METCO

MURAMOTO ELECTRON (THAILAND) PUBLIC COMPANY LIMITED

56-1 One Report
Annual Report

2025

WEBSITE MURAMOTO :
https://www.metco.co.th

ISO9001:2015 ISO14001:2015 IATF16949:2016 ISO45001:2018 ISO14064-1:2018

METCO 56-1 ONE REPORT 2025

ธ สถิตในดวงใจไทยนิรันดร์.....

น้อมรำลึกถึงพระมหากรุณาธิคุณ
และร่วมถวายความอาลัยสมเด็จพระนางเจ้าสิริกิติ์
พระบรมราชินีนาถ พระบรมราชชนนีพันปีหลวง

Forever in our hearts and memories,
with deepest gratitude for Her Majesty's
boundless kindness to the Thai people.

ด้วยเกล้าด้วยกระหม่อมขอเดชะ ข้าพระพุทธเจ้า คณะผู้บริหารและพนักงาน
บริษัท มูราโมโต้ อีเล็คตรอน (ประเทศไทย) จำกัด (มหาชน)

With deepest respect and loyalty, Executives and Staff of
Muramoto Electron (Thailand) Public Company Limited

METCO
MURAMOTO ELECTRON (THAILAND)
PUBLIC COMPANY LIMITED

METCO Basic policy that rooted from our founder principles. Providing best products from best idea for our customers. Timely implementation to achieve best quality, lowest cost and on time delivery. Enforcing customer trust through trained competent personnel. Achieving total improvement of entire management team. Maintaining safe and environment conscious workplace.

Teaching of **"Itaro Muramoto"**
founder of **Muramoto Industry Co., Ltd.**

Mind

THAT VALUES
CUSTOMER

THAT VALUES
TECHNOLOGY
& QUALITY

THAT VALUES
EMPLOYEE

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MURAMOTO GROUP

METCO THAILAND

Muramoto Electron (Thailand)
Public Company Limited

METCO1

886 Ramindhra Road.,
Khwaeng Kannayao,
Khet Kannayao, Bangkok,
10230 Thailand
Tel. +66 2518 1280-6
Fax. +66 2518 1287

METCO3

99/7 Mu 3 Bangna-Trad Road.,
Km.23, Tambol Bangsaowthong,
Amphur Bangsaowthong,
Samutprakarn 10570 Thailand
Tel. +66 2397 9221-30
Fax. +66 2397 9232

METCO2

1 Mu 6 Bangna-Trad Road.,
Km.25, Tambol Bangsaowthong,
Amphur Bangsaowthong,
Samutprakarn 10570 Thailand
Tel. +66 2338 1535
Fax. +66 2338 1949
+66 2338 1539

SIMA

Sima Technology
Company Limited
99 Mu 1, Tambol Thongchainue,
Amphur Pakthongchai,
Nakhonratchasima,
30150 Thailand
Tel. +66 4408 1131-3
Fax. +66 4408 1130

MIC

JAPAN

Muramoto Industry
Company Limited
1-56, 3-Chome, Takatsukadai,
Nishi-Ku, Kobe 651-2271 Japan
Tel. +81 78 991 1600
Fax. +81 78 991 1580
Website http://www.muramoto.com/en

MAPLE

PHILIPPINES

Muramoto Audio-Visual
Philippines, Inc.
4th Street, 3rd Avenue, BLK-D5,
Mactan Economic Zone1,
Lapu-Lapu City, Cebu,
6015, Philippines
Tel. +63 32 340 0296
Fax. +63 32 340 0300

MEI

INDONESIA

PT. Muramoto Elektronika
Indonesia
East Jakarta Industrial Park
Plot 9-J Cikarang Selatan,
Bekasi 17857 Jawa Barat,
Indonesia
Tel. +62 21 897 0380
Fax. +62 21 897 0383

EUROPE

MME

CZECH REPUBLIC

Muramoto Manufacturing Europe S.R.O.
Skandinavska 991,
267 53 Zebrak, Czech Republic
Tel. +420 311 652 444
Fax. +420 311 510 424

NORTH AMERICA

MUI

USA

Muramoto USA Inc.
3760 Convoy Street, Suite 219,
San Diego, California, 92111 USA
Tel. +1 619 661 2574
Fax. Nil

METCO1 (Head Office)
Established
Completion of new **CRT** factory at Ramindhra.
Listed on the stock exchange of Thailand.

