employees to ensure transparency and safeguard members’ interests.

In addition, the Company promotes financial literacy and long-term savings by communicating information on provident fund benefits, conditions, and investment options through various internal channels, supporting sustainable financial planning and overall employee well-being.

Provident Fund Members (Permanent Employees)

1,345 Employees



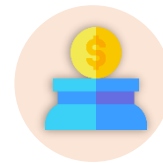
By gender

Male
934 Employees

Female
411 Employees

Company Contribution to Provident Fund

31.8M THB



By gender

Male
22.6M THB

Female
9.2M THB

Parental Leave

6 Employees



Return-to-Work Rate

85.71%

Amount of Company-Paid Healthcare Benefits for Employees' Families

2.2M THB

Respecting Human Rights & Fair Treatment of Labors



Reporting Boundary

The Company places the highest importance on human values and operates in accordance with human rights principles, respecting the diversity of stakeholders equally in all aspects, regardless of race, religion, gender, beliefs, social status, physical appearance, political opinions, or other differences. The Company ensures equal respect for the rights of all parties. This report outlines the Company’s policies and practices in treating stakeholders, particularly employees and workers, as well as surrounding communities connected to its operations. It covers the automotive parts manufacturing and distribution business in Thailand, comprising 12 companies located in Phra Nakorn Sri Ayutthaya, Chonburi, Rayong, and Samut Prakan provinces.

Management Approach

Building Organizational Culture

The Company operates in line with its vision and mission, emphasizing employee well-being and quality of life (Happy Employees). This is supported through fair employment practices, appropriate welfare, and a safe and hygienic working environment. The Company promotes a culture of teamwork, efficiency, problem-solving, integrity, loyalty, respect, and a strong sense of responsibility toward family, the organization, and society. These principles are embedded in employees at all levels through training and organizational culture development.

Labor Corporate Social Responsibility Policy

The Company has developed Labor Corporate Social Responsibility Policy as a guideline for treating employees in the organization and other stakeholders. The Company prioritize safety in the workplace and ensure compliance with Thai labor standards, specifically the Thai Corporate Social Responsibility (TLS 8001-2010). A Thai Labor Standards Committee has been appointed, ensuring freedom and adherence to human rights guidelines as follows:

1. The Company shall not have any form of forced labor and not participate in illegal labor.
2. The Company shall not hire or does not support the employment of all forms of illegal child labor.
3. The Company supports breastfeeding employees by allowing appropriate breaks for milk expression during working hours and providing designated storage facilities.
4. The Company shall not lay off employment, demote, or reduce benefits because of pregnancy.



Labor Corporate Social Responsibility Policy

5. The Company respects employees' freedom of association and does not interfere with lawful employee activities.
6. The Company prohibits all forms of unfair discrimination in line with international standards.
7. The Company establishes measures to prevent and address harassment, including sexual harassment and misconduct.
8. The Company implements measures to prevent and eliminate workplace violence.
9. The Company ensures a safe working environment in compliance with the law. Employees have the right to refuse unsafe work by notifying supervisors, who must take immediate corrective action and assign suitable tasks in the meantime.

Furthermore, the Company places great importance on personal data rights. We have established a Privacy Policy for employees and job applicants, informing stakeholders about the types of personal information that the Company collects, as well as the reasons for processing such data, the storage period, and the processing method. This was done to ensure that the Company will not breach their privacy rights and will process data in compliance with the policy.

For foreign labor employment, the Company only employs foreign workers with valid work permits. These workers are treated equally to Thai employees. For those who do not understand Thai, the Company provides knowledge about employee rights through interpreters or foreign language educational materials, covering topics such as work regulations, safety in work operations, quality systems, environmental considerations, and operational procedures.

In addition to promoting human rights within the organization, the Company also encourages partners and subcontractors throughout the supply chain to conduct business under human rights principles. We have a system for auditing and

improving these partners and suppliers, focusing on legal compliance, quality systems, safety, occupational health, and environment, human rights, and fair treatment of labor and communities. Moreover, contracts stipulate that partners and subcontractors must treat their employees equitably in accordance with the Supplier Code of Conduct established by the Company and comply fully with all applicable laws. Failure to comply may result in contract termination.

Grievance Mechanism

The Company has established a grievance mechanism for stakeholders to submit opinions, suggestions, complaints, or report human rights violations or other misconduct. It emphasizes whistleblower protection by ensuring confidentiality and preventing disclosure of any information that could identify the informant, in compliance with applicable laws. Stakeholders may provide feedback through the following channels:

Communication Channels for Complaints and Feedback



Report to supervisors, department heads, or through designated interpreters as desired by the complainant.



Postal mail
 Chairman of the Audit Committee
 AAPICO Hitech Public Company Limited
 Unit No. 100/11, 9th Floor (Low Zone), Sathorn Nakorn Tower Building, No. 100, North Sathorn Road, Silom Subdistrict, Bang Rak District, Bangkok, Thailand 10500



E-mail
 Chairman of the Audit Committee
 AAPICO Hitech Public Company

Human Rights Assessment within the organization

The Company places strong importance on respecting and protecting human rights in its operations, guided by the United Nations Guiding Principles on Business and Human Rights (UNGPs). It is currently developing a comprehensive internal human rights assessment approach in line with international standards to support systematic human rights risk management and enable more tangible performance outcomes in the future. During this process, insights from external assessments have enabled the Company to identify key human rights risks associated with its operations, forming the basis for the development of its Human Rights Due Diligence (HRDD) approach.



Human Rights Due Diligence: HRDD

The Company is developing its HRDD framework in line with international practices to strengthen its ability to identify, assess, and manage human rights risks systematically. In 2025, external assessments on labor and human rights issues were conducted, and the findings were used to identify key labor-related risks, particularly those related to migrant worker employment, to support further HRDD development.



Treatment of Migrant Workers

The Company ensures equal treatment of migrant workers, including compliance with wage and welfare regulations, and provides communication in languages they understand to enhance access to information and rights. Based on recommendations from external assessments, the Company is strengthening practices related to migrant worker recruitment—particularly through labor agencies—covering employment documentation, recruitment fees, and working conditions, to mitigate human rights risks in practice.



Development to Support Workforce Diversity

The Company's workforce reflects diversity in nationality, ethnicity, and language, with no restrictions based on nationality in recruitment. To support effective communication, information is provided through various channels—such as internal announcements, pay slips, work manuals, and internal communication platforms—in formats accessible to employees. The Company is also exploring additional approaches to enhance communication and awareness of labor rights to further prevent and mitigate human rights impacts in the workplace.

Furthermore, the Company is continuously refining and strengthening its human rights management approach to be more structured and comprehensive. Risk assessment results and operational practices are being used to support the development of the HRDD framework, alongside reference to the International Labour Organization (ILO) principles. Progress in these efforts will be disclosed in future reports.


Target

Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025
Complaints Regarding Human Rights Violations and Discrimination	0 Complaint	0 Complaint	0 complaint on human rights violations and other social issues from internal and external in 2025

Performance

Complaints Regarding Human Rights Violations and Discrimination

The Company has established multiple grievance channels accessible to both employees and external stakeholders, including reporting through direct supervisors, the Human Resources function, internal complaint systems, and channels defined under corporate governance policies. All complaints are managed through a systematic process to ensure that human rights and discrimination concerns are addressed fairly, transparently, and with accountability. The Audit Committee provides oversight at the policy level and regularly monitors performance. In 2025, the Company received no complaints related to human rights violations or discrimination from both internal and external stakeholders (0 cases). Over the past 5 years during 2021–2025, no such complaints have been reported. This reflects the effectiveness of the Company’s preventive measures and governance mechanisms. Despite the absence of complaints, the Company continues to take a proactive approach by regularly reviewing its human rights policies and practices, and by raising employee awareness through onboarding programs and training on labor rights and non-discrimination, to foster a culture of respect, dignity, and equality.



Zero complaint on Human Rights Violations and Discrimination for 5 consecutive years

Complaints Regarding Human Rights Violations and Discrimination	2020	2021	2022	2023	2024
Number of complaints within Company	0	0	0	0	0
Number of complaints outside Company	0	0	0	0	0
Total	0	0	0	0	0

Human Rights and Labor Rights Management and Promotion

In 2025, the Company continuously monitored and assessed human rights and labor rights issues across its operations. No cases of child labor, forced labor, or labor rights violations were identified (0 cases across all categories), reflecting the effectiveness of internal control systems and strict compliance with applicable labor laws.

Beyond system-level governance, the Company places strong emphasis on building awareness and capability among supervisors and managers. Key topics—such as labor laws, fair labor practices, non-discrimination, and grievance handling—are integrated into leadership development programs to strengthen their role in managing teams in alignment with human rights principles. At the same time, this approach has been extended to supply chain management. The Company enhances the capability of its procurement function to oversee suppliers in environmental, social, and governance aspects, including compliance with fundamental labor standards, such as the prohibition of child and forced labor, lawful employment practices, and the provision of safe and fair working conditions. These efforts aim to promote a responsible, transparent, and sustainable supply chain aligned with the Company’s long-term business direction.



Child labor

0 cases

Forced labor

0 cases

Discrimination complaints

0 cases

Equal Employment Opportunities

Employment and Support for Persons with Disabilities

The Company is committed to promoting equality and fairness in employment, with a focus on providing opportunities for people with disabilities in accordance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007) and its amendment (No. 2) B.E. 2556 (2013). Beyond legal compliance, the Company aims to use employment as a key mechanism to enhance capabilities, develop skills, and improve the quality of life of people with disabilities, enabling them to achieve independence with dignity. Employees with disabilities are assigned roles aligned with their capabilities, supported by a safe and appropriate working environment that enables effective participation. The Company also promotes awareness of diversity and inclusion within the organization to foster an open and inclusive workplace culture.

In 2025, the Company employed a total of 20 contract employees with disabilities, representing 7.89% of total contract employees, in compliance with legal requirements. This initiative provides individuals who may face barriers to employment with access to meaningful work, stable income, and the opportunity to actively contribute to the organization.



Total employees with disabilities

20 persons

Proportion of contract employees

7.89%

By gender proportion

Male

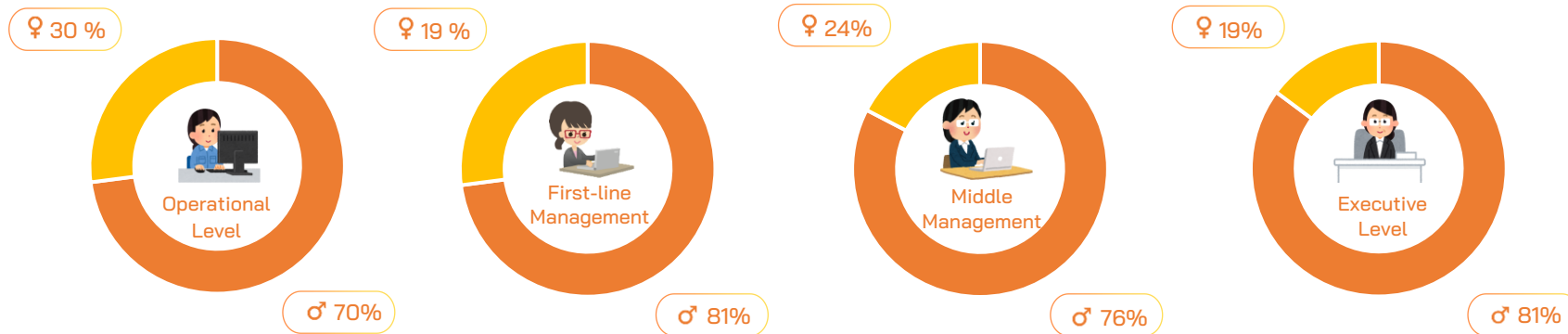
71.78%

Female

28.22%

Equal Opportunity Across Job Levels

The Company upholds non-discrimination and equal opportunity as core principles in human resource management, ensuring that employees of all genders have fair access to career advancement based on their capabilities. As of the end of 2025, the Company had 1,391 operational-level employees, comprising 971 males and 420 females, with females representing approximately 30% of this level. At the first-line management level, there were 580 employees (471 males and 108 females), with females accounting for 19%. At the middle management level, there were 103 employees (79 males and 24 females), with females representing 23%. At the senior management level, there were 16 employees (13 males and 3 females), with females accounting for 19%. These figures reflect a workforce structure where males remain the majority across several levels, particularly in management roles. The Company therefore focuses on capability development, leadership readiness, and fostering an inclusive work environment to support greater female representation in management positions over the long term.



Pay Equity

The Company believes that a fair, transparent, and non-discriminatory compensation system is a key driver of employee motivation, engagement, and long-term organizational sustainability. Compensation is determined based on roles and responsibilities, position level, experience, and performance, in line with the principle of “equal pay for work of equal value,” regardless of gender or other non-job-related factors. In addition to complying with legal requirements in all operating locations, the Company also considers the appropriateness of wage levels in relation to economic and social contexts to ensure that employees and workers receive fair compensation aligned with a reasonable quality of life. To demonstrate transparency and accountability to stakeholders, the Company discloses key information on pay equity, including:

1. Gender Pay Ratio
2. Wage comparison to legal minimum wage
3. Wage assessment against cost of living estimates

This information reflects the current compensation structure and supports its ongoing improvement.



1. Gender Pay Ratio

The Company places strong importance on pay equity to promote fairness, strengthen good governance, and support long-term talent retention and attraction. Compensation is determined based on job value and performance, regardless of gender, nationality, or personal background, ensuring fair pay for comparable roles. In 2025, the Company monitored the ratio of average compensation between female and male employees across all position levels. The results show that the female-to-male compensation ratio was 20.62% at the senior management level, 37.23% at the middle management level, 90.07% at the first-line management level, and 113.31% at the operational level. The data indicates that compensation at the operational and first-line management levels is relatively comparable, while differences remain at the middle and senior management levels, mainly due to workforce structure such as tenure and representation rather than compensation policy. The Company uses these insights to support the development and advancement of female employees into leadership roles, aiming to achieve greater balance over the long term.


Position Level	Female-to-Male Compensation Ratio ¹ (%)
 Executive Level	20.62
Middle Management	37.23
First-line Management	90.07
Operational Level	113.31

¹ Gender Pay Ratio is calculated as (average female compensation ÷ average male compensation) × 100

² Employees at Minimum Wage covers entry-level positions only, where starting wages are benchmarked against provincial minimum wage rates

2. Wage comparison to legal minimum wage

The Company operates in Ayutthaya, Chonburi, Rayong, and Samut Prakan provinces and strictly complies with legally mandated minimum wage rates in each location. The base wage structure is reviewed whenever there are updates to labor laws to ensure alignment with legal requirements and transparency in compensation management. To assess its compensation structure, the Company considers the proportion of entry-level² employees receiving base wages at the minimum wage level, categorized by employment type. This reflects the overall compensation structure across different employee groups within the organization. In 2025, most monthly permanent employees with vocational diplomas and bachelor’s degrees received wages above the minimum level, while some operational-level workers remained within the entry-level wage range in accordance with the Company’s wage structure. Compliance with minimum wage is regarded as a fundamental legal requirement. The Company continues to monitor and review its compensation structure to ensure alignment with labor market conditions while supporting employee’s long-term quality of life

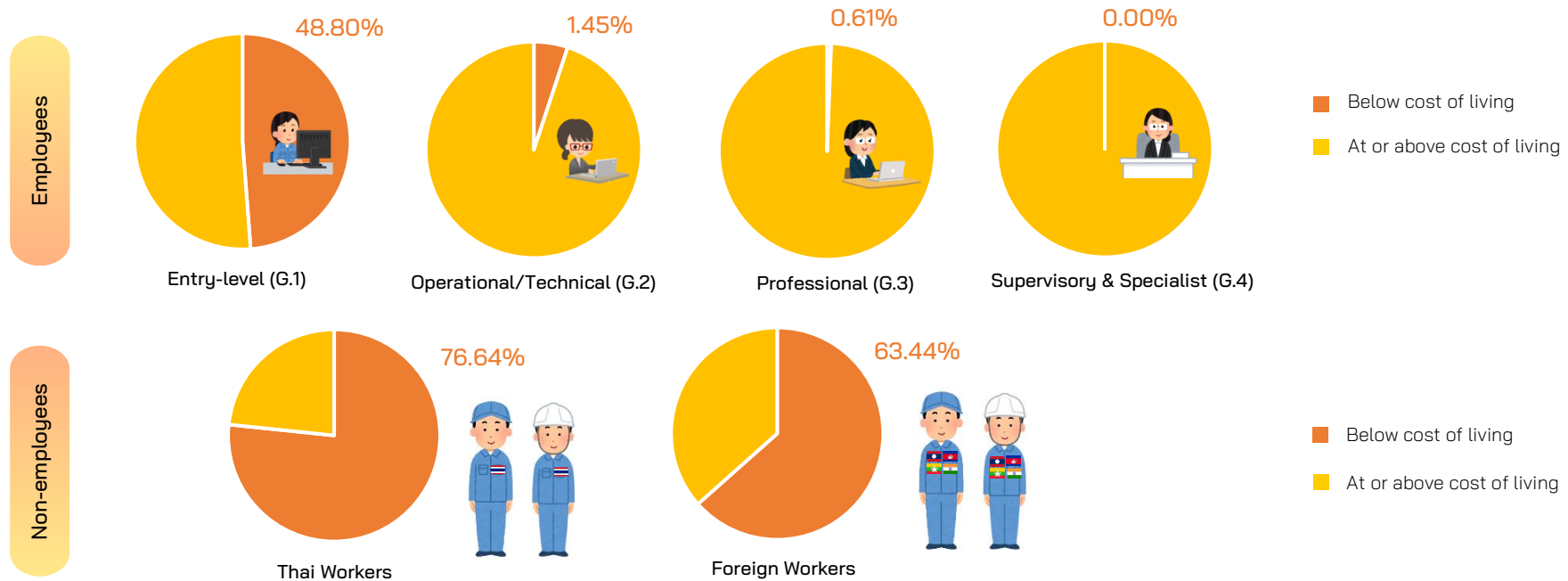
Employee Type	Employees at Minimum Wage (%)
 MOU Contract Employees	89.95
Daily Permanent Employees	21.20
Monthly Permanent (Vocational Diploma)	1.41
Monthly Permanent (bachelor’s degree)	0.00



3. Wage assessment against cost of living estimates

Beyond compliance with legal minimum wage requirements, the Company considers compensation from a sustainability perspective, including the adequacy of income to support employees' living needs. The assessment is expanded from minimum wage comparison to benchmarking wages against cost of living estimates, reflecting the ability of income to cover basic living expenses. In this assessment, cost of living estimates is used as a reference to analyze base wage levels of both employees and non-employees. In 2025, the Company assessed the proportion of entry-level personnel whose base wages were below the cost of living benchmark. The results indicate that nearly half of entry-level employees (G.1) earned below the estimated cost of living, while this proportion decreased significantly among higher-level employees (G.2–G.4). For outsourced workers, the proportion earning below the cost of living remained higher than that of the Company's employees, reflecting ongoing challenges in improving wage standards across the supply chain. The Company recognizes cost of living as both a social equity issue and a long-term labor risk and is currently exploring approaches to enhance its compensation structure and strengthen collaboration with suppliers to gradually improve wage standards in alignment with business context and living cost conditions. Overall, the findings highlight that cost of living challenges are concentrated among entry-level employees (G.1), while higher-level employees are less affected.