1987

METCO2
Established
Start operation at **METCO2**.

1989

SIMA TECHNOLOGY
Established
SIMA Technology Co., Ltd.
Established in Nakhonratchasima province with 100% equity participation by **METCO**.

1995

METCO3
Established
METCO3 Starts the operation.
Transfer of the SMT lines to **METCO3** and increase facility production of the Ink jet printer starts.

2005

START

10th Anniversary

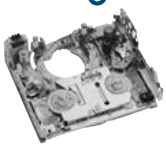
15th Anniversary

20th Anniversary

1990 · 1993 · 1997 · 1998 · 1999 · 2001 · 2002 · 2004 · 2006 · 2007 · 2008

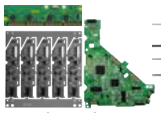
Our Products
Friendly Environment

Microwave parts


Video deck

CD magazine

R4
mecha


Printed circuit
board (PCB)

Thermal fuse
SR.Type

In-Dash CD/DVD
changer (IDC)

Digital movie
camera (DMC)

DVD deck
mecha

Production beginning

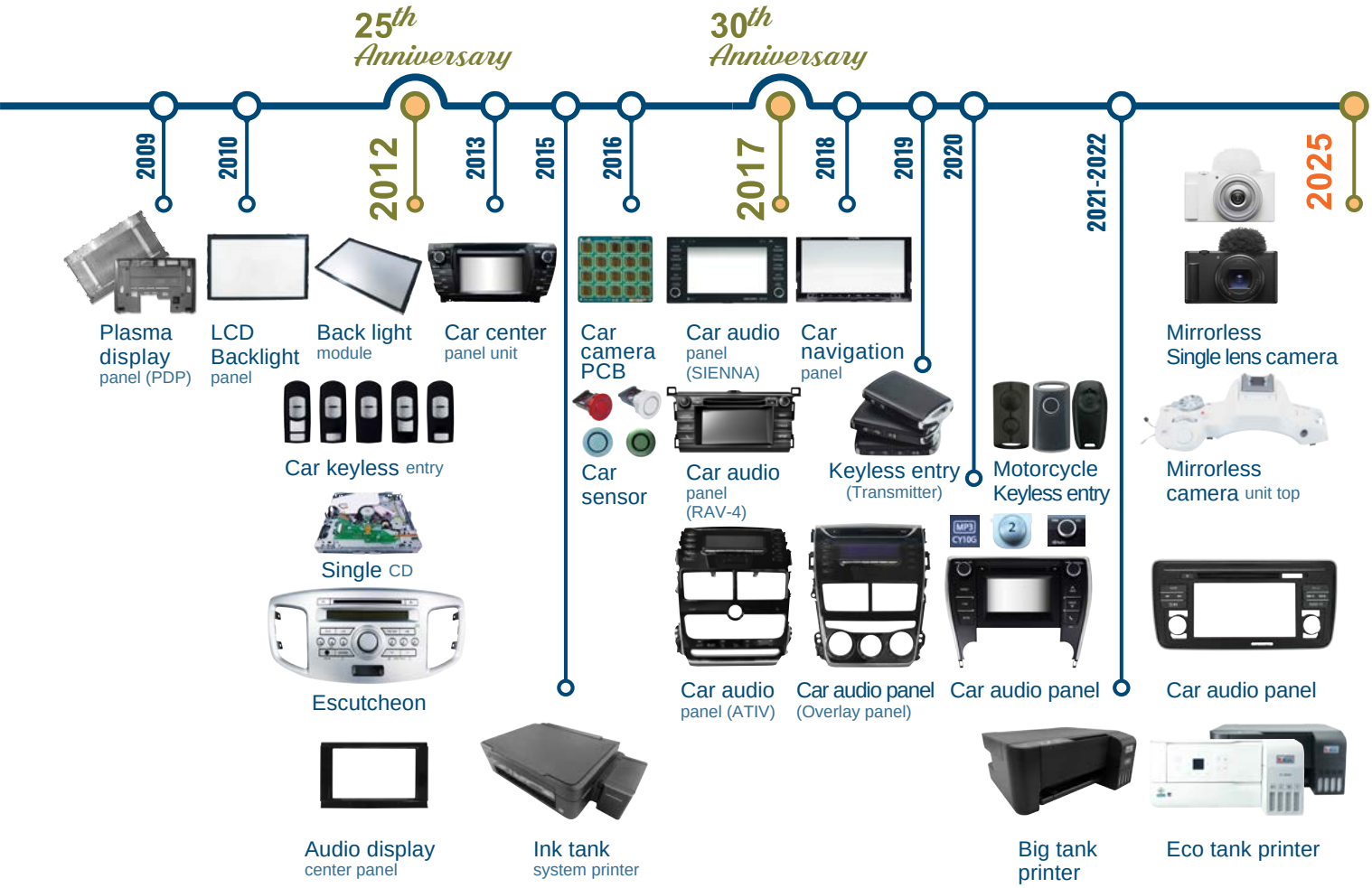
Digital video
(DV) Parts

Photo
printer

Single printer

Multifunction printer
(Multi printer)

Manufacturing Expert
Environment & Safety Conscious
Technology Leadership
Creative Workforce
Overall Excellent



MR. YOICHI MURAMOTO

Fiscal Year 2025
The Chairman's message

Dear Shareholders, investors and stakeholders

We respectfully extend our deepest condolences on the passing of Her Majesty Queen Sirikit in October 2025. We mourn with profound sorrow the loss of a beloved and revered figure who devoted her life to the nation and made many immense contributions to its social development.

The year 2025 has also been marked by a series of events that have significantly affected Thailand's society, economy, and politics, including the shock wave of the magnitude 7.7 earthquake in central Myanmar in March, the high-tariff policies of the Trump administration, border tensions with Cambodia, and the government change.

As countries around the world adapt to the new global economic environment increasingly characterized by protectionism and fragmentation, global economic growth has continued to slow down. Although inflation is expected to ease in many regions, some countries continue to experience rates that exceed their targets. Prolonged uncertainty and intensified protectionist measures may further dampen growth prospects. In addition, concerns are mounting that long-term growth may be constrained, particularly in countries facing aging populations and skills' shortages.

Under these circumstances, our core Printer business recorded a revenue increase of more than 2 billion baht (21.1%) compared with fiscal 2024. Demand in the global printer market also increase by approximately 12% year on year.

Despite the widespread promotion of digitalization and paperless initiatives, there remains a strong and sustained demand for physical copies of office documents, contracts, and reports. As a result, companies continue to rely on high-quality printing of official records and client communications.

In addition, amid the business environment that places increasing emphasis on accountability and compliance, the trend toward clearly documenting information in written form has intensified. As organizations continue to adopt hybrid work models that combine office-based and remote working, demand for reliable, high-quality, and environmentally friendly home-use printers remains strong and is expected to continue supporting the market's overall demand.

The automotive-related business recorded a modest increase compared with fiscal 2024, likely due to the Trump administration's high-tariff policies and the ongoing global semiconductor shortage. Looking ahead, automobiles are expected to evolve from being merely a means of transportation into platforms that support daily life and business, generating new value. A key challenge for us will be to leverage our advanced technological capabilities and high-quality specifications to contribute effectively to this emerging value creation.

At the same time, environmental initiatives remain a key management priority for us. All our factories have already transitioned to electrical power sourced from renewable energy. In addition, solar panels have been installed on the roof of our third factory, enabling the use of clean solar-generated electricity for the production activities.

The entire Group is committed to reducing carbon dioxide emissions further through Company-wide efforts, including energy conservation initiatives, expanded use of renewable energy, and enhanced recycling programs.

METCO entered the Thai market in 1987, and during the 38 years that have passed since we have accumulated extensive experience and received support from many stakeholders, including our shareholders. We sincerely appreciate this support and look forward to your continued guidance and patronage in the years ahead.