Proportion of Entry-level Employees Earning Below Cost of Living (%)



Social Dialogue

Welfare Committee in Establishments

The Company and its subsidiaries place strong emphasis on employee welfare and the promotion of positive labor relations within the organization. The Company respects employees’ rights to participate in expressing opinions on employment conditions and welfare through formal and transparent mechanisms. In this regard, the Company has established a Welfare Committee in accordance with the Labour Protection Act B.E. 2541 (1998), Section 96, which requires employers with 50 or more employees to set up a welfare committee comprising at least five employee representatives. This committee serves as a central mechanism for consultation, recommendation, and monitoring of appropriate and fair welfare provision. The Welfare Committee’s roles and responsibilities include:

1. Consulting with the employer on the provision of employee welfare
2. Providing advice and recommendations to the employer regarding employee welfare arrangements
3. Monitoring and overseeing welfare provided to employees
4. Submitting opinions and proposals on welfare improvements

The Company holds Welfare Committee meetings annually to facilitate dialogue between employer and employee representatives on welfare and quality-of-life issues, with systematic follow-up of meeting resolutions. In 2025, a total of 21 employee proposals related to welfare were received, covering working conditions, facilities, and quality of life. Of these, 57% have been implemented, 24% are in progress, and 19% were assessed as not feasible at present due to constraints such as space, infrastructure, or operational limitations across establishments. Nevertheless, all proposals are used as input for long-term welfare improvement planning. Key issues discussed during the year included improvements to parking safety and infrastructure, enhancement of workplace environments such as dormitories, restrooms, and cafeterias, control of meal quality and pricing, and employee health promotion and recreational activities. Approved welfare measures are implemented according to each establishment’s scope and cover the majority of employees across the Group, while ongoing items are supported by defined action plans and timelines. This mechanism helps strengthen labor stability, reduce potential disputes, and support sustainable human capital management in the long term.



Total Welfare Committee meetings (Group)

22 times

Employee welfare proposals received

21 items

Proposals implemented

57% of total proposals



Labor Union and Collective Bargaining³

The Company and its subsidiaries respect employees’ rights to freedom of association and collective bargaining in accordance with the Labor Relations Act B.E. 2518 (1975). Operations are conducted on a non-discriminatory basis, without interference in union activities, and with a commitment to good faith, transparency, and mutual trust in all negotiations.

Labor unions in each company serve as key channels for representing employees’ voices on matters such as wages, welfare, employment conditions, and working environment. In 2025, a total of 23 meetings were held between union representatives—both operational and supervisory levels—and management, reflecting ongoing communication and engagement in labor relations. During the reporting year, the Group had 27 Collective Bargaining Agreements (CBAs) in force, covering 1,874 employees. Coverage levels ranged from 55.28% to 99% of employees in each company, reflecting differences in workforce structure and union presence.

CBA reviews are generally conducted every two years, or as specified in each agreement, to ensure alignment with economic conditions, employment practices, and employee needs. No significant labor disputes affecting business operations were reported during the year. The Company continues to monitor compliance with CBAs to strengthen labor stability and mitigate long-term labor risks. Looking ahead, the Company plans to further integrate human rights considerations into collective bargaining discussions to enhance inclusiveness and strengthen mechanisms for addressing employee concerns.



Union–Management Meetings

23 times

Collective Bargaining Agreements

27 issue

Employees Covered by Collective Agreements

1,874 persons



³ Data covered a total of 11 facilities, including AAPICO Hitech Public Company Limited (AH), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Leadtech Co., Ltd. (AL), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging PLC. (AF), AAPICO Precision Co., Ltd. (APC), AAPICO Plastics PLC. (APB) and branch in Rayong (APR)

Personnel Development



Reporting Boundary

The Company recognizes employees as its most valuable resource and a key driver of sustainable growth. Amid the evolving digital workforce, the Company enhances employee capabilities in line with their roles and responsibilities, while promoting creativity and innovation in daily work. This approach strengthens competitiveness and supports career growth and fair compensation. This report presents training programs, development activities, and related performance outcomes. The coverage includes the Company's automotive parts manufacturing business in Thailand and its subsidiaries, comprising 12 companies located in Phra Nakorn Sri Ayutthaya, Chonburi, Rayong, and Samut Prakan provinces.

Management Approach

AAPICO Training Center Co., Ltd. serves as the centralized entity responsible for employee development, delivering training programs that build job-relevant skills across the organization. The Company's training approach includes:

1. **Training Needs Assessment** – Training plans are based on skill development surveys and annual performance evaluations. Supervisors identify development needs and recommend suitable courses. This approach ensures that employees can effectively enhance their skills and grow in their careers, while also aligning with the Company's strategic goals.
2. **Curriculum Development** – A standardized curriculum includes both shared foundational courses and role-specific training. Content is designed to reflect industry trends and technological changes.
3. **Instructor Selection and Evaluation** – Instructors are carefully selected based on subject-matter expertise. Training effectiveness is evaluated through pre- and post-training assessments and uses a learning progress tracking system to evaluate the effectiveness of the training and its application in the workplace.
4. **Career Path Development and Growth Opportunities** – The Company supports employee development through structured career paths, internal promotion, and job rotation systems, encouraging continuous learning and long-term career progression.

Based on this development approach, the Company has designed a comprehensive training curriculum to suit various job functions and ensure that employees can apply the knowledge and skills acquired in practice.

The Company's training courses for employees can be categorized as follows:





Category A

Training courses in work-specific techniques and new technologies outside of on-the-job- training. This also includes training on work safety. The Company has set up courses for various work-specific techniques, such as Basic Hydraulics system, Electric Actuator, MAG welding process, Basic PLC Programming, Basic to Professional Level SolidWorks, Industrial Robotic Automatic Control System, Marketing, PC and Logistics, and Maintenance techniques.



Category B

Training courses focusing on management and finance for developing system management skill, human management skill, and business management skill for the managements of every level, which comprise of:

1. Training on team-leading skills for the automotive industry, and the Job Relation and Instruction for Automotive Industry course.
2. Supervisory Skills Development training course for first-line managers who were recently appointed or promoted to understand the duties, responsibilities of being a supervisor.
3. Peace Leadership training courses for middle and top management in order to cultivate good citizenship within the Company's management, including training on leadership and environment preservation
4. Team Development training courses to build corporate cultures, encourage good outlooks, increase teamwork, and discipline within the organization



Category C

Focus on training courses for systematic management which can be applied to every department for continuous improvement. The Company has set up training courses for 5S, QCC, and Kaizen in order to encourage the employees to work systematically; and the Company has also set up training courses on techniques for training others in order to improve training process for new employees.



Category D

Training courses on quality, safety, occupational health, and environment, which are all important factors in manufacturing business and industry. The training is aimed at increasing employees' awareness of the importance of quality products for customers, safe working procedures, and environment-friendly manufacturing process. The Company has set up training on IATF 16949: 2016 system, including core tools for ISO 14001:2015. The Company also arranges training on optimal resource management and safety procedures.



Category F

Training courses on computer usage in order to develop the employees' basic computer skills and computer language comprehension. During the COVID-19 epidemic, all staff were educated on how to use online platforms for communication and meetings. The Company has set up training for using many programs such as Microsoft Office for work, Microsoft Teams for communications while working from home, and Microsoft Power Automate, which is a Robotic Process Automation Program, for lean manufacturing and efficient operations, as these programs are currently required for the employees' works.



Category G

Training courses on quality of life and social activities in order to create happy work mentality, life-work balance management, and help society at the same time. The Company encourages training courses on sufficiency economy and knowledge on illegal loans, credit cards, and debit cards, while also organizing various social activities for employees to help society.

Targets

Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025
Promoting Employee Skills in Innovation and Creativity	Provide 5 innovation training courses by 2030	Provide 3 innovation training courses by 2026	3 innovation training courses conducted
Training on Code of Conduct and Anti-Corruption	-	-	100% of new employees received training on code of conduct and anti-corruption
Average Training Hours per Employee	-	Average of 8.5 hours/ person/year	14.01 hours/person/year, increasing by 10.3%
Average Sustainability Training Hours per Employee	-	Average of 1 hours/ person/year	3.62 hours/person/year
Average Environmental Training Hours per Employee	-	Average of 1 hours/ person/year	0.37 hours/person/year

Personnel Development Performance 2025

In 2025, the Company continued to deliver both theoretical and practical training programs, focusing on key skill areas such as production, technical expertise, management, safety, environment, sustainability, and digital skills. These efforts aimed at helping employees adapt and enhance their competitiveness effectively. A total of 3,038 employees participated in the training programs during the year, accumulating 28,540 training hours. The average training hours reached 14.01 hours per person per year, exceeding the short-term target of 8.5 hours. This reflects an increase of 10.3 hours compared to 2024. The annual training cost amounted to 1,956.20 Baht per employee.



Total number of employees trained

3,038 People

Total training hours

28,540 Hours

Training costs per employee per year

1,956.20 THB/Person/Year

Average training hours per employee per year

14.01 Hours/Person/Year

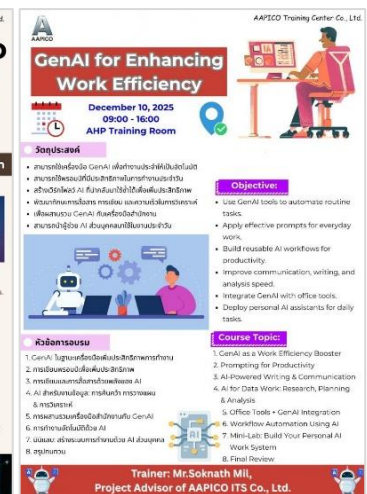
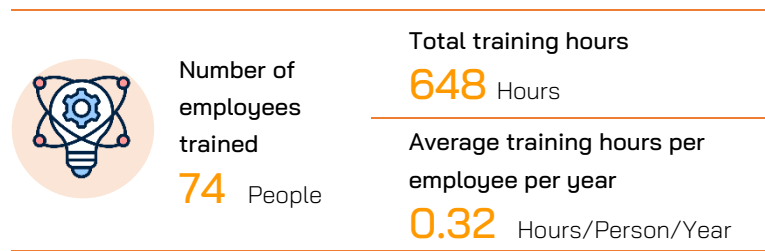


Innovation Training and Workforce Development for Industrial Excellence

The Company places strong emphasis on developing employee capabilities in innovation as a key driver for enhancing organizational competitiveness at the industry level. Efforts focus on strengthening both systematic process improvement thinking and the ability to apply modern digital technologies, enabling employees to create tangible value from their work processes. In 2025, the Company delivered a total of three innovation-related training programs, covering both production process management and the application of Artificial Intelligence (AI), as follows:

- **TPS: Toyota Production System:** To enhance understanding of Lean principles, waste reduction, and continuous improvement, which serve as the foundation for operational excellence in manufacturing.
- **Unlocking AI: Generative Capabilities of GenAI:** To build awareness of the potential of Generative AI and its practical applications in work processes and innovation development.
- **GenAI for Enhancing Work Efficiency (ChatGPT, Gemini):** To provide hands-on experience in using AI tools to improve work efficiency, such as data analysis, report preparation, and decision-making support.

These initiatives have strengthened employees' ability to integrate Lean concepts with digital technologies to improve processes, reduce waste, increase productivity, and enhance business agility in a systematic manner. This serves as a key mechanism in elevating operational standards in line with evolving industry trends and supports the Company's long-term competitiveness.



Production Process Improvement through MIFC Analysis to Enhance TPS Capability, Productivity and Competitiveness

Building on the success of the “TCC–TPS Advance Jishuken Activity” in 2024, which delivered measurable cost and productivity improvements, the Company extended these outcomes in 2025 by strengthening systematic capability development. The focus was on expanding the application of the Toyota Production System (TPS) and Material Information Flow Chart (MIFC) analysis across broader production processes. The Company developed a standardized process improvement manual, the AAPICO TPS Manual (AAPICO Bible), to serve as a common framework for enhancing production processes in alignment with corporate strategy, with the aim of improving quality, reducing costs, increasing productivity, and standardizing work practices across the organization. The manual is based on practical lessons from Jishuken and Model Line activities, enabling effective application in daily operations. Training and internal knowledge transfer were conducted to expand the initiative to a wider group of employees. These focused on strengthening understanding of TPS and MIFC through both theoretical sessions and on-the-job learning, ensuring practical application beyond the original project teams. Key content covered process analysis, lead time management, quality improvement, cost reduction, and Model Line selection, based on Kaizen and TPS principles. The Company also advanced organizational development through five key elements: TPS Key Person development, One Shop One Trainer, HRD system enhancement, Dojo Training, and standardized knowledge development. In 2025, this initiative enhanced employee capabilities in system thinking, problem-solving, and continuous improvement, alongside improving production efficiency. One participating employee was promoted and received a salary increase based on demonstrated performance. The project also strengthened competitiveness in cost, quality, and operational flexibility, supporting the Company’s progress toward becoming a Master Plant by 2026.



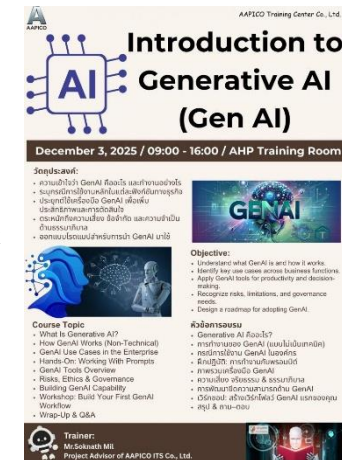
Generative AI Training to Strengthen Workforce Capabilities for Innovation

Under its innovation-focused development framework, the Company conducted Generative AI training programs to enhance employees' knowledge and skills in applying modern AI technologies to improve work processes creatively. The training emphasized not only tool usage but also an innovation mindset, encouraging new perspectives in problem-solving and identifying opportunities from data and technology.

The program covered key topics including the fundamentals of Generative AI, industry applications, and considerations on data risks and ethics to ensure responsible use. It combined theoretical learning with hands-on activities, allowing participants to apply AI to real work contexts through case analysis and prototype development. These applications include improving efficiency, reducing repetitive tasks, supporting decision-making, and developing new ways of working. This initiative strengthened digital skills alongside system thinking and creativity, enabling employees to leverage AI as a key driver of innovation rather than merely a supporting tool.

GenAI for Enhancing Work Efficiency

Building on its innovation development approach, the Company implemented the "GenAI for Enhancing Work Efficiency" program to promote the practical use of Generative AI in improving workplace efficiency and internal processes. The program focused on enabling employees to effectively use GenAI tools in daily tasks, such as document preparation, data analysis, planning, and internal communication. A key emphasis was placed on structured prompting techniques to ensure accurate, efficient, and context-appropriate outputs. In addition, the training covered integration with office tools, workflow automation, and Mini-Lab activities, where participants developed AI-based prototypes applicable to their functions. Beyond enhancing digital capabilities, the program fosters an innovation-driven work culture by promoting system thinking, reducing repetitive processes, and supporting data-driven decision-making—forming a strong foundation for long-term competitiveness in the digital era.



Sustainability Training Programs

The Company places strong emphasis on sustainable development (Environmental, Social, and Governance: ESG) and is committed to continuously enhancing employees’ knowledge and understanding. In 2025, training programs were conducted across environmental, social, and governance aspects to deepen understanding and support practical application in daily work, particularly the integration of ESG principles into business operations across functions. This includes environmental management, labor and human rights governance, and responsible supply chain management. The training programs covered key sustainability topics, including:

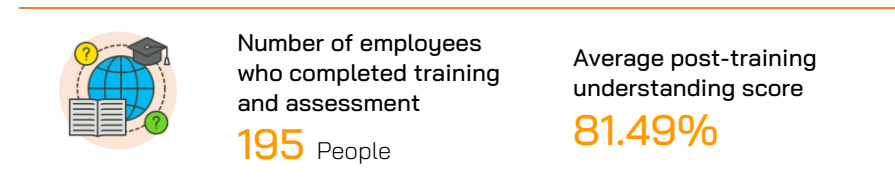
- ESG awareness through the ESG DNA program
- Integration of ESG into strategy and new business development
- Greenhouse gas (GHG) management and carbon footprint capability development
- Environmental management systems (ISO 14001)
- Labor law awareness for supervisors and managers
- ESG capability development for procurement in sustainable supply chains



These initiatives aim to equip employees with the knowledge, skills, and awareness needed to align industry trends, effectively integrate ESG into their roles, and contribute to the Company’s long-term sustainability goals.

Promoting ESG Awareness through the ESG DNA Program

As part of its ongoing ESG capability development, the Company has continuously participated in the ESG DNA Program for Corporate Employees, organized by the Stock Exchange of Thailand, since 2024. The program aims to enhance employees’ ESG knowledge through the SET E-Learning platform, which provides comprehensive learning modules on topics such as financial planning, investment, entrepreneurship, and specialized content for listed companies, including ESG-related courses. The Company encourages employees at all levels to complete the ESG courses and undertake post-training assessments designed to strengthen practical understanding of sustainability concepts. In 2025, a total of 195 employees successfully completed both the training and assessment. The average post-training assessment score was 81.49%, reflecting a strong level of understanding of sustainability principles. This program continues to serve as a key mechanism for building ESG knowledge across the organization, supporting the Company’s transition toward long-term sustainable business operations.



Achievements in 2024 and Progression into 2025

Following the continuous implementation of the ESG DNA Program in 2024, the Company was awarded a certificate of recognition by the Stock Exchange of Thailand under the “ESG DNA: Sustainability Knowledge Program for Employees at All Levels.” On 26 August 2025, Mr. Yeap Swee Chuan, President and Chief Executive Officer, represented the Company in receiving the certificate from Dr. Soraphol Tulayathien, Senior Executive Vice President of the Stock Exchange of Thailand. This recognition was granted to organizations where more than 70% of employees successfully completed the fundamental sustainability course, reflecting the Company’s tangible achievement in promoting ESG knowledge in 2024 and its strong commitment to embedding sustainability awareness across all levels of the organization.

Building on this foundation, the Company systematically expanded its efforts in 2025 by encouraging employees at all levels to complete the program and continuously monitoring assessment results to evaluate both understanding and practical application of ESG knowledge. As a result, a total of 195 employees successfully completed the training and assessment, with an average sustainability understanding score of 89%. These results reflect not only increased participation but also deeper learning outcomes and a strengthened overall level of ESG understanding across the organization. The progress achieved during 2024–2025 demonstrates a clear transition from “awareness building” to “deep understanding and practical application.” The knowledge gained from the program has enabled employees to better integrate environmental, social, and governance considerations into their roles. This serves as a strong foundation for human capital development and a key driver in advancing the Company’s sustainability strategy toward tangible long-term outcomes.