October 2025

(Mr. Yoichi Muramoto)
Chairman of Board of Directors

MR. WANCHAI UMPUNGART

Audit Committee's Report

Dear Shareholders of Muramoto Electron (Thailand) Public Company Limited

The Audit Committee consists of 3 qualified independent directors. In 2025, a total of 4 meetings were held and the Audit Committee members attended every meeting as follows :

Names of Audit Committee members	Title	Number of Attended Meetings
1. Mr. Wanchai Umpungart	Chairman of the Audit Committee	4/4
2. Mr. Nop Rojanavanich	Member of the Audit Committee	4/4
3. Mrs. Wongtipa Bunnag	Member of the Audit Committee	2/2* *Resigned on August 7th, 2025
4. Mrs. Weena Suksawasdi Na Ayuthaya	Member of the Audit Committee	2/2* *Appointed on August 8th, 2025

The Audit Committee has performed its duties within the scope of responsibilities assigned and in accordance with the charter of the Audit Committee, which is in compliance with the regulation of the Stock Exchange of Thailand. The Audit Committee together with the management, internal audit team and auditors to discuss relevant issues and report the meeting outcomes to the Board of Directors. The essence of the work performed can be summarized as follows :

Financial Report

The Audit Committee had reviewed the Company's quarterly and the yearly financial statements as well as the consolidated financial statements of the Company and its subsidiary together with the auditors, management and Internal Audit by considering from important aspect and give advices and useful suggestions to ensure that the internal control process of the Company financial budget is accurate and reliable, as well as to ensure that the disclosure of important information is sufficient and timeliness for the financial statement users. Which is also in accordance with the laws and related notices as well as in accordance with the regulations of Stock Exchange of Thailand and Securities and Exchange Commission and in comply with Financial Reporting Standards.

In addition, the Audit Committee had a meeting with the auditors without any executives or management attended the meeting for inquiring about various issues of the results of auditing and the auditors did not have any information or special observation from the audit.

Related Transaction or Conflict of interest transaction

The Audit Committee had considered and given opinions about connected transactions or transactions that may give rise to a conflict of interest with the Company and its subsidiary. The purpose is caution, rationality and taking into account the interest of the stakeholders and also includes adequate information in line with the conditions imposed by the Stock Exchange of Thailand.

Internal Control System and Risk Management

The Audit Committee had reviewed the adequacy of the Internal Control Systems of the Company and its subsidiary, based on the reports of the internal audit and the auditors. The purpose is to assess the appropriateness and the efficiency of the Internal Control System, the risk management, and the business operations of the management that are in line with the established policies and delegation of the authority.

Regulatory compliance and regulations

The Audit Committee had reviewed the Company's business operation to ensure that it is in line with the securities and exchange law, regulation of the Stock Exchange of Thailand and laws relation to the business of the Company and acknowledge the changing of regulations which have an effect on the company's business operation.

Corporate Governance

The Audit Committee examined the Company's Corporate Governance in terms of anti-corruption compliance, taking into account the report of the internal audit team and the material report of the auditor. The Company's adequate and transparent process was recommended to comply with the policy and regulations.

Internal Audit Governance

The Audit Committee had considered the independence of the Internal Audit Department, its scope of responsibilities and annual audit plan as well as considered the audit report and monitoring the implementation of solutions to significant issues mentioned in the audit report. Giving advice on how to improve and streamline the audit performance. The committee also considered the appropriateness of the budget, the workforce, training and personnel development and the annual performance appraisal of the Internal Audit.

Considering the appointed Auditor and Compensation

The Audit Committee had selected the auditors and the auditor remuneration. By considering knowledge, capability, experience and quality of the auditors' works, auditors' statuses, significant limitations or the regulations of the Stock Exchange of Thailand or the regulations of the other related organizations to ensure that independence of the auditor and the neutrality on work performance.

The Audit Committee had selected the KPMG Phoomchai Audit Limited as company auditors and considered the auditors remuneration and proposed to the Board of Directors. The Audit Committee deemed that the auditors had good understanding of the Company's businesses, practiced in a neutral and independence manner as well as regularly delivered its work on time, and as a result the Board of Directors proposed to the Annual General Meeting of Shareholders 2025 to appoint KPMG Phoomchai Audit Limited as the Company's auditor. The appointed auditors are:

- **Ms. Jamjuree Sathapornchaiwat**
  Certified Public Accountant license number 11567 and/or
- **Ms. Kittiya Suparat**
  Certified Public Accountant license number 12186 and/or
- **Ms. Sujitra Masena**
  Certified Public Accountant license number 8645 and/or
- **Ms. Sirinuch Surapaitoonkorn**
  Certified Public Accountant license number 8413

For the Accounting period ended September 30th, 2025, **Ms. Jamjuree Sathapornchaiwat** is the Certified Public Accountant who audited the Company's financial statements.