Enhancing Policy Awareness and New Business Development to Integrate ESG for Sustainable Growth

The Company organized training on Policy and New Business Development to strengthen employees' understanding of policy frameworks and the integration of ESG considerations into AAPICO Group's business direction. The program focuses on linking sustainability concepts with strategic planning, new business development, and the practical management of environmental impacts. In 2025, the training covered key topics, including:

- ESG Initiatives for Sustainable Growth
- Business and GHG Emission Reduction
- Carbon Footprint for Organization
- Carbon Footprint for Product
- How to integrate ESG into AAPICO Group
- Carbon Dashboard: Data Monitoring and Reporting

This initiative enhances employees' understanding of how sustainability policies are connected to business operations, particularly in areas such as greenhouse gas reduction, carbon footprint assessment and management at both organizational and product levels, and the integration of ESG into business decision-making processes. These efforts serve as key mechanisms for driving systematic GHG emission reduction and form part of the Company's strategic workforce development approach. They also support the achievement of the Company's carbon neutrality target by 2048 and its long-term sustainable growth.



Number of employees trained
135 People

Total training hours

822 Hours

Average training hours per employee per year

0.43 Hour/Person/Year



Promoting Knowledge of Environmental Management Systems

The Company continued to provide training on the ISO 14001:2015 Environmental Management System, as in previous years, to enhance employee understanding and engagement in environmental issues through a systematic approach. In 2024, training topics covered the following key areas:

- ISO 14001:2015 Environmental Management System requirements
- Environmental assessment based on a life cycle perspective
- Internal auditing for ISO 14001:2015
- Risk management for ISO 14001:2015 implementation



Number of employees trained
108 People

Total training hours

750 Hours

Average training hours per employee per year

0.37 Hour/Person/Year



Promoting Labor Law Awareness for Executives and Supervisors

The Company conducted a Basic Labor Law training program to strengthen knowledge and understanding of labor laws among executives and supervisors, who play a key role in overseeing and managing employees. The training covered a review of current labor laws and updates on the latest labor protection regulations to ensure accurate application, reduce labor relations risks, and prevent non-compliance. In addition, the program enhances supervisors' capability to appropriately and fairly handle workplace grievances or incidents related to misconduct, such as bullying or harassment, in alignment with legal requirements. This initiative is consistent with the Company's labor and human rights principles, reflecting its commitment to transparent, fair, and compliant practices, while promoting a safe and respectful working environment.



Number of executives and supervisors trained
13 People

Total training hours

198 Hours

Average training hours per employee per year

0.10 Hour/Person/Year



Occupational Health and Safety Capability Development

The Company places strong emphasis on creating a safe working environment and minimizing risks of workplace accidents. In 2025, continuous occupational health and safety (OHS) training programs were conducted for employees, covering fundamental safety knowledge, role-based capability development, and specialized training for high-risk tasks, in compliance with safety standards and applicable legal requirements.

Key training topics included:

- Basic workplace safety and First Aid / CPR
- Chemical management and chemical spill response
- Ergonomics to enhance work efficiency and reduce health risks
- Legally required safety training for supervisors, executives, and safety committees
- Electrical safety and emergency response to electrical incidents
- Task-specific safety training, such as crane and forklift operations

These initiatives reflect the Company’s commitment to systematically enhancing occupational health and safety standards by strengthening employees’ knowledge, skills, and safety awareness at all levels. The training serves as a key mechanism to prevent accidents, reduce potential losses, and support safe, continuous, and sustainable business operations.

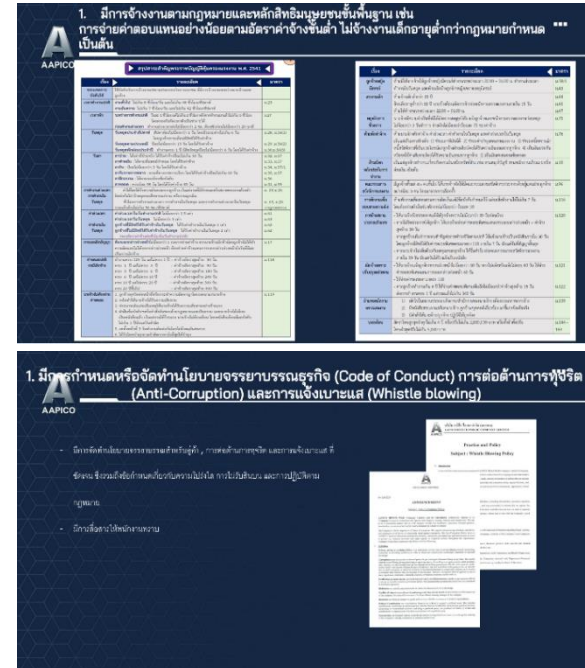


ESG Capability Development for Procurement to Support Sustainable Supply Chain Management

In 2025, the Company conducted training on procurement techniques to enhance internal process efficiency and strengthen the capability of procurement personnel in managing external service providers effectively. The training was designed under a governance framework that systematically integrates environmental, social, and governance (ESG) considerations into procurement processes. The program covered supplier selection, evaluation, and performance monitoring, as well as external process control in alignment with industry standards and customer requirements. It also included audit planning and corrective action management based on ESG risk assessments. Environmental requirements for suppliers were integrated into operational risk management, alongside oversight of fundamental labor and human rights practices. Key areas included:

- Environmental: Consideration of suppliers’ environmental management practices, including regulatory compliance, waste and pollution control, resource efficiency, and mitigation of environmental impacts.
- Social: Emphasis on compliance with labor laws and fundamental human rights, including lawful employment, prohibition of child labor, fair wages aligned with minimum wage requirements, provision of basic welfare, occupational health and safety measures, and transparent grievance mechanisms.
- Governance: Review of business ethics, anti-corruption policies, and whistleblowing practices to support transparent, accountable procurement processes and reduce corruption risks within the supply chain.

This initiative reflects the role of the procurement function as a key mechanism in risk management and in promoting a responsible, transparent, and sustainable supply chain aligned with the Company’s long-term growth strategy.



Number of procurement employees trained
21 People

Total training hours

63 Hours

Average training hours per employee per year

0.03 Hour/Person/Year

Safety, Occupational Health, and Work Environment



Reporting Boundary

Employee health and safety remain a core priority, particularly in manufacturing and machinery operations that involve inherent occupational risks requiring strict control. Accurate knowledge is essential to prevent work-related injuries, illnesses, and potential losses. This report covers accident and injury statistics from the Company's 12 automotive parts manufacturing facilities in Thailand, located in Phra Nakorn Sri Ayutthaya, Samut Prakan, Chonburi, and Rayong, to support safety trend analysis and continuous improvement.

Management Approach

The Company manages occupational health, safety, and the working environment in compliance with Thailand's Occupational Safety, Health, and Environment Act, as well as safety audit criteria and industry partner guidelines. This approach strengthens risk management and fosters a continuous safety culture. The Company annually reviews its safety policy and has established a Safety, Occupational Health, and Working Environment Committee (HSE Committee), comprising appointed management members and elected operational representatives. The committee develops preventive safety plans and promotes employee safety awareness.

Preventive and Risk Mitigation Measures

The Company proactively prevents accidents and occupational diseases through the following approaches:

1. **Fostering a Safety Culture** – Establishing safety guidelines for employees, contractors, and visitors through policies, training, internal communication, and inclusion in annual meetings with suppliers and employees.
2. **Hazard Identification and Risk Management** – Identifying hazardous areas both within and beyond the factory premises and implementing measures to improve working conditions to enhance safety and reduce the accident likelihood.
3. **Adopting Industry Best Safety Practices** – Ensuring risk management aligns with industry standards and fostering the continuous development of safety practices.
4. **Safety Training** – Providing regular training for new and existing employees. Sessions cover accident prevention, safe operating procedures, and relevant legislation.
5. **Annual Health Check-ups** – Conducting annual medical examinations to monitor employees' health, identify potential work-related risk factors, plan for occupational disease prevention, ensure timely care, and reduce long-term health issues.

Risk Assessment in Work Areas for Employees and Contractors

The Company conducts regular safety risk assessments across all work areas, covering both internal and external operations, including installation, modification, and maintenance of machinery and infrastructure. This aims to identify potential hazards and implement appropriate and effective control measures. In 2025, risk assessments covered both routine operations and project-based activities (existing operations and new projects), such as equipment and structural installation, including stairs and supporting structures, installation of air dryers and solar cell systems, replacement of high-bay and street lighting, and maintenance of machinery such as press machines. Activities involving electrical equipment and tools, such as grinding, as well as engineering supervision tasks and support functions (e.g., office and computer work), were also included, considering ergonomic and workplace environment risks. Risk analysis is based on three key factors: occurrence, severity, and obligation concern, to prioritize risks and determine appropriate control measures. These measures are tailored to specific activities, including defining work zones and warning signals during lifting operations, restricting access to hazardous areas, and requiring appropriate personal protective equipment (PPE) such as gloves, masks, and eye protection for welding, cutting, and grinding tasks. Additional controls include electrical system checks prior to work, implementation of Lockout/Tagout (LOTO) procedures, and the use of fall protection equipment such as full body harnesses with proper anchorage. Work activities are supervised by assigned personnel or supervisors to ensure compliance. For contractors and suppliers, the Company requires work permit approval, activity-specific risk assessments, and mandatory safety training prior to commencing work. Safety officers review and approve work plans and closely monitor execution. In addition, machinery and equipment are inspected daily to ensure readiness and safe operating conditions. Control measures are regularly reviewed and updated based on assessment outcomes and evolving risk conditions. These practices help reduce workplace accidents across both routine and project activities, enhance overall safety management effectiveness, and promote a culture of safe operations throughout the organization.

លេខ	បញ្ហា/ហានិភ័យ	ការវាយតម្លៃហានិភ័យ	វិធានការគ្រប់គ្រង
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Collection and Disclosure of Contractor and Supplier Accident Statistics

To strengthen occupational health and safety management across the supply chain, the Company has systematically collected and reported accident statistics of contractors and subcontractors working within its facilities since 2025. This initiative aims to ensure that external personnel are managed under the same safety standards as internal employees, including the reporting of Injury Frequency Rate (IFR) and Lost Time Injury Frequency Rate (LTIFR).

In 2025, the Company achieved full data coverage, including total contractor working hours, number of work-related injuries classified by severity, lost-time injury cases (one day or more), and work-related fatalities. Injury rates are calculated using the same methodology as for internal employees to enable effective comparison and trend analysis. The data collected includes:

- Names of contractors and scope of work
- Total contractor working hours within factory premises
- Number of incidents, categorized by type of injury
- Number of work-related fatalities
- Types of high-risk activities and corresponding safety control measures

In 2025, total contractor and supplier working hours reached 376,695 hours, with zero work-related fatalities reported. All injury cases, including non-lost-time and lost-time injuries, were systematically recorded and used to calculate IFR and LTIFR for continuous monitoring and evaluation of preventive measures. The Company utilizes this data to analyze high-risk activities and implement additional control measures, such as reviewing safe work procedures, reinforcing safety requirements prior to work commencement, and closely supervising work areas. These efforts aim to reduce injury frequency and continuously strengthen a shared safety culture with contractors and suppliers.



Targets and Performance

The Company places strong emphasis on workplace safety and accident prevention, with a commitment to continuously enhancing occupational health and safety standards alongside fostering a safety culture at all organizational levels. In 2025, safety performance reflected both areas requiring improvement and positive progress in certain indicators. The Company has analyzed these results to identify root causes and implement additional measures to support the achievement of its short-term (2025–2027) and long-term (2030) targets, aiming toward Zero Harm.

Indicator	Medium term Target (2030)	Short term Target (2022-2026)	Performance 2025		
			Company Employees	Subcontracted Workers	Contractors and Suppliers
Injury Frequency Rate (IFR)	0 (Zero Injury)	Less than or equal to 5 cases per 1 million working hours	7.89 cases per 1 million working hours (+25.44% from 2024)	18.95 cases per 1 million working hours	2.65 cases per 1 million working hours
Lost Time Injury Frequency Rate (LTIFR)	0 (Zero LTIFR)	0 case per 1 million working hours	2.23 cases per 1 million working hours (-4.29% from 2024)	4.52 cases per 1 million working hours	0 cases per 1 million working hours
Work-related Fatalities	0 (Zero Fatality)	0 (Zero Fatality)	0 cases	0 cases	0 cases

Based on its 2025 performance, the Company reported an Injury Frequency Rate (IFR) of 7.89 cases per 1 million working hours among employees, representing an increase from the previous year and exceeding the short-term target. The Lost Time Injury Frequency Rate (LTIFR) was 2.23 cases per 1 million working hours, decreasing from the previous year, indicating improved control over accident severity in certain areas. The Company has expanded its disclosure to cover subcontracted workers and contractors/suppliers. Subcontracted workers recorded IFR and LTIFR of 18.95 and 4.52 cases per 1 million working hours, respectively. No lost-time injuries were reported among contractors and suppliers, and no work-related fatalities were recorded across all worker groups. Based on incident investigations, the main causes of injuries among employees were related to machinery and equipment, such as pinch injuries and cuts from sharp objects, as well as unsafe work behaviors. For subcontracted workers, incidents were primarily associated with collisions, contact with heat sources, and working near machinery, with contributing factors including unfamiliarity with the work environment and job tasks. Following each incident, the Company conducts root cause analysis and implements both short-term and long-term measures. In the short term, immediate corrective actions include improving workplace organization to meet safety standards, ensuring adequate and appropriate personal protective equipment (PPE), and reinforcing safety procedures among relevant personnel. In the long term, the Company enhances work standards, installs additional safety devices, and provides continuous safety training. Contractor control has also been strengthened through the work permit system and close monitoring to ensure that all worker groups operate under consistent safety standards. The Company remains committed to continuously improving its safety management by utilizing investigation findings and statistical data to analyze trends and implement preventive measures, with the aim of achieving Zero Injury in a sustainable manner.

An overview of accident and injury rates, together with training hours, is summarized as follows:

Indicators	2023	2024	2025
Injury Frequency Rate (IFR)			
Target for Injury Frequency Rate (IFR)	Not exceeding 5 cases per 1 million working hours by 2026		
IFR – Company Employees (cases)	11.02	6.29	7.89
IFR – Subcontracted Workers (cases)	N/A	N/A	18.95
IFR – Contractors and Suppliers (cases)	N/A	N/A	2.65
Lost Time Injury Frequency Rate (LTIFR)			
Target for LTIFR (cases)	Reduced to 0 cases per 1 million working hours by 2026		
LTIFR – Company Employees (cases)	3.86	2.33	2.23
LTIFR – Subcontracted Workers (cases)	N/A	N/A	4.52
LTIFR – Contractors and Suppliers (cases)	N/A	N/A	0
Work-related Fatalities			
Number of Employee Fatalities (cases)	0	0	0
Number of Subcontracted Worker Fatalities (cases)	N/A	N/A	0
Number of Contractor and Supplier Fatalities (cases)	N/A	N/A	0
Employee Participation in Safety Activities			
Total Hours of Participation in Safety Activities (Including permanent employees, contract employees, and outsourced workers)	N/A	57,960	59,192
Average Safety Activity Participation Hours per Employee (hours/person/year)	N/A	18.08	17.14

Safety Award

In 2025, the Company participated in the Zero Accident Campaign 2025, organized by the Thailand Institute of Occupational Safety, Health and Working Environment (Public Organization). This initiative serves as a key mechanism to encourage organizations to enhance safety standards and drive progress toward achieving Zero Accident in a tangible manner. Through continuous and systematic safety management, AAPICO Group companies have maintained outstanding accident-free performance. AAPICO Structural Products Co., Ltd. received the Gold Level Award for the third consecutive year, achieving 10,177,413 accident-free working hours, while AAPICO Amata Co., Ltd. received the Silver Level Award for the fourth consecutive year, with 8,037,960 cumulative accident-free working hours. These achievements reflect not only measurable safety performance outcomes but also the strength of the Company's occupational health and safety management systems, consistent oversight, and active participation of employees and workers strictly adhering to safety measures. Such factors are key drivers in fostering a sustainable safety culture within the organization. To further build on this success, the Company is promoting and encouraging its subsidiaries to enhance their safety management practices and continuously participate in the Zero Accident Campaign. This includes the transfer of best practices and the adoption of standardized approaches across all business units, with the aim of improving overall safety performance and achieving Zero Accident sustainably in the long term.



Occupational Health, Safety, and Working Environment Programs

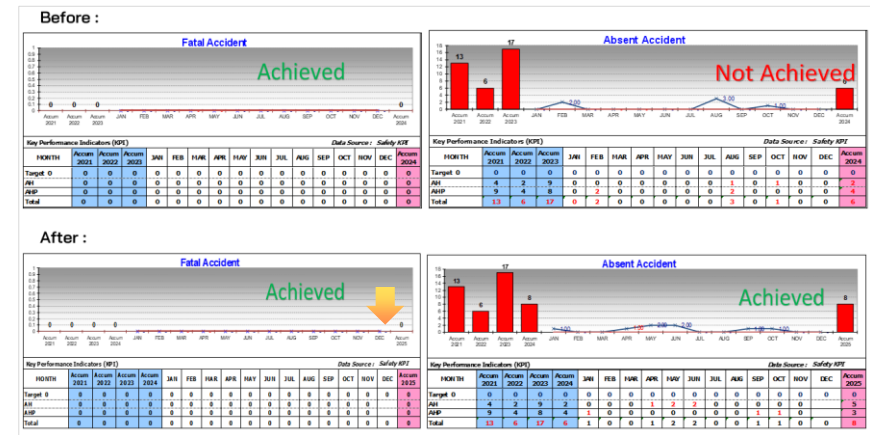
The Company is committed to providing a safe and healthy working environment for all personnel through a proactive preventive approach, alongside continuously fostering a strong safety culture across the organization. This approach covers all worker groups, including permanent employees, contract employees, contractors, and workers under the Company’s supervision, ensuring consistent standards in occupational health, safety, and working conditions. Under this framework, the Company has continuously implemented safety initiatives to strengthen risk management and effectively reduce workplace accidents.

5 KPI-Based Safety Promotion Program in Manufacturing Processes

As part of its ongoing efforts to enhance occupational health and safety standards, the Company launched a 5 KPI-based safety program in manufacturing operations to strengthen safety culture and reduce risks associated with machinery. The program was initiated based on a 2024 accident analysis, which identified 6 lost time injury cases and fluctuating trends in prior periods. In response, the Company introduced five key safety KPIs to systematically monitor and control performance across both employees and workers in production processes. Key actions include:

- Conducting machine-related risk identification and assessments in operational areas
- Promoting awareness and strict compliance with the 5 safety KPIs
- Continuously monitoring and evaluating the effectiveness of implemented measures

The program has demonstrated measurable safety improvements. The Company has consistently maintained zero fatal accidents, in line with its targets. While lost time injury cases increased from 6 cases in 2024 to 8 cases in 2025 during the initial implementation phase, the Company was able to significantly reduce the monthly frequency of incidents and achieve zero accidents in subsequent periods, reflecting the effectiveness of KPI-based safety management. This success is driven by a systematic approach, including machine risk assessments, employee awareness initiatives, and close performance monitoring, resulting in stronger safety behavior and reduced operational losses. The Company will continue this program by further strengthening safety KPIs, expanding implementation across all functions and worker groups, and continuously monitoring and disclosing performance, with the aim of achieving sustainable zero accidents in the long term.



Completely Check Completely Find out: CCCF Activity

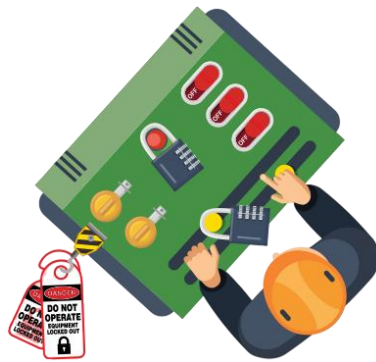
The Company advances a proactive safety approach through the Completely Check Completely Find Out (CCCF Activity), which focuses on systematically identifying, assessing, and managing workplace risks before they lead to accidents. The initiative begins with the establishment of a dedicated working team with clearly defined roles and responsibilities, alongside efforts to enhance safety awareness and knowledge among employees at all levels. Hazard identification and risk assessments are conducted across operational areas, followed by the implementation of appropriate preventive and corrective control measures, with continuous monitoring and review of their effectiveness. Employee participation is actively promoted through various safety activities, including Daily Safety Talks, KYT (Kiken Yochi Training) for pre-task risk assessment, Safety Patrols, and Safety Committee meetings, as well as internal platforms that encourage open communication and feedback on safety concerns. These mechanisms play a key role in strengthening the organization’s safety culture. As a result, the Company achieved its target of zero workplace accidents (Zero Accident) and incurred no compensation fund expenses, reflecting the effectiveness of its proactive safety management and strong employee engagement in risk prevention.

The Company will continue implementing the CCCF Activity, with a focus on further enhancing risk management effectiveness, strengthening employee participation, and continuously monitoring, evaluating, and improving safety measures in line with evolving operational conditions. Progress and performance will also be regularly disclosed in future sustainability reports to reflect the Company’s ongoing commitment to a safe and sustainable working environment.



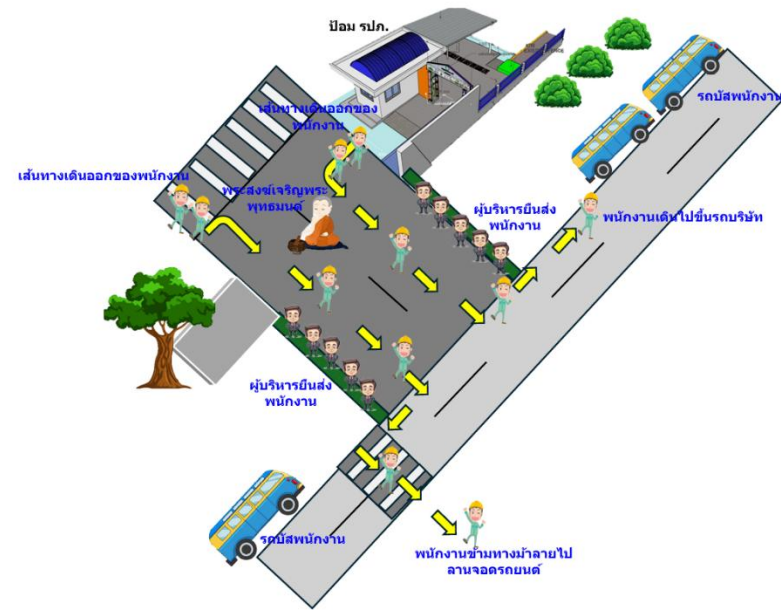
Lockout/Tagout (LOTO) System for Hazardous Energy Control

The Company has implemented the Lockout/Tagout (LOTO) system to control hazardous energy during maintenance, cleaning, and machine setup activities, where there is a risk of accidental machine start-up. Energy sources—such as electrical, pneumatic, and mechanical energy—are isolated at their origin (e.g., circuit breakers or valves), and warning tags are applied to prevent unauthorized reactivation during operations. This approach reduces machine-related accident risks and strengthens systematic safety standards across all relevant employees and workers. The Company also promotes strong safety discipline through the principle of “One person, one lock, one life,” reinforcing strict compliance with LOTO procedures. This plays a critical role in preventing serious accidents and supporting a sustainable safety culture within the organization.



Safe Journey Home Campaign

The Company implements the Safe Journey Home Campaign to promote employee safety during long holiday periods, when road accident risks are typically higher. The initiative extends safety awareness beyond the workplace by encouraging safe driving behaviors, such as avoiding drink-driving, ensuring adequate rest, and checking vehicle readiness before travel. The campaign is communicated through internal media and on-site activities, with active participation from management in sending off employees at company exit points to reinforce engagement and emphasize travel safety. In addition, the Company continues to enhance the campaign by integrating digital tools, such as QR codes, to facilitate access to safety information and reinforce key practices. This approach helps drive tangible behavioral changes and strengthens employee participation in safety awareness initiatives.



Occupational Safety Activities

In 2025, the Company continued implementing safety activities to enhance employee knowledge, awareness, and safe behaviors at all levels, while strengthening emergency preparedness. Total activity hours reached 59,192 hours, or 17.14 hours per person per year. These activities support comprehensive safety management and the Company’s long-term goal of reducing workplace accidents, and are categorized into four areas:

1. Safety Training and Emergency Response

Covers fire-fighting training, evacuation drills, responses to gas or chemical leaks, hazardous chemical handling, and confined space operations to strengthen practical safety knowledge, enhance emergency preparedness, and ensure appropriate response in critical situations.



2. Risk Prevention and Safe Behavior Promotion

Promotes safety awareness and employee participation through PPE campaigns, hazard prediction before work (KYT), and Safety Morning Talks to reduce unsafe behaviors, reinforce compliance with safety practices, and foster a proactive safety culture across all levels.



3. Safety Inspection and Monitoring

Includes safety patrols, annual health check-ups, and workplace drug testing to continuously identify, monitor, and manage workplace risks, enable timely corrective actions, and support employees’ long-term health and well-being.



4. Safety Campaigns and Culture Promotion

Includes activities such as Safety Day and safe driving campaigns to reinforce safety awareness, encourage active employee engagement, and cultivate a strong and sustainable safety culture throughout the organization.



Total safety activity hours
59,192 Hours

Safety Activity Hours per Employee
17.14 Hours/Person/Year

Social Responsibility



Reporting Boundary

The Company is dedicated to sustainable business practices alongside its commitment to social responsibility. Our efforts focus on assisting, alleviating, and supporting the surrounding communities that contribute to and sustain the company's environment, akin to trees coming together to form a lush forest. However, we do not overlook global issues such as climate change, and other environmental challenges like PM2.5 pollution caused by agricultural burning. In 2025, this report outlines the social and community activities, covering all 12 automotive parts manufacturing facilities in Thailand, including those in Ayutthaya, Samut Prakan, Chonburi, and Rayong provinces. This reflects the Company's commitment to aligning sustainability practices across the organization.

Management Approach

The Company is committed to social and community responsibility and supports a range of initiatives aligned with this commitment. Through targeted projects, the Company provides assistance to youth, local communities, government agencies, religious institutions, and charitable foundations near its operations in Ayutthaya, Chonburi, Rayong, Samut Prakan, and other provinces. These initiatives aim to improve quality of life and expand access to education, and are organized into two main categories:



1) Environmental Awareness Promotion Activities



2) Educational Support and Community Quality of Life Development Activities

These initiatives are implemented by cross-functional teams, including regional Sustainable Development Committees for Social and Community Development. The Western Region oversees activities in Ayutthaya province. The Eastern Region, led by the Sustainable Development Committee of the Company's subsidiaries in Chonburi, Rayong, and Samut Prakan provinces. The Company continuously monitors and evaluates project outcomes to enhance effectiveness, improve community well-being, and minimize environmental impacts.

Target

Indicator	Medium Term Target (2030)	Short Term Target (2022-2026)	Performance 2025
Complaints on Human Rights Violations, Environmental and Social issues from the community	0 Complaint	0 Complaint	0 complaint on human rights violations and other social issues from internal and external
Community satisfaction	Achieve 90% of average community satisfaction score	Achieve 80% of average community satisfaction score	-
Financial support for Community development initiatives	2% of the Company’s net profit ¹	0.1% of the Company’s net profit ¹	The Company engaged in 13 community and social initiatives, dedicating 1.57% of its net profit ¹ to support and develop these initiatives.

Performance

In 2025, the Company received no complaints regarding human rights violations and environmental impacts. Additionally, allocated financial support for community development initiatives equivalent to 1.57 of net profit¹, which exceeded the short-term target by 1,570%, reflecting the Company's commitment to sustainable social development participation. For 2026, the Company plans to review its social and environmental targets to continuously enhance operational efficiency and performance.

Highlight Projects

The Company focuses on enhancing the quality of life in communities and raising awareness of minimizing pollution and environmental impacts. The details are as follows:

Environmental Awareness Promotion Activities

Innovation and Wisdom Project: Transforming Straw into Gold & Smoke-Free Communities

Open-field burning of rice stubble after harvest is a key source of PM2.5 air pollution and greenhouse gas emissions, particularly in Pathum Thani, a major agricultural area near the Company’s operations. To address this issue, the Company collaborates with government agencies, the Thailand Institute of Scientific and Technological Research (TISTR), and community enterprises to promote microbial solutions for rice stubble decomposition as an alternative to burning. This initiative aims to reduce haze pollution, lower greenhouse gas emissions, and support environmentally friendly agriculture. Since 2023, the Company has implemented a pilot project by providing ready-to-use microbial solutions to farmers and conducting follow-ups through interviews and stakeholder discussions. The pilot received positive feedback. In 2024, the Company expanded the project with a total budget of Baht 10 million over three years, focusing on:

- 1) Providing ready-to-use microbial products to farmers to decompose rice straw as an alternative to burning; and
- 2) Supporting research on the application and effectiveness of microbial solutions for rice straw decomposition.

¹ Net profit of AAPICO Hitech Public Company Limited and its subsidiaries

The implementation approaches and key outcomes are detailed as follows:

Approach 1: Providing Ready-to-Use Microbial Solutions to Farmers as an Alternative to Rice Straw Burning

Traditionally, farmers burn rice stubble, straw, and weeds after harvest to prepare land for the next cropping cycle due to its convenience and efficiency. However, this practice contributes to soil degradation and the generation of haze and fine particulate matter (PM2.5), which negatively impact environmental quality and public health. Research on beneficial microorganisms has demonstrated that microbial application for rice stubble decomposition is a simple, cost-effective, and environmentally friendly alternative. This approach helps prevent soil degradation, eliminates open burning, and reduces PM2.5 emissions. In addition, it enhances soil organic matter and nutrient content, resulting in an estimated increase in crop value of THB 300 per rai (1,600 m²) and a reduction in production costs of THB 877–1,728 per rai. Recognizing the environmental and economic benefits, the Company has collaborated with relevant stakeholders to provide ready-to-use microbial products to farmers in Pathum Thani, a key agricultural area near the Company’s operations. The initiative aims to support the transition from open burning to microbial decomposition, thereby contributing to localized PM2.5 reduction. The project was initiated in 2023 as a pilot, providing microbial products for field trials and monitoring outcomes through farmer interviews and community enterprise engagement, with positive feedback received. Following this, the initiative was scaled up in 2024 with the distribution of 4,000 packs of microbial products, valued at THB 1.69 million, and continued at the same scale in 2025. The initiative has supported reduced rice straw burning across all districts of Pathum Thani, covering 20,000 rai in 2025, and is estimated to have

reduced greenhouse gas emissions by approximately 1,326 tCO₂e. In total, 1,988 farmers have benefited, reflecting the successful transition from a pilot project to a structured province-wide program.



Providing Ready-to-Use Microbials to Farmers
1.69 Baht

Promoting the decomposition of rice stubble instead of burning
20,000 rai

Number of beneficiary farmers
1,988 persons



Approach 2: Supporting Research on Microbial Solutions for Rice Straw Decomposition as an Alternative to Burning

The Company recognizes that addressing PM2.5 requires both short-term and long-term sustainable solutions. While the provision of ready-to-use microbial products can reduce open burning in the short term, it may not ensure long-term behavioral change among farmers due to recurring input costs. To support a sustainable transition, the Company has provided research funding to the Thailand Institute of Scientific and Technological Research to develop microbial culture incubation equipment and facilitate knowledge transfer to community enterprises. This enables local enterprises to independently propagate microbial cultures and distribute them to farmers. In parallel, training sessions are conducted to enhance farmers’ capacity to apply microbial solutions effectively in rice fields. Project progress is monitored on a quarterly basis through site visits and stakeholder consultations, while annual reviews are conducted throughout the three-year implementation period to assess effectiveness and refine implementation as needed. The initiative aims to support farmers in transitioning toward sustainable agricultural practices that reduce environmental and social impacts. During 2024–2025, the Company supported 15 microbial incubation units across seven community enterprises in Pathum Thani, with a total budget of THB 4.28 million (THB 2.57 million in 2024 and THB 1.71 million in 2025). These units have the capacity to produce microbial solutions covering up to 168,000 rai of agricultural land per year, benefiting 1,988 farmers. In 2025, a survey was conducted to evaluate project outcomes and gather farmer feedback. Results showed that the microorganisms help soften rice stubble for easier incorporation into soil, improve soil structure by increasing porosity and balance, and maintain clear, odor-free water in rice fields. Rice growth performance also improved, while fertilizer use was reduced

by at least 20 percent. Overall farmer satisfaction reached 96 percent, with 97 percent of respondents indicating their intention to continue using microbial solutions instead of open burning. The combined outcomes of both approaches implemented from late 2024 to 2025 demonstrate tangible results from collaboration between the Company, research institutions, and government agencies. This partnership has supported farmers in transitioning from open burning practices to environmentally friendly alternatives, contributing to greenhouse gas emission reduction, mitigation of PM2.5 pollution, and improved long-term quality of life in local communities.



Supporting research and equipment needed

1.71 Baht

benefiting agricultural areas

168,000 rai

Number of beneficiary farmers

1,988 persons



Waste Management and Recycling Initiatives: 5 Give initiative

The Company recognizes the environmental impact arising from its operations, particularly the volume of waste generated across the value chain. As a result, the Company places strong emphasis on systematic waste management through the 3R principles (Reduce, Reuse, Recycle), promoting efficient resource utilization, waste reduction at source, and appropriate material reuse across operations. Employees are encouraged to participate in proper waste segregation to ensure that recyclable materials can be effectively processed and repurposed. In addition, the Company supports recycling and upcycling initiatives by collecting selected waste materials and directing them to partner organizations. These materials are transformed into useful products that generate both environmental and social value, in alignment with the “5 Give” initiative. The “5 Give” initiative focuses on the segregation of waste into five key categories: plastic bottle caps, non-winning lottery tickets, glass marbles and aluminum can tabs, large plastic straws, and hard plastic cups. The project promotes employee engagement at all levels through clearly designated waste separation points, awareness campaigns, and education on proper waste management practices. The initiative reflects the principles of the circular economy, aiming to maximize resource efficiency and create shared value for both the environment and society. In 2025, the Company expanded the implementation of the “5 Give” initiative across all affiliated companies and further integrated the program with the Low Emission Support Scheme (LESS) of the Thailand Greenhouse Gas Management Organization (Public Organization). Through systematic waste segregation and recycling activities, the Company was able to achieve verifiable greenhouse gas emission reduction and carbon sequestration in accordance with LESS criteria. During 2025, the Company continued implementation from the previous year by collecting and distributing sorted materials to five partner organizations for further recycling and social utilization



Results of Waste Segregation by Five Key Categories are as Follows:

1. **Plastic bottle caps:** Donated to Precious Plastic Bangkok, Bangkok, for production of plastic chairs. **31.88 kg = 6 chairs.**
2. **Non-winning lottery tickets:** Donated to Wat Huai Mu Special Education Center for flowers and wreaths **22.70 kg = 16 wreaths**
3. **Staples, Hoop, Aluminum Screw caps & Cans:** Donated to Universal Foundation for Persons with Disabilities for **tricycle wheelchairs support 36.23 kg donated**
4. **Large plastic straws:** Donated to Sustainable Energy Foundation for pillows for bedridden patients **1.42 kg donated, equivalent to 1 pillow**
5. **Hard plastic cups:** Donated to Wat Chak Daeng for recycling into woven plastic textiles **29.74 kg donated, repurposed into recycled fabric products**



Following the continuous implementation of the “5 Give” initiative, the Company further expanded its waste segregation and waste utilization efforts through participation in the Low Emission Support Scheme (LESS), a program administered by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The Company carried out activities aligned with the LESS criteria, including waste segregation for recycling and the utilization of organic waste as animal feed. These activities helped reduce the volume of waste requiring disposal and contributed to greenhouse gas reduction and sequestration of approximately 4,408 tCO₂e. The results can be verified, measured, and certified in accordance with the standards established under the LESS program. In recognition of its commitment and tangible achievements, the Company received a certificate of recognition from the Thailand Greenhouse Gas Management Organization (TGO) for its greenhouse gas reduction activities. This recognition reflects the Company’s capability to translate operational environmental initiatives into measurable and nationally certified outcomes. It also demonstrates the Company’s role in supporting Thailand’s greenhouse gas reduction goals while conducting business with long-term environmental responsibility and sustainability.



Recycled Drinking Cup Production and Donation Project for Educational Institutions

The Company places strong emphasis on promoting efficient resource utilization and reducing environmental impacts, while also supporting education and improving the quality of life for youth in surrounding communities. By leveraging its internal capabilities and manufacturing processes, the Company seeks to maximize the value of available resources. In this regard, the Company implemented a recycling initiative to produce drinking cups from recycled materials and donate them to Wang Pong School in Phetchaburi Province. Under this project, used plastic bottle caps collected within the Company were recycled through an injection molding process to produce durable drinking cups suitable for use in educational institutions. This initiative helps replace single-use plastic cups, thereby reducing the consumption of new resources and minimizing plastic waste. The produced drinking cups meet product quality standards and are made from food-grade materials, making them safe and appropriate for food and beverage use.