The Audit Committee deemed that during for the accounting period ended September 30th, 2025, the Company had put in place the transparent, adequate and appropriate Internal Control Systems covering risky management and the company had established procedures that helped build confidence in Company's operation in accordance with the related laws by having good corporate governance along with the compilation and disclosure of adequate and reliable Company's financial report information.

(Mr. Wanchai Umpungart)
Chairman of Audit Committee
November 20th, 2025

FINANCIAL SUMMARY

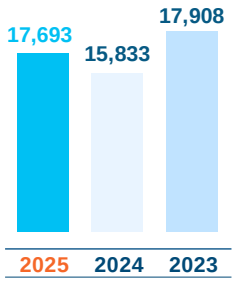
Unit : Million Baht

	The Group			The Company		
	2025	2024	2023	2025	2024	2023
Sales	17,693	15,833	17,908	15,619	13,535	15,515
Cost of sales	15,557	14,614	16,575	13,565	12,401	14,260
Gross Profit Margin	2,136	1,219	1,333	2,054	1,134	1,255
Selling & Administrative expenses	802	707	766	745	638	697
Operations Profit	1,334	512	567	1,309	496	558
Other Incomes	111	125	128	110	102	96
Exchange Loss	45	267	-	54	284	-
VAT Penalty & Surcharge	-	-	300	-	-	300
Tax expense	293	74	152	277	59	141
Net Profit	1,100	296	243	1,086	255	213
Earning Per Share (Baht)	52.63	14.15	11.61	51.98	12.20	10.19
Total Assets	10,014	9,033	9,201	8,503	7,473	7,543
Total Liabilities	2,784	2,698	2,926	2,309	2,170	2,271
Total Shareholders' Equity	7,230	6,335	6,275	6,193	5,304	5,272
Number of Shares (Million Shares)	20.898	20.898	20.898	20.898	20.898	20.898
Book Value (Baht)	345.97	303.14	300.25	296.39	253.80	252.27

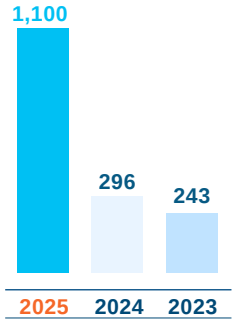
Unit : Percentage

	The Group			The Company		
Financial Ratio	2025	2024	2023	2025	2024	2023
Net profit per revenues	6.22	1.87	1.36	6.95	1.88	1.37
Return on equity	16.22	4.69	3.83	18.90	4.82	3.97
Return on assets	11.55	3.24	2.55	13.60	3.40	2.70

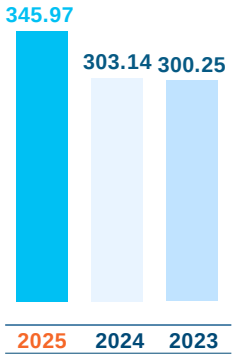
The Group



Sales (Million Baht)



Net Profit (Million Baht)



Book Value (Baht)

PART 1
BUSINESS OPERATION AND OPERATING RESULTS

1. Organizational structure and operation of the group of companies

Muramoto Electron (Thailand) Public Company Limited “the Company” was established in 1987 as an integrated electronics parts and products manufacturer. The Company basic policy is “Providing the best product from creative idea for our customers” that based on the best quality, lowest cost and on time delivery also including achieved total improvement and maintained healthy, safety, and environmentally conscious workplace for all employees.

The Company has been dedicated to manufacturing from the day of its establishment in 1987. In the beginning, the scope of its operations was only pressing and now the Company has grown to cover all manufacturing processes such as die design & manufacturing, pressing, plastic molding, assembly, electrical circuit board manufacturing,production equipment and automation systems as well as material procurement, and logistics.

1.1 Policy and business overview

The business environment has changed much and rapidly in recent years. We established our own “Vision” and “Mission” to response needs of our customers which always changing and developed the Company to sustainability as the aim of group company. The Board of Directors has always considered and monitored the Company's vision and mission.

1.1.1 Vision, Mission, Corporate Objectives, and Strategy for successful

Vision

We shall strive to be the world’s best manufacturing service company by providing high quality products and services to ensure maximum customer satisfaction.

Mission

To Customers

We shall create maximum satisfaction of customers through enhancing world-class EQCD (Environment, Quality, Cost and Delivery).