Through this initiative, the Company produced and donated 700 drinking cups to Wang Pong School in Phetchaburi Province for use by students and school personnel in their daily activities. The project helps promote better hygiene practices within the school while reducing reliance on disposable containers. The total project cost was THB 2,076, reflecting the Company’s ability to efficiently manage costs and utilize internal resources to create meaningful value.

Beyond reducing single-use plastic consumption and lowering the use of virgin plastic resin, the initiative also supports educational opportunities and enhances the quality of life for students in the community. It helps reduce inequalities in access to basic learning necessities while demonstrating the Company’s commitment to contributing to social development by applying its expertise and operational capabilities to create tangible benefits for society.



Value of drinking cups delivered to schools

2,076 Bath

Drinking cups donated to schools

700 cups

Students and school personnel benefited

692 persons



Educational Support and Community Quality of Life Development Activities

Scholarship Program for Employees' Children

The Company recognizes the importance of improving the quality of life of its employees and their families, particularly in the area of education, which is considered a fundamental pillar for long-term human capital development. Therefore, the Company has continuously implemented an annual scholarship program for employees' children who demonstrate strong academic performance. The program aims to encourage educational achievement while helping ease the financial burden of education expenses for employees' families. In 2025, the Company's automotive parts manufacturing and distribution businesses in Thailand awarded a total of 47 scholarships, with a total value of THB 0.16 million. The scholarships were awarded across various educational levels, including primary education, secondary education/vocational certificate (Vocational Certificate) / higher vocational certificate (Higher Vocational Certificate), and higher education. Beyond financial assistance, the program also aims to inspire young people to recognize the value of education and to promote a culture of perseverance and responsibility key foundations for future human capital development.

The continued implementation of this program reflects the Company's role in creating shared value with internal stakeholders, particularly through investments in human and social capital, which are essential components of the social dimension of sustainable business practices. The Company believes that supporting education not only enhances learning opportunities for youth but also helps lay a strong foundation for the long-term development of society and local communities.



Primary education
29 Scholarships



Secondary education / Vocational Certificate (VC) / Higher Vocational Certificate (HVC)
16 Scholarships



Undergraduate level
2 Scholarships



Social Contribution Programs

Promoting Social Contribution through Blood Donation Activities

The Company recognizes the importance of contributing to public health and supporting the national healthcare system, particularly in addressing blood shortages, which remain a critical resource for medical treatment. To help address this need, the Company organized blood donation activities in collaboration with public health agencies throughout 2025, providing employees across the Group with the opportunity to contribute to saving lives and supporting patients in need. In 2025, the Company organized 5 blood donation campaigns, receiving strong participation from employees across the Group. A total of 312 employees registered to participate, of which 278 employees successfully donated blood. The campaigns collected approximately 112 units of blood, equivalent to more than 39,000 cc, which were delivered to healthcare facilities for use in patient treatment. These contributions help increase blood reserves within the healthcare system and reduce the risk of blood shortages during critical situations. Beyond supporting healthcare needs, the Company’s blood donation activities reflect the organizations culture of giving and social responsibility. The initiative also encourages employee engagement in creating shared value between the Company and society, as employees play an active role in supporting the health and well-being of communities and the broader healthcare system. The Company remains committed to continuing these activities in the long term while promoting health awareness and employee participation, contributing to stronger public health resilience and sustainable social development in line with the Company’s CSR commitments and sustainability goals.



Units of blood donated

1,123 units (equivalent to 39,000 cc)

Total employee participants

312 persons

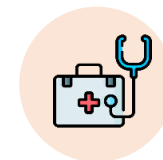
Successful employee blood donors

278 persons

Supporting Medical Equipment to Strengthen Healthcare Services

The Company recognizes the important role that the private sector can play in strengthening the national healthcare system, particularly through supporting public healthcare institutions that serve as essential providers of medical care at the community level. To contribute to improving healthcare capacity, the Company implemented a program to support medical equipment aimed at enhancing treatment capabilities and improving the efficiency of diagnosis and patient care.

In 2025, the Company donated medical equipment to Chonburi Hospital, including one Philips Mobile Fluoroscopy Unit (C-Arm) and two VLFT 10 Gen Series Energy Platform systems, with a total contribution value of approximately THB 7.7 million. These advanced medical devices play a crucial role in supporting a wide range of medical treatments, particularly in surgical procedures, critical patient care, and treatments requiring high technological precision. The support enhances the hospital’s capacity to treat patients, alleviates limitations related to medical resources, and strengthens the delivery of timely and high-quality healthcare services. This initiative benefits both medical personnel and the broader population in Chonburi Province and surrounding areas. This program reflects the Company’s commitment to conducting business while creating positive social value. By supporting stakeholders within the healthcare system, the Company contributes to broader social sustainability goals, in line with its ESG commitments and long-term mission to enhance the quality of life for communities.



Value of medical equipment support

7,696,000 Bath

Medical equipment supported

3 units

Public healthcare institution supported

1 organization

Supporting Employees and Mitigating the Impacts of Natural Disasters

The Company places great importance on the well-being of its employees as key stakeholders and recognizes that natural disasters can significantly affect employees' quality of life, livelihoods, and economic stability. In 2025, flooding in several areas across Thailand affected employees within the Group, causing damage to housing, disruptions to daily life, and increased financial burdens for affected families. In response, the Company implemented an assistance program to support employees impacted by flooding, aiming to alleviate hardship and help restore their living conditions during the recovery period. Financial assistance was provided to employees across the Group who were directly affected by the floods. This program supported 66 employees from several affiliated companies, with total financial assistance amounting to THB 92,500. The support was intended to help address urgent expenses following the disaster, such as housing repairs, essential living costs, and the restoration of family livelihoods. The Company ensured that assistance was delivered in a timely and appropriate manner to help employees regain stability and return to normal life as quickly as possible. Through this initiative, the Company was able to provide targeted and meaningful support to affected employees, helping reduce hardship and enabling them to resume their work and daily lives more smoothly. The program reflects the Company's commitment to responsibly caring for its workforce while advancing broader social responsibility and ESG objectives, supporting sustainable organizational and community resilience in the long term.



Disaster relief support value

92,500 Bath

Employees supported

66 persons

Support coverage rate

100% of affected employees supported

Sustainable Community Development Program

The Company places strong emphasis on sustainability across all dimensions, including Environmental, Social, and Governance (ESG). Sustainability initiatives are systematically implemented through the Company’s Sustainability Working Committee, which covers all subsidiaries within the automotive parts manufacturing business in Thailand. This structure ensures that community development initiatives are effectively managed and capable of delivering tangible and measurable outcomes. In 2025, the Company focused on implementing school development initiatives to support educational institutions with limited financial resources for infrastructure maintenance and development. The program prioritizes creating a safe and supportive learning environment that promotes students’ well-being, hygiene, and quality of life, while also enhancing practical knowledge and life skills that can contribute to future income generation. The Company conducted surveys to identify schools with financial limitations and engaged with teachers and students to understand their needs. Based on these discussions, the Company developed a support plan covering several key areas, including the following initiative.



Health and Hygiene

The Company supports the development of hygiene facilities and improvements to health-related amenities at schools. The goal is to ensure students have access to a clean, safe environment that is conducive to effective learning.



Nutrition

The Company encourages self-sufficiency in providing nutritious meals by promoting agricultural and livestock initiatives. This enables students to produce locally sourced, nutritious food for the school on a sustainable basis. Moreover, the initiatives create opportunities for income-generating activities through agricultural and nutritional products, with the revenue reinvested to continuously improve the quality of education in schools.



Knowledge and Skills

The Company organizes training programs and knowledge-sharing sessions focused on agriculture and effective resource management. These initiatives aim to promote long-term sustainability and self-reliance within the school community.



Learning Environment

The Company supports the improvement of school learning environments through facility and landscape enhancement, as well as the promotion of learning resources such as libraries and reading materials, to foster a suitable atmosphere for sustainable student learning and development.

The project is divided into 2 primary regions, based on the proximity to the Company’s operations: 1) The Western Region 2) The Eastern Region. The details are as follows:

Agricultural Development for School Lunch Programs

The Company recognizes the importance of ensuring sustainable access to safe and nutritious food for students. Therefore, it implemented an initiative to develop agricultural areas within schools to support school lunch programs while enhancing agricultural and management skills among teachers and students. The project was initiated in 2024 and continued through 2025. In 2025, the school systematically cultivated vegetables and mushrooms, with teachers and students actively participating in production management. Part of the harvest was used in the school lunch program to improve student nutrition, reduce food costs, and promote hands-on learning. The school also established a “Mushroom Bank Club” to encourage student participation in production management and sales activities. Mushrooms were sold to parents, local communities, and AAPICO Hitech Public Company Limited, which supported the purchase of part of the production for internal use. This helped create a stable market channel, reduce sales risks, and improve production management efficiency. Revenue generated was reinvested as a revolving fund for future cultivation cycles, strengthening students’ understanding of cost management, revenue planning, and sustainable self-reliance. The Company continuously monitored project implementation and provided guidance to support the school’s long-term self-sufficiency. Monitoring results showed clear improvement in mushroom cultivation knowledge, production planning, and management compared to the initial stage of the project. However, during 2025, two key challenges were identified.



Issue 1: April 2025

High temperatures during April reduced mushroom yields, while the school holiday period limited regular maintenance of the cultivation area. To address this issue, the Company is considering automated watering systems, such as misting or sprinkler systems, to help regulate environmental conditions during periods of extreme heat.

Issue 2: September–October 2025

The mushroom cultivation area faced flood-related risks due to its proximity to the Chao Phraya River. Although flooding did not directly affect the cultivation house, increased humidity impacted mushroom yields and production continuity. In response, the Company plans to seek guidance from organic agriculture specialists and organize practical training workshops for teachers and students on environmental management, humidity control, and proper mushroom house maintenance.



Based on these challenges, the Company plans to implement improvement measures in the following year to enhance production stability and strengthen the project’s long-term effectiveness. Once the school can sustainably manage operations independently, the Company aims to expand the agricultural development model for school lunch programs to other resource-limited schools. The initiative is expected to support sustainable food sources, reduce operational costs, and improve long-term access to proper nutrition for students, in line with the Company’s commitment to sustainable community development. In 2025, the Company invested THB 17,555 in the establishment and development of a mushroom cultivation house, including essential equipment. This infrastructure support enabled the school to systematically operate mushroom cultivation activities and continuously sell products to parents, local communities, and private sector partners. During the year, the project generated total revenue of THB 8,860 from mushroom sales. Despite weather-related limitations during certain periods, the results demonstrate the project’s potential to create sustainable economic activities within the school. Revenue generated has been reinvested as a revolving fund for future production cycles, strengthening the school’s ability to operate more independently. From an economic perspective, first-year revenue represented approximately 50% of the initial infrastructure investment before expense deduction, reflecting the project’s potential to evolve into a more sustainable and self-reliant model. In addition to financial outcomes, the project also generated qualitative benefits, including:

- Students gaining hands-on experience throughout the production process from upstream to downstream
- The establishment of systematic income-expense records and production planning
- The use of agricultural products in the school lunch program to help reduce food costs
- The Mushroom Bank Club plays a clearer role in product management and sales

The results demonstrate that support through “system development investment” can generate tangible social value in terms of education, nutrition, and income generation within schools. These outcomes represent an important foundation for long-term sustainable development within communities.



Project investment value

17,555 Bath

Revenue generated from mushroom sales

8,860 Bath

Number of beneficiaries

8 students (Mushroom Bank Club members)



Supporting Sports Equipment to Promote Health and Relationships in Schools

The Company recognizes the importance of holistic youth development and acknowledges the role of sports activities in promoting physical health, fitness, and social development among students. Therefore, the Sustainability Working Team supported sports equipment for Bandong Wittayakarn School, Nakhon Nayok Province, for use in physical education classes and school sports activities, with a total donation value of THB 15,123. This support enhanced the school's readiness to organize sports activities with adequate equipment, enabling students to participate in exercise and skill-building activities more effectively and inclusively. A total of 268 students and educational personnel benefited from the initiative. Sports activities not only promote physical well-being but also foster teamwork, responsibility, and positive relationships among students and teachers. Through this initiative, the Company contributes to youth development within the community and supports long-term shared value creation for society.



Sports equipment support value **15,123** Bath
Employee participants **42** persons

Students and educational personnel benefited **268** persons



Promoting Waste Separation and Developing a School Waste Bank

The Company organized a waste separation education activity for primary school students at Wat Ban Kao School, Chonburi Province, to promote proper waste management awareness from an early age. The activity provided knowledge on segregation of recyclable, general, organic, and hazardous waste, together with practical waste management methods for daily life. The session was conducted by Company employees serving as volunteer speakers on environmental and resource management, with participation from 80 teachers and students. The initiative also supported the school's waste bank system by improving operational efficiency and encouraging student participation in waste management within the school. The program contributes to waste reduction, increases the value of recyclable materials, and promotes environmentally responsible behavior in the long term. It also reflects the active role of the Company's employees in supporting community and environmental development through knowledge sharing.



Waste separation knowledge provided **4** categories
School waste bank supported **1** school

Activity participants **80** persons (teachers and students)



Promoting First Aid Knowledge and Community Safety Awareness

The Company organized a basic first aid training program at Wat Sripholothai School, Chonburi Province, to enhance emergency response knowledge and preparedness among teachers, school staff, and primary school students. The training covered practical first aid skills for daily situations, including accident response, emergency assistance, and proper use of first aid equipment. Employees from the Company’s Safety Department served as volunteer trainers, promoting knowledge sharing and community engagement. A total of 50 participants, including kindergarten and primary school students (Grades 1–6), teachers, and school staff, attended the training. The Company also provided first aid equipment for use within the school. This initiative helps strengthen safety awareness, reduce the risk of severe injuries, and reflects the Company’s commitment to creating sustainable positive impacts for the community.



First aid equipment support value

500 Bath

Activity participants

50 participants

Employee trainer participation

1 department



Donating Books to Expand Learning Opportunities

The Company organized a book donation campaign to support learning opportunities for students at Wat Ban Kao School, Chonburi Province. Employees were encouraged to donate books in good condition, which were collected and delivered to the school library to expand access to educational resources for students. Through employee participation, the Company collected a total of 758 books, benefiting 80 primary school students by enhancing access to knowledge and learning opportunities. The Company also plans to monitor the utilization of donated books to ensure the initiative effectively supports student learning. In addition, the project was expanded to include complementary support activities, such as donating school supplies, sports equipment, and lunch support for students. The total project value amounted to approximately THB 35,000, reflecting the Company’s commitment to sustainable educational development.



Total educational support value

35,000 Bath

Student beneficiaries

80 persons

Books donated

789 books



Enhancing the Learning Environment Through School Facility Improvements

The Company carried out a project to improve the physical environment at Bandong Wittayakarn School, Nakhon Nayok Province, with the objective of enhancing the quality of learning spaces and facilities to ensure they are safe, suitable, and conducive to students physical and intellectual development. The school environment is considered an important factor influencing the learning atmosphere, safety, and students’ readiness in daily life. Key activities included repainting the school fences and playground equipment to improve safety and appearance, painting road surfaces and activity areas with educational patterns designed to stimulate children’s engagement and encourage learning beyond the classroom, and repairing classroom desks to ensure they are sturdy, safe, and ready for use. These improvements help reduce risks associated with damaged furniture and create a more suitable classroom environment. The project was implemented over three phases within three days, depending on the nature of activities in each area. Approximately 83 employee volunteers per day participated in the activities, demonstrating strong employee engagement through the contribution of their time, skills, and cooperation in supporting community educational development. The project also helped strengthen relationships among the Company, the school, and the local community. The total project value was THB 44,075, benefiting 268 stakeholders within the school, including students and educational personnel. The improvements created a brighter, safer, and more supportive learning environment, enabling students to use the facilities with confidence and in a manner appropriate to their age. This initiative contributes to improving educational quality and the overall well-being of youth in the long term.



Learning facility improvement and renovation value

44,075 Bath

Student beneficiaries

268 persons

Average employee volunteers

83 persons/day



APPENDIX

- Environmental and Social Performance
- Carbon Footprint of Organization Certificate for Ayutthaya Plants
- Carbon Footprint of Organization Certificate for Chonburi Plants
- Carbon Footprint of Organization Certificate for Samut Prakan and Rayong Plants
- GRI INDEX

Environmental Performance

Energy																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
GRI 302-1	Energy Consumption																
	Electricity Consumption																
	Electricity Consumption	Megawatt-hours (MWh)	17,675.34	16,021.65	17,608.01	16,151.84	14,015.04	15,554.16	17,137.30	15,974.62	16,377.51	10,840.61	9,612.18	9,773.36	61,805.09	55,623.49	59,313.04
	Renewable Energy Consumption																
	Solar energy Consumption	Megawatt-hours (MWh)	1,268.35	1,155.81	3,103.16	N/A	N/A	N/A	N/A	N/A	85.74	602.14	553.19	559.80	1,870.49	1,708.99	3,748.71
	Proportion of solar energy in total electricity Consumption	Percentage	7.18	7.21	17.62	N/A	N/A	N/A	N/A	N/A	0.52	5.55	5.76	5.73	3.03	3.07	6.32
	Cost reduction	Baht	2,306,212.44	1,844,602.21	5,754,545.20	N/A	N/A	N/A	N/A	N/A	149,757.38	1,351,521.04	882,733.61	848,296.21	3,665,733.48	2,727,335.82	6,752,598.79
	Fuel Consumption																
	Gasoline consumption	Kiloliters	82.61	90.14	121.80	42.60	32.48	37.36	26.42	27.75	30.87	27.32	35.30	27.47	178.95	185.67	217.50
	Diesel consumption	Kiloliters	113.26	52.45	59.33	33.98	32.86	35.41	6.62	4.63	4.88	19.06	15.29	17.44	172.92	105.24	117.05
	LPG consumption	Tons	41.68	28.20	33.35	131.48	50.45	22.14	77.60	37.22	37.12	35.57	21.35	24.15	286.34	137.23	116.76
	Argon consumption	Tons	44.45	41.53	17.11	1,368.63	1,186.05	1,211.40	0.18	0.15	0.24	N/A	N/A	0.07	1,413.26	1,227.73	1,228.81
	Low Carbon Argon consumption	Tons	N/A	4.14	14.16	N/A	242.92	1,211.40	N/A	N/A	N/A	N/A	N/A	N/A	N/A	247.06	1,225.55
Natural Gas consumption	MMBTU	N/A	N/A	N/A	N/A	N/A	N/A	4.31E6	3.42E6	1.97E6	N/A	N/A	N/A	4,312,297.08	3,419,767.31	1,968,056.88	

Remark:

1. Renewable Energy Consumption covered 8 companies, namely AAPICO Hitech Public Company Limited (AH), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Leadtech Co., Ltd. (AL), AAPICO Hitech Public Company Limited (Rayong Branch) (AHR), AAPICO Precision Public Company Limited (APC), and AAPICO Plastic Public Company Limited (Rayong Branch) (APR).
2. The total LPG consumption from the metal forming, jigs, and dies business in Ayutthaya and Rayong provinces covered only AAPICO Hitech Public Company Limited (AH) and its Rayong branch (AHR), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), and AAPICO Hitech Automation Co., Ltd. (AHA), excluding AAPICO Leadtech Co., Ltd. (AL).
3. The total consumption of argon and natural gas from the forging and machining business in Chonburi province covered only AAPICO Forging Public Company Limited (AF).
4. The total consumption of low-carbon argon from the metal forming, jigs, and dies business in Ayutthaya province covered only AAPICO Hitech Public Company Limited (AH) and AAPICO Hitech Parts Co., Ltd. (AHP).
5. N/A = Not available.

Energy																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
GRI 302-3	Energy Consumption Intensity																
	Electricity Consumption Intensity																
	Electricity Intensity	Megawatt-hours per thousand units of production	0.18	0.21	0.25	0.99	1.34	1.07	1.69	1.73	1.82	0.41	0.43	0.43	0.40	0.47	0.51
		Megawatt-hours per ton of production	N/A	N/A	N/A	0.18	0.25	0.26	0.63	0.62	0.72	N/A	3.69	3.53	N/A	N/A	N/A
	Fuel Consumption Intensity																
	Gasoline Consumption Intensity	Kiloliters per thousand units of production	0.0008	0.0012	0.0017	0.0026	0.0031	0.0026	0.0026	0.0030	0.0034	0.0010	0.0016	0.0012	0.0012	0.0016	0.0019
		Kiloliters per ton of production	N/A	N/A	N/A	0.0005	0.0006	0.0006	0.0010	0.0011	0.0014	N/A	N/A	N/A	N/A	N/A	N/A
	Diesel Consumption Intensity	Kiloliters per thousand units of production	0.0011	0.0007	0.0008	0.0021	0.0031	0.0024	0.0007	0.0005	0.0005	0.0007	0.0007	0.0008	0.0011	0.0009	0.0010
		Kiloliters per ton of production	N/A	N/A	N/A	0.0004	0.0006	0.0006	0.0003	0.0002	0.0002	N/A	0.0059	0.0063	N/A	N/A	N/A
	LPG Consumption Intensity	Tons per thousand units of production	0.0006	0.0006	0.0007	0.0081	0.0050	0.0015	0.0076	0.0040	0.0041	0.0013	0.0096	0.0011	0.0024	0.0015	0.0012
		Tons per ton of production	N/A	N/A	N/A	0.0015	0.0009	0.0004	0.0029	0.0014	0.0016	N/A	0.0082	0.0087	N/A	N/A	N/A
	Argon Consumption Intensity	Tons per thousand units of production	0.0007	0.0008	0.0003	0.0838	0.1134	0.0834	2.94E-05	2.80E-05	4.70E-05	N/A	N/A	3.3E-06	0.0157	0.0185	0.0136
		Tons per ton of production	N/A	N/A	N/A	0.0152	0.0212	0.0205	1E-05	1E-05	2E-05	N/A	N/A	3E-05	N/A	N/A	N/A
	Natural Gas Consumption Intensity	Megajoule per thousand units of production	N/A	N/A	N/A	N/A	N/A	N/A	698.19	639.83	393.38	N/A	N/A	N/A	N/A	N/A	N/A
		Megajoule per ton of production	N/A	N/A	N/A	N/A	N/A	N/A	307.63	268.66	153.16	N/A	N/A	N/A	N/A	N/A	N/A

Remark:

- The LPG consumption intensity from the metal forming, jigs, and dies business in Ayutthaya and Rayong provinces covered only AAPICO Hitech Public Company Limited (AH) and its Rayong branch (AHR), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), and AAPICO Hitech Automation Co., Ltd. (AHA), excluding AAPICO Leadtech Co., Ltd. (AL).
- The total consumption of argon and natural gas from the forging and machining business in Chonburi province covered only AAPICO Forging Public Company Limited (AF).
- N/A = Not available.

Water and Effluents																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
GRI 303-3	Water Withdrawal																
	Water Withdrawal																
	Volume of Treated Water Withdrawal	m ³	55,101.00	59,787.00	57,840.00	45,384.00	43,601.00	43,658.00	37,330.80	41,350.00	40,565.00	30,767.00	29,327.00	31,265.00	168,582.80	174,065.00	173,328.00
	Water Withdrawal Intensity																
	Treated Water Withdrawal Intensity	m ³ per thousand units of production	0.55	0.78	0.81	2.78	4.17	3.01	3.67	4.47	4.52	1.16	1.32	1.38	1.10	1.46	1.48
	m ³ per ton of production	N/A	N/A	N/A	0.50	0.78	0.74	1.38	1.59	1.78	N/A	11.27	11.29	N/A	N/A	N/A	
GRI 303-4	Water discharge																
	Total water discharge																
	Total water discharge	m ³	44,080.80	47,829.60	46,272.00	36,307.20	34,880.80	34,926.40	29,864.64	33,080.00	32,452.00	24,613.60	23,461.60	25,011.40	134,866.24	139,252.00	138,661.80
	Wastewater Quality																
	pH	-	7.58	7.57	5.79	7.67	7.62	7.47	7.53	7.81	7.70	7.30	7.36	7.19	7.52	7.59	6.97
	Biological Oxygen Demand (BOD)	mg/L	71.44	75.95	70.65	105.10	104.57	114.79	28.61	35.29	26.93	152.27	109.19	153.61	89.19	81.24	90.70
	Chemical Oxygen Demand (COD)	mg/L	176.59	203.23	180.59	261.86	254.36	183.37	106.47	109.89	83.00	292.52	228.61	340.92	208.81	198.79	223.98
	Total Suspended Solids (TSS)	mg/L	41.00	29.22	43.92	45.37	60.12	62.48	36.77	16.49	21.36	42.25	38.85	57.75	41.18	35.87	46.48
	Total Dissolved Solids (TDS)	mg/L	1420.42	550.00	496.58	667.83	754.68	742.79	456.63	637.96	425.49	843.42	440.67	431.25	753.31	625.57	544.07
Grease & Oil	mg/L	5.83	3.83	4.42	7.54	7.61	7.38	4.17	3.52	48.68	4.25	3.33	3.67	5.58	4.89	19.21	
Temperature	°C	N/A	N/A	29.99	32.39	32.25	31.34	34.04	34.10	30.80	30.25	31.07	30.27	32.63	32.75	30.91	

Water and Effluents																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
GRI 307-1	Non-compliance with Wastewater Discharge																
	Wastewater Compliance Fines	Baht	0	0	0	123,737.53	224,796.32	407,764.50	0	0	0	0	0	0	123,737.53	224,796.32	407,764.50
GRI 303-5	Water Consumption																
	Water Consumption	m ³	11,020.20	11,957.40	11,568.00	9,076.80	8,720.20	8,731.60	7,466.16	8,270.00	8,113.00	6,153.40	5,865.40	6,253.60	33,716.56	34,813.00	34,666.20

Remark: Each company has different parameters for wastewater quality monitoring.

- All 12 companies under the automotive parts manufacturing business in Thailand measure four basic parameters: pH, Biological Oxygen Demand (BOD), Chemical Oxygen Demand (COD), and Total Suspended Solids (TSS).
- AAPICO Hitech Public Company Limited, Rayong Branch (AHR) and AAPICO Leadtech Co., Ltd. (AL) additionally monitor Total Dissolved Solids (TDS) and Grease & Oil.
- AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), and AAPICO Plastics Public Company Limited, Rayong Branch (APR) additionally monitor Total Dissolved Solids (TDS), Grease & Oil, and Temperature
- In 2022, AAPICO Structural Products Co., Ltd. (ASP) and AAPICO Plastics Public Company Limited, Rayong Branch (APR) paid wastewater treatment fines; in 2023–2024, only AAPICO Amata Co., Ltd. (AA) was fined.
- N/A = Not available

GHG Emissions																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
GRI 305-1	Total GHG Emissions																
	Direct GHG Emissions (Scope 1)	Tons of CO ₂ equivalent (tCO ₂ e)	538	412	454	1,181	794	729	617	431	290	N/A	N/A	232	2,334	1,636	1,704
	GHG Emissions from Biogenic Combustion	Tons of CO ₂ equivalent (tCO ₂ e)	24	19	24	12	11	10	6	6	5	N/A	N/A	8	41	34	47
GRI 305-2	Indirect GHG Emissions (Scope 2)	Tons of CO ₂ equivalent (tCO ₂ e)	5,608	4,892	3,937	8,075	7,007	7,389	8,567	6,930	6,766	N/A	N/A	4,384	22,249	18,827	22,473
GRI 305-3	Other Indirect GHG Emissions (Scope 3)	Tons of CO ₂ equivalent (tCO ₂ e)	31,644	30,830	29,654	172,714	114,360	120,151	19,526	20,115	19,567	N/A	N/A	10,952	223,883	165,304	180,323
	Total GHG Emissions (Scope 1, 2 and 3)	Tons of CO ₂ equivalent (tCO ₂ e)	538	412	454	1,181	794	729	617	431	290	N/A	N/A	232	2,334	1,636	1,704

GHG Emissions																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2025	2024	2025	2023	2024	2025	
GRI 305-4	GHG Emissions Intensity																
	Direct GHG Emissions Intensity (Scope 1)	tCO ₂ e per thousand units of production	0.0088	0.0090	0.0099	0.0723	0.0759	0.0502	0.0607	0.0466	0.0323	N/A	N/A	0.0103	0.0266	0.0250	0.0145
		tCO ₂ e per ton of production	N/A	N/A	N/A	0.0131	0.0142	0.0124	0.0229	0.0166	0.0127	N/A	N/A	0.0838	N/A	N/A	N/A
	Indirect GHG Emissions Intensity (Scope 2)	tCO ₂ e per thousand units of production	0.0915	0.1069	0.0860	0.4944	0.6699	0.5089	0.8425	0.7486	0.7532	N/A	N/A	0.1941	0.2534	0.2876	0.1915
		tCO ₂ e per ton of production	N/A	N/A	N/A	0.0896	0.1251	0.1252	0.3173	0.2670	0.2966	N/A	N/A	1.5826	N/A	N/A	N/A
	Other Indirect GHG Emissions Intensity (Scope 3)	tCO ₂ e per thousand units of production	0.5164	0.6740	0.6479	10.5740	10.9331	8.2758	1.9187	2.1730	2.1783	N/A	N/A	0.4850	2.5504	2.5252	1.5363
		tCO ₂ e per ton of production	N/A	N/A	N/A	1.9159	2.0410	2.0360	0.7233	0.7751	0.8579	N/A	N/A	3.9537	N/A	N/A	N/A
	Total GHG Emissions Intensity (Scope 1, 2 and 3)	tCO ₂ e per thousand units of production	0.6167	0.7899	0.7439	11.1470	11.6789	8.8349	2.8234	2.9682	2.9638	N/A	N/A	0.6894	2.8304	2.8378	1.7423
		tCO ₂ e per ton of production	N/A	N/A	N/A	2.0185	2.1802	2.1735	1.0635	1.0587	1.1673	N/A	N/A	5.6201	N/A	N/A	N/A

Remark:

- GHG Emissions of the metal forming, jigs, and dies business in Ayutthaya and Rayong provinces covered only 4 companies: AAPICO Hitech Public Company Limited (AH), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), and AAPICO Hitech Automation Co., Ltd. (AHA)
- GHG Emissions are calculated based on Global Warming Potentials (GWP) from the Sixth Assessment Report (AR6) of the Greenhouse Gas Protocol.
- N/A = Not available

Air Emissions																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2023	2024	2025	2023	2024	2025	
GRI 305-7	Air Emissions																
	General Air Pollution																
	Total Suspended Particulate (TSP)	Tons	1.69	0.15	0.16	6.71	14.85	27.26	0.62	0.11	1.12	8.56	4.05	2.66	17.58	19.15	31.20
	Sulphur dioxide (SO ₂)	Tons	2.51	2.40	0.90	5.28	13.92	2.58	N/A	N/A	N/A	3.27	3.56	0.81	11.07	19.88	4.29
	Oxide of Nitrogen (NOx as NO ₂)	Tons	0.58	0.74	0.35	1.61	6.52	2.46	N/A	N/A	N/A	0.89	1.70	1.01	3.08	8.95	3.82
	Carbon monoxide (CO)	Tons	5.61	3.54	2.09	16.19	29.87	7.92	N/A	N/A	N/A	7.68	8.06	3.67	29.48	41.46	13.68
	Titanium dioxide (TiO ₂)	Tons	0.0004	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0004	N/A	N/A
	Semi-Volatile Organic Compounds (Semi-VOCs)																
	Semi-Volatile Organ Compounds (Semi-VOCs)	Tons	0.07	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.07	N/A	N/A
	Volatile Organic Compounds (VOCs)																
Volatile Organic Compounds (VOCs)	Tons	2.62	3.75	2.12	N/A	N/A	N/A	N/A	N/A	N/A	1.44	1.39	1.17	4.06	5.13	3.29	

Remark:

- Air Emissions from the metal forming, jigs, and dies business in Ayutthaya and Rayong provinces covered only AAPICO Hitech Public Company Limited (AH) and AAPICO Hitech Automation Co., Ltd. (AHA):
 - Total Suspended Particulate (TSP) covered both AAPICO Hitech Public Company Limited (AH) and AAPICO Hitech Automation Co., Ltd. (AHA).
 - Volatile Organic Compounds (VOCs) data (Toluene, Xylene) for the years 2023–2025, covering AAPICO Hitech Public Company Limited (Head Office) (AH) and AAPICO Hitech Automation Co., Ltd. (AHA).
 - Sulfur Dioxide, Oxide of Nitrogen, Carbon monoxide, and Volatile Organic Compounds (Toluene, Xylene) in 2023 covered only AAPICO Hitech Public Company Limited (AH)
- Air Emissions from the forging and machining business in Chonburi province covered only AAPICO Forging Public Company Limited (AF).
- Total Suspended Particulate (TSP) in 2022 from the Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces covered only AAPICO Plastics Public Company Limited, Rayong Branch (APR) and Volatile Organic Compounds (Toluene, Isopropyl alcohol, Ethyl acetate, Butyl acetate) in 2023 - 2024 covered only AAPICO Plastics Public Company Limited (APB)
- N/A = Not available

Waste Management																			
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)				
			2023	2024	2025	2023	2024	2025	2023	2024	2023	2024	2025	2023	2024	2025	2024	2024	2025
			Waste generated																
Total Waste generated	Tons	19,002.92	15,491.83	15,420.75	16,000.95	10,739.58	11,058.12	4,870.97	4,911.48	4,847.89	553.42	542.66	427.28	40,428.25	31,685.55	31,754.04			
Non-hazardous waste generated																			
General waste	Tons	198.70	164.02	181.15	154.51	120.52	132.78	87.26	64.23	60.99	21.70	21.56	21.56	462.17	370.33	396.48			
Compostable waste	Tons	N/A	N/A	N/A	21.78	21.78	22.88	N/A	N/A	N/A	N/A	N/A	N/A	21.78	21.78	27.04			
Recycle waste	Tons	18,677.97	15,226.21	15,133.90	15,658.95	10,381.40	10,671.17	4,159.26	4,114.25	4,110.32	523.62	466.41	344.90	39,019.79	30,188.28	30,260.29			
Total non-hazardous waste generated	Tons	18,876.67	15,390.23	15,315.05	15,835.24	10,523.71	10,826.83	4,246.52	4,178.48	4,171.31	545.32	487.97	370.62	39,503.74	30,580.39	30,683.81			
Hazardous waste generated																			
Total hazardous waste generated	Tons	126.26	101.60	105.70	165.71	215.87	231.30	624.45	733.00	676.58	8.10	54.69	56.66	924.51	1,105.16	1,070.23			
Waste generated Intensity																			
Total Waste Generated Intensity	Tons per thousand units of production	0.1904	0.2015	0.2163	0.9796	1.0267	0.7617	0.4790	0.5306	0.5397	0.0208	0.0243	0.0189	0.2645	0.2665	0.2705			
	Tons per ton of production	N/A	N/A	N/A	0.1775	0.1917	0.1874	0.1804	0.1893	0.2126	N/A	0.2085	0.1542	N/A	N/A	N/A			
Total non-hazardous waste generated Intensity	Tons per thousand units of production	0.1892	0.2002	0.2148	0.9695	1.0061	0.7457	0.4176	0.4514	0.4644	0.0205	0.0219	0.0164	0.2585	0.2572	0.2614			
	Tons per ton of production	N/A	N/A	N/A	0.1757	0.1878	0.1835	0.1573	0.1610	0.1829	N/A	0.1875	0.1338	N/A	N/A	N/A			
Total hazardous waste generated Intensity	Tons per thousand units of production	0.0013	0.0013	0.0015	0.0101	0.0206	0.0159	0.0614	0.0792	0.0753	0.00030	0.00245	0.00251	0.0060	0.0093	0.0091			
	Tons per ton of production	N/A	N/A	N/A	0.0018	0.0039	0.0039	0.0231	0.0282	0.0297	N/A	0.02101	0.02045	N/A	N/A	N/A			

Remark:

1. Non-hazardous waste (general waste category) from the Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces includes only AAPICO Plastics Public Company Limited, Rayong Branch (APR)

2. Hazardous waste from the Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces includes only AAPICO Plastics Public Company Limited, Rayong Branch (APR)

3. N/A = Not available

Waste Management																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2025	2024	2025	2023	2024	2024	2025
GRI 306-4	Waste diverted from disposal																
	Total waste diverted from disposal	Tons	18,800.53	15,320.93	11,866.78	15,730.49	10,437.30	9,004.27	4,205.90	4,151.38	3,437.89	531.64	519.54	355.80	39,268.56	30,429.15	24,644.73
	Non-hazardous waste diverted from disposal																
	Reused	Tons	18,677.97	15,226.21	11,793.22	15,653.59	10,377.40	8,973.37	4,159.26	4,114.25	3,394.21	523.62	466.41	292.35	39,014.43	30,184.28	24,451.15
	Recycling	Tons	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other recovery	Tons	0	0	0	27.14	25.78	11.34	0	0	0	0	0	2.59	27.14	25.78	13.93
	Hazardous waste diverted from disposal																
	Reused	Tons	0	0	0	0.62	0.66	0	0	0	0	0	0	5.95	0.62	0.66	5.95
	Recycling	Tons	0.40	5.60	0	0	0	0	0	0	0	0.18	25.35	8.79	0.58	30.95	8.79
Other recovery	Tons	122.16	89.12	73.56	49.15	33.46	19.56	46.64	37.13	43.68	7.84	27.78	28.12	225.79	187.49	164.91	
GRI 306-5	Waste directed to disposal																
	Total waste directed to disposal	Tons	202.39	170.90	155.38	270.46	302.28	225.66	665.07	760.10	530.71	21.78	23.12	18.34	1,159.70	1,256.39	930.08
	Non-hazardous waste directed to disposal																
	Landfill	Tons	198.70	164.02	151.14	154.51	120.52	66.34	87.26	64.23	43.38	21.70	21.56	18.06	462.17	370.33	278.92
	Incineration without energy recovery	Tons	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Incineration with energy recovery	Tons	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other disposal	Tons	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Waste Management																	
Indicator	Performance	Unit	Metal forming, Jigs and dies business in Ayutthaya and Rayong provinces (AH AHA AHP AHT AHR AL)			Metal stamping and Welding assembly businesses in Chonburi province (AA ASP)			Forging and Machining businesses in Chonburi province (AF APC)			Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces (APB APR)			Automotive parts manufacturing facilities in Thailand, covering 12 companies (AH AHA AHP AHT AHR AL AA ASP AF APC APB APR)		
			2023	2024	2025	2023	2024	2025	2023	2024	2023	2024	2025	2023	2024	2025	
GRI 306-5	Waste directed to disposal (continued)																
	Hazardous waste directed to disposal																
	Landfill	Tons	3.69	6.88	4.24	0.44	0.13	1.44	185.69	177.88	112.95	0	1.56	0.28	189.90	186.44	118.90
	Incineration without energy recovery	Tons	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Incineration with energy recovery	Tons	0	0	0	115.51	181.63	157.88	392.12	517.99	374.38	0	0	-	507.63	699.62	532.26
Other disposal	Tons	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Remark:

1. Non-hazardous waste (general waste category) from the Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces includes only AAPICO Plastics Public Company Limited, Rayong Branch (APR)
2. Hazardous waste from the Plastic Automotive Parts and Fuel Tanks businesses in Samut Prakan and Rayong provinces includes only AAPICO Plastics Public Company Limited, Rayong Branch (APR)
3. N/A = Not available

Social Performance

Employees and Workers (Total Workforce)								
Indicator	Performance	Unit	2023		2024		2025	
			Person	Percentage	Person	Percentage	Person	Percentage
GRI 2-7, 2-8 & 405-1	Workforce by Employment Type							
	Total Workforce	Person	N/A	N/A	N/A	N/A	3,437	-
	Proportion of Permanent Employees to Total Workforce	Percentage of total workforce	N/A	N/A	N/A	N/A	-	53.86
	Proportion of Contract Employees to Total Workforce	Percentage of total workforce	N/A	N/A	N/A	N/A	-	7.41
	Proportion of Workers to Total Workforce	Percentage of total workforce	N/A	N/A	N/A	N/A	-	38.73
	Workforce by Gender							
	Male Employees and Workers	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	2,727	79.35
	Female Employees and Workers	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	710	20.65
	Workforce by Age Group							
	Under 18 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	-	-
	18 – under 20 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	121	3.51
	20 – under 31 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	1,313	38.20
	31 – 50 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	1,692	49.22
	Over 50 – 55 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	239	6.97
	Over 55 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	73	2.11

Employees								
Indicator	Performance	Unit	2023		2024		2025	
			Person	Percentage	Person	Percentage	Person	Percentage
GRI 2-7 & 405-1	Total Employees by Employment Type							
	Total Number of Employees	Percentage of total workforce	1,938	N/A	3,179	-	2,106	-
	Total Permanent Employees	Person, Percentage of total employees	N/A	N/A	1,896	59.64	1,851	87.91
	Total Contract Employees	Person, Percentage of total employees	N/A	N/A	1,283	40.36	255	12.09
	Employees by Gender (by Employment Type)							
	Total Employees							
	Male Employees	Person, Percentage of total employees	1,405	72.50	2,420	76.12	1,536	72.95
	Female Employees	Person, Percentage of total employees	533	27.50	759	23.88	570	27.05
	Permanent Employees							
	Male Permanent Employees	Person, Percentage of total permanent employees	N/A	N/A	1,371	72.31	1,323	71.44
	Female Permanent Employees	Person, Percentage of total permanent employees	N/A	N/A	525	27.69	529	28.56
	Contract Employees							
	Male Contract Employees	Person, Percentage of total contract employees	N/A	N/A	1,049	81.76	214	83.90
	Female Contract Employees	Person, Percentage of total contract employees	N/A	N/A	234	18.24	41	16.10
	Employees by Age Group (by Employment Type)							
	Total Employees							
	Under 18 years old	Person, Percentage of total employees	N/A	N/A	N/A	N/A	-	-
	18 – under 20 years old	Person, Percentage of total employees	N/A	N/A	N/A	N/A	1	0.07
	20 – under 31 years old	Person, Percentage of total employees	N/A	N/A	N/A	N/A	428	20.34
	31 – 50 years old	Person, Percentage of total employees	N/A	N/A	N/A	N/A	1,366	64.85
Over 50 – 55 years old	Person, Percentage of total employees	N/A	N/A	N/A	N/A	238	11.29	
Over 55 years old	Person, Percentage of total employees	N/A	N/A	N/A	N/A	73	3.45	

Employees								
Indicator	Performance	Unit	2023		2024		2025	
			Person	Percentage	Person	Person	Percentage	Person
GRI 2-7 & 405-1	Employees by Age Group (by Employment Type)							
	Permanent Employees							
	Under 18 years old	Person, Percentage of total permanent employees	N/A	N/A	N/A	N/A	-	-
	18 – under 20 years old	Person, Percentage of total permanent employees	N/A	N/A	N/A	N/A	-	-
	20 – under 31 years old	Person, Percentage of total permanent employees	N/A	N/A	N/A	N/A	358	19.31
	31 – 50 years old	Person, Percentage of total permanent employees	N/A	N/A	N/A	N/A	1,229	66.37
	Over 50 – 55 years old	Person, Percentage of total permanent employees	N/A	N/A	N/A	N/A	226	12.23
	Over 55 years old	Person, Percentage of total permanent employees	N/A	N/A	N/A	N/A	39	2.09
	Contract Employees							
	Under 18 years old	Person, Percentage of total contract employees	N/A	N/A	N/A	N/A	-	-
	18 – under 20 years old	Person, Percentage of total contract employees	N/A	N/A	N/A	N/A	1	0.56
	20 – under 31 years old	Person, Percentage of total contract employees	N/A	N/A	N/A	N/A	71	27.85
	31 – 50 years old	Person, Percentage of total contract employees	N/A	N/A	N/A	N/A	137	53.76
	Over 50 – 55 years old	Person, Percentage of total contract employees	N/A	N/A	N/A	N/A	12	4.52
Over 55 years old	Person, Percentage of total contract employees	N/A	N/A	N/A	N/A	34	13.32	

Employees								
Indicator	Performance	Unit	2023		2024		2025	
			Person	Percentage	Person	Person	Percentage	Person
GRI 2-7 & 405-1	Employees by Level and Gender (Position and Gender Diversity)							
	Operational Level							
	Total Number of Operational Level Employees	Person	N/A	N/A	2,939	-	1,391	-
	Number of Male Operational Level Employees	Person, Percentage of total operational level employees	N/A	N/A	2,144	72.95	971	69.79
	Number of Female Operational Level Employees	Person, Percentage of total operational level employees	N/A	N/A	795	27.05	420	30.21
	First-Line Management Level							
	Total Number of First-Line Management Employees	Person	N/A	N/A	N/A	N/A	580	-
	Number of Male First-Line Management Employees	Person, Percentage of total first-line management employees	N/A	N/A	N/A	N/A	471	81.31
	Number of Female First-Line Management Employees	Person, Percentage of total first-line management employees	N/A	N/A	N/A	N/A	108	18.69
	Middle Management Level							
	Total Number of Middle Management Employees	Person	N/A	N/A	N/A	N/A	103	-
	Number of Male Middle Management Employees	Person, Percentage of total middle management employees	N/A	N/A	N/A	N/A	79	76.39
	Number of Female Middle Management Employees	Person, Percentage of total middle management employees	N/A	N/A	N/A	N/A	24	23.61
	Executive Level							
	Total Number of Executive Level Employees	Person	N/A	N/A	27	-	16	-
	Number of Male Executive Level Employees	Person, Percentage of total executive level employees	N/A	N/A	23	85.19	13	80.75
	Number of Female Executive Level Employees	Person, Percentage of total executive level employees	N/A	N/A	4	14.81	3	19.25
	Employees with Disabilities							
	Total Number of Employees with Disabilities	Person, Percentage of total employees	17	N/A	21	1.11	20	0.95
	Number of Male Employees with Disabilities	Person, Percentage of total employees with disabilities	N/A	N/A	16	76.19	14	71.78
Number of Female Employees with Disabilities	Person, Percentage of total employees with disabilities	N/A	N/A	5	23.81	6	28.22	

Workers								
Indicator	Performance	Unit	2023		2024		2025	
			Person	Percentage	Person	Percentage	Person	Percentage
GRI 2-8 & 405-1	Total Workers							
	Total Number of Workers	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	1,331	38.73
	Workers by Gender							
	Male Workers	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	1,191	89.48
	Female Workers	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	140	10.52
	Workers by Age Group							
	Under 18 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	-	-
	18 – under 20 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	119	8.95
	20 – under 31 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	884	66.45
	31 – 50 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	326	24.49
	Over 50 – 55 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	2	0.12
	Over 55 years old	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	-	-

Remark:
 Worker data includes subcontracted workers both domestically and internationally (e.g., Thailand, Cambodia, and Myanmar), as well as interns.

Employment Management

Indicator	Performance	Unit	2023		2024		2025		
			Person	Percentage	Person	Percentage	Person	Percentage	
Local Hiring									
GRI 2-7, 202-2 & 413-1	Total Number of Local Employees (from provinces where operations are located)	Person, Percentage of total employees	N/A	N/A	861	27.08	243	11.77	
	Total Number of Local Employees (Operational to Management Levels)	Person, Percentage of total employees (operational to management levels)	N/A	N/A	N/A	N/A	242	11.82	
	Total Number of Local Executive-Level Employees	Person, Percentage of total executive-level employees	N/A	N/A	N/A	N/A	1	5.88	
New Employees by Employment Type									
GRI 2-7, 401-1 & 405-1	Total Number of New Employee	Person, Percentage of total employees	237	12.23	183	19.78	198	9.40	
	Total Permanent New Employees	Person, Percentage of total new employees	N/A	N/A	N/A	N/A	178	89.90	
	Total Contract New Employees	Person, Percentage of total new employees	N/A	N/A	N/A	N/A	20	10.10	
	New Employees by Gender								
	Male New Employees	Person, Percentage of total new employees	N/A	N/A	126	68.25	140	70.71	
	Female New Employees	Person, Percentage of total new employees	N/A	N/A	57	31.15	58	29.29	
	New Employees by Age								
	Under 18 years old	Person, Percentage of total new employees	N/A	N/A	N/A	N/A	-	-	
	18 – under 20 years old	Person, Percentage of total new employees	N/A	N/A	N/A	N/A	-	-	
20 – under 31 years old	Person, Percentage of total new employees	N/A	N/A	N/A	N/A	126	63.64		
31 – 50 years old	Person, Percentage of total new employees	N/A	N/A	N/A	N/A	56	28.28		
Over 50 – 55 years old	Person, Percentage of total new employees	N/A	N/A	N/A	N/A	2	1.01		
Over 55 years old	Person, Percentage of total new employees	N/A	N/A	N/A	N/A	14	7.07		

Employment Management

Indicator	Performance	Unit	2023		2024		2025	
			Person	Percentage	Person	Percentage	Person	Percentage
GRI 2-7, 401-1 & 405-1	Employee Turnover							
	Total Number of Employee Turnover	Person, Percentage of total employees	194	10.01	159	8.00	297	14.10
	Total Number of Voluntary Employee Turnover	Person, Percentage of total employee turnover	N/A	N/A	158	99.37	272	91.58
	Number of Voluntary Permanent Employee Turnover	Person, Percentage of total permanent employee turnover	N/A	N/A	158	100	122	83.00
	Number of Voluntary Contract Employee Turnover	Person, Percentage of total contract employee turnover	N/A	N/A	N/A	N/A	150	100.00
	Total Number of Involuntary Employee Turnover	Person, Percentage of total employee turnover	N/A	N/A	1	0.63	25	8.42
	Number of Involuntary Permanent Employee Turnover	Person, Percentage of total permanent employee turnover	N/A	N/A	1	0.63	25	17.01
	Number of Involuntary Contract Employee Turnover	Person, Percentage of total contract employee turnover	N/A	N/A	N/A	N/A	-	-
	Employee Turnover by Gender							
	Male Employee Turnover	Person, Percentage of total employee turnover	N/A	N/A	104	65.41	230	77.44
	Female Employee Turnover	Person, Percentage of total employee turnover	N/A	N/A	55	34.59	67	22.56
	Employee Turnover by Age							
	Under 18 years old	Person, Percentage of total employee turnover	N/A	N/A	N/A	N/A	-	-
	18 – under 20 years old	Person, Percentage of total employee turnover	N/A	N/A	N/A	N/A	1	0.34
	20 – under 31 years old	Person, Percentage of total employee turnover	N/A	N/A	N/A	N/A	123	41.41
	31 – 50 years old	Person, Percentage of total employee turnover	N/A	N/A	N/A	N/A	137	46.13
	Over 50 – 55 years old	Person, Percentage of total employee turnover	N/A	N/A	N/A	N/A	8	2.69
	Over 55 years old	Person, Percentage of total employee turnover	N/A	N/A	N/A	N/A	28	9.43

Remuneration and Welfare for Permanent Employees								
Indicator	Performance	Unit	2023		2024		2025	
			Person, Bath	Percentage	Person, Bath	Percentage	Person, Bath	Percentage
GRI 2-7, 201-3, 401-2 & 405-1	Long-term Employee Benefits and Financial Obligations							
	Future Financial Obligations to Employees							
	Estimated Non-current Employee Benefit Obligations	Bath	236,683,129	-	274,927,170	-	328,922,585	-
	Provident Fund (PVD)							
	Permanent Employees Enrolled in the Provident Fund							
	Total Permanent Employees in the Provident Fund	Person	1,232	-	1,170	-	1,345	-
		Percentage of total employees	-	63.57	-	61.71	-	63.86
		Percentage of eligible employees enrolled in the PVD	-	74.04	-	68.30	-	69.25
Male Permanent Employees in the Provident Fund	Person	N/A	-	838	-	934	-	
Female Permanent Employees in the Provident Fund	Person	N/A	-	332	-	411	-	
GRI 401-2	Company-paid Healthcare Benefits for Employees' Families							
	Total Healthcare Benefits for Employees' Families	Bath	1,803,872	-	1,898,531	-	2,209,872.55	-
	Healthcare Benefits for Male Employees' Families	Bath	N/A	-	N/A	-	1,459,772.25	-
	Female Employees' Family Healthcare Benefits	Bath	N/A	-	N/A	-	750,100.30	-
	Employee Remuneration							
	Total Employee Remuneration	Bath	854,168,845	-	894,893,824	-	1,195,906,431	-
	Remuneration for Male Employees	Bath	N/A	-	N/A	-	901,1156,772	-
Remuneration for Female Employees	Bath	N/A	-	N/A	-	294,790,659	-	

Remark:

Estimated non-current employee benefit obligations refer to the Company's long-term financial obligations related to post-employment benefits and other long-term employee benefits, calculated based on actuarial assumptions as disclosed in the financial statements.

Remuneration and Welfare for Permanent Employees

Indicator	Performance	Unit	2023		2024		2025	
			Person	Percentage	Person	Percentage	Person	Percentage
Entry-level Remuneration Compared to Minimum Wage and Living Wage by Employee Group								
Employee								
GRI 2-7, 202-1 & 401-2	Entry-level Remuneration for Contract Employees	Percentage of minimum wage	-	N/A	-	N/A	-	100.00
		Percentage of living wage	-	N/A	-	N/A	-	96.45
	Entry-level Remuneration for Daily Permanent Employees	Percentage of minimum wage	-	N/A	-	N/A	-	100.00
		Percentage of living wage	-	N/A	-	N/A	-	91.05
	Entry-level Remuneration for Monthly Permanent Employees (Diploma Level)	Percentage of minimum wage	-	N/A	-	N/A	-	102.62
		Percentage of living wage	-	N/A	-	N/A	-	115.65
	Entry-level Remuneration for Monthly Permanent Employees (Bachelor's Degree Level)	Percentage of minimum wage	-	N/A	-	N/A	-	102.70
		Percentage of living wage	-	N/A	-	N/A	-	112.24
Non-employees								
GRI 2-8, 202-1 & 401-2	Entry-level Remuneration for Outsourced Workers	Percentage of minimum wage	-	N/A	-	N/A	-	100.00
		Percentage of living wage	-	N/A	-	N/A	-	93.03

Remark:
The data on entry-level remuneration compared to minimum wage and living wage covers only entry-level positions for each employee category, which represent the levels at which the Company sets starting remuneration for benchmarking against minimum wage and living wage. The Company collects and analyzes data across significant locations of operation, including facilities in Ayutthaya, Rayong, Chonburi, and Samut Prakan, covering a total of 12 companies. Minimum wage references are based on provincial minimum wage rates (Baht/day) as announced by the Provincial Wage Committee in each operating area, while living wage references are based on estimated living cost data in Thailand (Baht/month). The data is aggregated and calculated at the group level. The Company determines entry-level remuneration based on its remuneration structure and statutory minimum wage requirements in each location, without gender discrimination. As a result, entry-level remuneration for male and female employees is set at the same level. Therefore, the disclosure in this table is not presented by gender.

Remuneration and Welfare for Permanent Employees

Indicator	Performance	Unit	2023		2024		2025	
			Person	Percentage	Person	Percentage	Person	Percentage
GRI 405-2	Equal Remuneration between Female and Male Employees							
	Ratio of Average Remuneration of Female to Male Employees by Level							
	Top Management Level	Percentage	-	N/A	-	75.17	-	20.62
	Middle Management Level	Percentage	-	N/A	-	73.47	-	37.23
	First-line Management Level	Percentage	-	N/A	-	69.31	-	90.07
	Operational Level	Percentage	-	N/A	-	N/A	-	113.31
GRI 2-7, 401-3 & 405-1	Parental Leave							
	Number of Employees Entitled to and Taking Parental Leave							
	Total Employees	Person	8	N/A	7	-	6	-
	Male Employees	Person	N/A	N/A	N/A	N/A	1	-
	Female Employees	Person	N/A	N/A	N/A	N/A	5	-
	Number of Employees Due to Return to Work after Parental Leave							
	Total Employees	Person	N/A	N/A	N/A	N/A	7	-
	Male Employees	Person	N/A	N/A	N/A	N/A	0	-
	Female Employees	Person	N/A	N/A	N/A	N/A	7	-
	Number of Employees Returning to Work after Parental Leave (Return-to-work Rate)							
	Total Employees	Person, Percentage	8	100	7	100	6	85.71
	Male Employees	Person, Percentage	N/A	N/A	N/A	N/A	-	-
Female Employees	Person, Percentage	N/A	N/A	N/A	N/A	6	85.71	

Labor and Human Rights

Indicator	Performance	Unit	2023		2024		2025	
			Person, Case, Times	Percentage	Person, Case, Times	Percentage	Person, Case, Times	Percentage
GRI 2-7, 2-8 & 405-1	Nationality Diversity							
	Total Number of Employees and Workers of Diverse Nationalities	Person, Percentage of total workforce	N/A	N/A	N/A	N/A	377	10.97
	Total Number of Employees of Diverse Nationalities	Person	N/A	N/A	247	-	213	-
	Total Number of Workers of Diverse Nationalities	Person	N/A	N/A	N/A	N/A	171	-
GRI 406-1	Discrimination Cases							
	Number of Reported Cases of Discrimination	Case	-	-	-	-	-	-
GRI 408-1	Child Labor Cases							
	Number of Identified Cases of Child Labor	Case	-	-	-	-	-	-
GRI 409-1	Forced Labor Cases							
	Number of Identified Cases of Forced Labor	Case	-	-	-	-	-	-
GRI 2-30	Social Dialogue							
	Welfare Committee							
	Total Number of Welfare Committees	Committee	6	N/A	6	-	6	-
	Number of Employee Representatives in Welfare Committees	Person, Percentage of total employees	N/A	N/A	57	-	42	-
	Number of Employer Representatives in Welfare Committees	Person, Percentage of total employees	N/A	N/A	36	-	22	-
	Labor Union and Collective Bargaining							
	Number of Meetings with Labor Unions	Times	N/A	N/A	28	-	23	-
	Number of Employees Covered by Collective Bargaining Agreements (CBA Coverage)	Person, Percentage of total employees	N/A	N/A	1,779	56.00	1,744	91.93
Number of Collective Bargaining Agreements	Issue	N/A	N/A	8	-	27	-	

Remarks:

- The Company maintains a diverse workforce in terms of nationality. Permanent employees include individuals from Malaysia, Japan, and China. Contract employees include individuals from Cambodia, Myanmar, and Lao PDR. Workers include individuals from Cambodia and Lao PDR. Social dialogue data covers operations in Ayutthaya, Rayong, Chonburi, and Samut
- Social dialogue data covers operations in Phra Nakhon Si Ayutthaya, Rayong, Chonburi, and Samut Prakan, encompassing a total of 11 companies: AAPICO Hitech Public Company Limited (AH), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Leadtech Co., Ltd. (AL), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging Public Company Limited (AF), AAPICO Precision Co., Ltd. (APC), AAPICO Plastics Public Company Limited (APB), and the Rayong branch (APR).

Employee Development

Indicator	Performance	Unit	2023	2024	2025
GRI 404-1	Training and Development				
	Total Training Hours	Hours	21,701	27,228	28,540
	Number of Employees Participating in Training	Person	3,284	4,222	3,038
	Average Training Hours per Employee	Hours/Person/Year	9.96	12.71	14.01
	Training Expenses	Baht	7,310,902.00	8,925,794.80	5,942,949.82
	Average Training Cost per Employee	Baht	2,226.22	2,114.12	1,956.20

Safety, Occupational Health, and Work Environment

Indicator	Performance	Unit	2023	2024	2025
GRI 2-7, 2-8 & 403-9	Working Hours				
	Employee Working Hours	Hours	9,075,687	8,589,924	5,829,533
	Subcontractor Working Hours	Hours	N/A	N/A	5,753,012
	Contractor Working Hours	Hours	N/A	N/A	376,751
GRI 2-7 & 403-9	Work-related Injuries				
	Employees				
	Number of Work-related Fatalities	Case	-	-	-
	Number of Work-related Injuries	Case	100	54	46
	Injury Frequency Rate (IFR)	Case/million working hours	11.02	6.29	7.89
	Number of Lost Time Injuries (>1 day)	Case	35	20	13
Lost Time Injury Frequency Rate (LTIFR)	Case/million working hours	3.86	2.33	2.23	

Safety, Occupational Health, and Work Environment

Indicator	Performance	Unit	2023	2024	2025
GRI 2-8 & 403-9	Work-related Injuries				
	Subcontractors				
	Number of Work-related Fatalities	Case	N/A	N/A	-
	Number of Work-related Injuries	Case	N/A	N/A	109
	Injury Frequency Rate (IFR)	Case/million working hours	N/A	N/A	18.95
	Number of Lost Time Injuries (>1 day)	Case	N/A	N/A	26
	Lost Time Injury Frequency Rate (LTIFR)	Case/million working hours	N/A	N/A	4.52
	Contractors				
	Number of Work-related Fatalities	Case	N/A	N/A	-
	Number of Work-related Injuries	Case	N/A	N/A	1
	Injury Frequency Rate (IFR)	Case/million working hours	N/A	N/A	2.65
	Number of Lost Time Injuries (>1 day)	Case	N/A	N/A	-
	Lost Time Injury Frequency Rate (LTIFR)	Case/million working hours	N/A	N/A	-

Remarks:

1. Data on employees, non-employees, new hires, employee turnover, long-term employee benefit obligations, Provident Fund (PVD), healthcare benefits for employees’ families, remuneration, entry-level wages compared to minimum wage and living wage, gender pay ratio by level, parental leave, workforce diversity, discrimination, child labor, forced labor, employee development, and safety, occupational health, and work environment cover the Company and its subsidiaries under the automotive parts manufacturing business in Ayutthaya, Rayong, Chonburi, and Samut Prakan, totaling 12 entities: AAPICO Hitech Public Company Limited (AH) and Rayong branch (AHR), AAPICO Hitech Parts Co., Ltd. (AHP), AAPICO Hitech Tooling Co., Ltd. (AHT), AAPICO Hitech Automation Co., Ltd. (AHA), AAPICO Leadtech Co., Ltd. (AL), AAPICO Amata Co., Ltd. (AA), AAPICO Structural Products Co., Ltd. (ASP), AAPICO Forging PLC. (AF), AAPICO Precision Co., Ltd. (APC), and AAPICO Plastics PLC. (APB) and its Rayong branch (APR).

2. N/A refers to data that is not available or cannot be collected.

Employees and Workers (Overseas Operations)

Indicator	Performance	Unit	AAPICO Aveen Sdn. Bhd. <i>(Manufacturing of stamped and welded automotive parts)</i>						Kunshan Chaitai-Xincheng Precision Forging Co., Ltd. <i>(Manufacturing of forged and machined metal parts)</i>						
			Malaysia						China						
			2023		2024		2025		2023		2024		2025		
			Person	%	Person	%	Person	%	Person	%	Person	%	Person	%	
GRI 2-7, 2-8 & 405-1	Workforce by Employment Type														
	Total Workforce	Person	231	-	220	-	253	-	412	-	450	-	465	-	
	Total Permanent Employees	Person, Percentage of total workforce	158	68.40	148	67.27	165	65.22	-	-	-	-	-	-	
	Total Contract Employees	Person, Percentage of total workforce	25	10.82	25	11.36	43	17.00	220	53.40	251	55.78	307	66.02	
	Total Seconded Employees	Person, Percentage of total workforce	3	1.30	3	1.36	1	0.40	-	-	-	-	-	-	
	Total Workers	Person, Percentage of total workforce	-	-	-	-	-	-	192	46.60	199	44.22	158	33.98	
	Total Foreign Workers	Person, Percentage of total workforce	45	19.48	44	20.00	44	17.39	-	-	-	-	-	-	
	Workforce by Gender														
	Male Employees and Workers	Person, Percentage of total workforce	93	40.26	94	42.73	112	44.27	280	67.96	301	66.89	317	68.17	
	Female Employees and Workers	Person, Percentage of total workforce	138	59.74	126	57.27	141	55.73	132	32.04	149	33.11	148	31.83	

Remark:
 Data disclosure for overseas operations covers subsidiaries, including Kunshan Chaitai-Xincheng Precision Forging Co., Ltd. in the People’s Republic of China and AAPICO Aveen Sdn. Bhd. in Malaysia. The scope, definitions, and level of detail of the disclosed data may differ from those in Thailand due to limitations in data collection systems, operational characteristics, and employment structures in each country. Workforce classification in overseas operations may not be directly comparable to the Company’s employee classification in Thailand, such as the categorization by employment type (permanent employees, contract employees, workers, and seconded employees). In addition, the disclosure of foreign workers represents a workforce characteristic rather than an employment type. The Company is in the process of enhancing data collection systems for overseas subsidiaries to improve the completeness, accuracy, and consistency of disclosures in the future.



CERTIFICATE

AAPICO HITECH PUBLIC CO.,LTD

99 MOO 1 HITECH INDUSTRIAL ESTATE, TAMBOL BAN LANE, AMPHUR BANG PA-IN,
AYUTTHAYA, THAILAND 13160

Bureau Veritas Certification (Thailand) Ltd has carried out the verification of the quantity of Greenhouse gas emissions of the above organization in accordance with ISO 14064-3:2019. The greenhouse gas emission quantification and reporting is found to be in accordance with the requirements of the standard detailed below

ISO 14064-1:2018

SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Automotive parts manufacturing

Sources of Greenhouse Gas Emissions :

Direct GHG Emissions and Removals	454	tonnes CO2 equivalent
Indirect GHG Emissions from Imported Energy	3,937	tonnes CO2 equivalent
Indirect GHG Emissions from Transportation	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Products Used by the Organization	29,654	tonnes CO2 equivalent*
Indirect GHG Emissions from Use of Organization's Products	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Other Sources	N/A	tonnes CO2 equivalent

* = Significant indirect GHG emission NS = Not significant indirect GHG emission N/A = Not applicable indirect GHG emission

Certificate number:

TH026686

REPORTING PERIOD

01 January 2025

TO

31 December 2025

LEVEL OF ASSURANCE

LIMITED

Version : 1

Issue date :

19 February 2026

Sign on behalf of BVC Thailand

Certification Decision Office:

Bureau Veritas Certification (Thailand) Ltd.
16th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirement, please call. 66 2 670 4800
Certificate template V 00



CERTIFICATE

AAPICO HITECH PUBLIC CO.,LTD

99 MOO 1 HITECH INDUSTRIAL ESTATE, TAMBOL BAN LANE, AMPHUR BANG PA-IN,
AYUTTHAYA, THAILAND 13160

ISO 14064-1:2018

SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Site Name	Site Address
AAPICO HITECH PUBLIC CO., LTD	99 MOO 1 HITECH INDUSTRIAL ESTATE, TAMBOL BAN LANE, AMPHUR BANG PA-IN, AYUTTHAYA, 13160
AAPICO HITECH AUTOMATION CO., LTD	99 MOO 1 HITECH INDUSTRIAL ESTATE, TAMBOL BAN LANE, AMPHUR BANG PA-IN, AYUTTHAYA, THAILAND 13160
AAPICO HITECH TOOLING CO., LTD	99/1 MOO 1 HITECH INDUSTRIAL ESTATE, TAMBOL BAN LANE, AMPHUR BANG PA-IN, AYUTTHAYA, THAILAND 13160
AAPICO HITECH PARTS CO., LTD	99/2 MOO 1 HITECH INDUSTRIAL ESTATE, TAMBOL BAN LANE, AMPHUR BANG PA-IN, AYUTTHAYA, THAILAND 13160

Certificate number:

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CERTIFICATE

AAPICO GROUP (CHONBURI)

700/483 MOO 2, BAN KAO, PAN THONG, CHONBURI, 20160

Bureau Veritas Certification (Thailand) Ltd has carried out the verification of the quantity of Greenhouse gas emissions of the above organization in accordance with ISO 14064-3:2019
The greenhouse gas emission quantification and reporting is found to be in accordance with the requirements of the standard detailed below

ISO 14064-1:2018 *SCOPE OF CERTIFICATION*

For Organization Boundaries Covering :

Assembly and manufacture of automotive parts and components

Sources of Greenhouse Gas Emissions :

Direct GHG Emissions and Removals	729	tonnes CO2 equivalent
Indirect GHG Emissions from Imported Energy	7,389	tonnes CO2 equivalent
Indirect GHG Emissions from Transportation	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Products Used by the Organization	120,151	tonnes CO2 equivalent*
Indirect GHG Emissions from Use of Organization's Products	N/A	tonnes CO2 equivalent
Indirect GHG Emissions from Other Sources	N/A	tonnes CO2 equivalent

* = Significant indirect GHG emission NS = Not significant indirect GHG emission N/A = Not applicable indirect GHG emission

Certificate number:

TH026643

REPORTING PERIOD

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TO

31 December 2025

LEVEL OF ASSURANCE

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Version : 1

Issue date :

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Sign on behalf of BVC Thailand

Certification Decision Office:

Bureau Veritas Certification (Thailand) Ltd.
16th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

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CERTIFICATE

AAPICO GROUP (CHONBURI)

700/483 MOO 2, BAN KAO, PAN THONG, CHONBURI, 20160

ISO 14064-1:2018

SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Site Name	Site Address
AAPICO STRUCTURAL PRODUCTS CO.,LTD	700/16 MOO 6, NONGMAIDAENG, CHONBURI, CHONBURI, 20000
AAPICO AMATA CO., LTD	700/483 MOO 2, BAN KAO, PAN THONG, CHONBURI, 20160

Certificate number:

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Certification Decision Office:

Bureau Veritas Certification (Thailand) Ltd
16th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

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CERTIFICATE

AAPICO GROUP (CHONBURI)

700/16 MOO6, NONGMAIDAENG, MUEANG, CHONBURI 20000, THAILAND

Bureau Veritas Certification (Thailand) Ltd has carried out the verification of the quantity of Greenhouse gas emissions of the above organization in accordance with ISO 14064-3:2019
The greenhouse gas emission quantification and reporting is found to be in accordance with the requirements of the standard detailed below

ISO 14064-1:2018 SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Assembly and manufacture of automotive parts and components

Sources of Greenhouse Gas Emissions :

Direct GHG Emissions and Removals	290	tonnes CO2 equivalent
Indirect GHG Emissions from Imported Energy	6,766	tonnes CO2 equivalent
Indirect GHG Emissions from Transportation	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Products Used by the Organization	19,567	tonnes CO2 equivalent*
Indirect GHG Emissions from Use of Organization's Products	N/A	tonnes CO2 equivalent
Indirect GHG Emissions from Other Sources	N/A	tonnes CO2 equivalent

* = Significant indirect GHG emission NS = Not significant indirect GHG emission N/A = Not applicable indirect GHG emission

Certificate number:

TH026700

REPORTING PERIOD

01 January 2025

TO

31 December 2025

LEVEL OF ASSURANCE

LIMITED

Version : 1

Issue date :

24 February 2026

Sign on behalf of BVC Thailand

Certification Decision Office:

Bureau Veritas Certification (Thailand) Ltd.
16th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirement, please call: 66 2 670 4800
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CERTIFICATE

AAPICO GROUP (CHONBURI)

700/16 MOO6, NONGMAIDAENG, MUEANG, CHONBURI 20000, THAILAND

ISO 14064-1:2018

SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Site Name	Site Address
AAPICO PRECISION CO.,LTD	700/16 MOO6, NONGMAIDAENG, MUEANG, CHONBURI 20000, THAILAND
AAPICO FORGING PUBLIC CO.,LTD	700/20 MOO6, NONGMAIDAENG, MUEANG, CHONBURI 20000, THAILAND

Certificate number:

TH026700

REPORTING PERIOD

01 January 2025

TO

31 December 2025

LEVEL OF ASSURANCE

LIMITED

Version : 1

Issue date :

24 February 2026

Sign on behalf of BVC Thailand

Certification Decision Office:

Bureau Veritas Certification (Thailand) Ltd
16th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirement, please call: 66 2 670 4800

Certificate template V.00



CERTIFICATE

AAPICO PLASTIC PUBLIC CO.,LTD

358-358/1 MOO 17, BANG PHLI INDUSTRIAL ESTATE, THEPARAK ROAD,
BANG SAO THONG SUBDISTRICT, BANG SAO THONG DISTRICT,
SAMUT PRAKAN PROVINCE, 10570

Bureau Veritas Certification (Thailand) Ltd has carried out the verification of the quantity of Greenhouse gas emissions of the above organization in accordance with ISO 14064-3:2019. The greenhouse gas emission quantification and reporting is found to be in accordance with the requirements of the standard detailed below.

ISO 14064-1:2018

SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Manufacturing automotive parts, motorcycle parts, and various plastic parts, automotive seat belts, and helmets for vehicles and industrial applications.

Sources of Greenhouse Gas Emissions :

Direct GHG Emissions and Removals	232	tonnes CO2 equivalent
Indirect GHG Emissions from Imported Energy	4,384	tonnes CO2 equivalent
Indirect GHG Emissions from Transportation	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Products Used by the Organization	10,952	tonnes CO2 equivalent*
Indirect GHG Emissions from Use of Organization's Products	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Other Sources	N/A	tonnes CO2 equivalent

* = Significant indirect GHG emission NS = Not significant indirect GHG emission N/A = Not applicable indirect GHG emission

Certificate number:

TH026685

REPORTING PERIOD

01 January 2025

TO

31 December 2025

LEVEL OF ASSURANCE

LIMITED

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Sign on behalf of BVC Thailand

Certification Decision Office:

Bureau Veritas Certification (Thailand) Ltd.
16th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirement, please call: 66 2 670 4800

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CERTIFICATE

AAPICO PLASTIC PUBLIC CO.,LTD

358-358/1 MOO 17, BANG PHLI INDUSTRIAL ESTATE, THEPARAK ROAD,
BANG SAO THONG SUBDISTRICT, BANG SAO THONG DISTRICT,
SAMUT PRAKAN PROVINCE, 10570

ISO 14064-1:2018

SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Site Name	Site Address
AAPICO PLASTICS PUBLIC CO., LTD HQ AND FACTORY 1 (BANG PHLI) (APB)	358-358/1 MOO 17, BANG PHLI INDUSTRIAL ESTATE, THEPARAK ROAD, BANG SAO THONG SUBDISTRICT, BANG SAO THONG DISTRICT, SAMUT PRAKAN PROVINCE, 10570
AAPICO PLASTICS PUBLIC CO., LTD FACTORY 2 (RAYONG) (APR)	7/288 MOO 6, AMATA CITY RAYONG INDUSTRIAL ESTATE, MABYANGPORN SUBDISTRICT, PLUAKDAENG DISTRICT, RAYONG PROVINCE, 21140

Certificate number:

TH026685

REPORTING PERIOD

01 January 2025

TO

31 December 2025

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LIMITED

Version : 1

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Sign on behalf of BVC Thailand

Certification Decision Office:

Bureau Veritas Certification (Thailand) Ltd.
16th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirement, please call: 66 2 670 4800

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