To Employees

We shall develop capabilities, expertise and professionalism of employees through providing them with learning opportunities and productive work-life balance.

To Business Partners

We shall establish and maintain a long-term win-win relationship with business partners through strengthening the foundation of fairness and mutual trust.

To Community, Society and Environment

We shall contribute to sustainable improvement of quality of life for community and society as well as environment through exercising environmental stewardship together with social responsibilities.

To Shareholders

We shall generate sustainable value for shareholders through seeking new business opportunities and good corporate governance.

1.1.2 Review of the Mission and Vision

The Company periodically reviews its mission and vision to ensure alignment with environmental changes and organizational growth. Firstly, the current issues are analyzed to check for any superficiality or misalignment in the mission and vision. Then, while maintaining consistency between the mission (purpose) and vision (future direction), the statements are revised to reflect new circumstances and communicated both internally and externally.

1. Timing of the Review

1. During business transitions: When launching new businesses or making significant changes to existing ones.
2. During organizational expansion: When it becomes difficult to maintain a unified corporate culture due to an increase in the number of employees.
3. During mergers or acquisitions: When integrating organizations with different cultures.
4. During leadership transitions: When new leadership brings fresh energy and direction to the organization.
5. During environmental changes: When there are major shifts in markets, social conditions, or working styles (E.g., the introduction of remote working during the COVID-19 pandemic).

2. Process for Review

1. Analysis of current issues: Assess whether the mission and vision have become superficial and that they effectively address the organization's current challenges.
2. Review of the mission: Redefine the Company's mission (purpose) in the light of current conditions. As the mission represents the core philosophy of the Company, it is not changed frequently but may be reviewed when the Company enters a new phase or undergoes a leadership transition.
3. Review of the vision: Re-establish the long-term vision (goal) to achieve the mission, and adapt it to the new environment accordingly. The vision should remain consistent with the mission and be expressed in clear, accessible language.
4. Internal or external communication: Announce and promote the revised mission and vision at the start of a new term or during Company events to ensure understanding and alignment both inside and outside the organization.
5. Incorporating the employees' feedback: When necessary, incorporate feedback from the on-site employees to ensure that the mission and vision are more practical and effective.

Corporate objectives

1. Build strong relationships with customers to get their trust and maximum satisfaction.
2. Maintain and strengthen competitiveness of EQCD (Environment, Quality, Cost and Delivery).
3. Strictly comply all relevant laws and regulations and perform duty with responsibilities as a public company.
4. Do not cause environmental, industrial or occupational accidents.
5. Develop and support all employees and provide them with the opportunity to contribute.

Long-term Company's Target

Strategy for successful

The Company focused on the target of each department with all its might to achieve the long-term target.

Business Promotion Department

For sustainability growth, the Company places importance to cooperate within the Muramoto group. The Company will be responsible for promoting and determining roles and responsibilities of each company for each customer. The Company is the main business organization of Muramoto group, ensures closer cooperation with other companies, and ensures that each company shall perform its role efficiently and effectively. The Company shall not only support our business, but we shall also actively pursue new business fields and markets.

Production Department

For promote and strengthen the best product quality, efficiently quantitative order from customer and delivery within due date required by the customers. At competitive cost, the Company will improve and prepare the best proper production system in order to get the best production.

Administration Department

The Company reviewed the integrated working process since receiving order from customer, made order to supplier, received parts from suppliers, production, delivery the product until the received and payment. Moreover, the Company has created the new strong communication system for Muramoto group in order to improve our working process to the best standard then expand the best operational to the Group.

Quality Department

The Company requires an internal control to deal with the various risks. The Company shall prepare a control system that has been improved to remove the waste to be zero waste by focusing on the coordination system that included sales, production, operations and controlling in order to prevent the problems in advance.

Non-Financial Performance Indicator

Non-Financial performance indicators are criteria used to evaluate activities that the Company considers important to the achievement of its strategic objectives in addition to financial indicators. The following non-financial indicator that the Company uses as part of performance management.

		2025	
No.	Detail	Actual	Target
1.	Customer's satisfaction	100 %	100 %
2.	Accident (Stop working 3 days)	3 Cases	0 Case
3.	Training hours per year (Average hours per person)	7.78 Hours	6 Hours
4.	Waste segregation	100 %	100 %
5.	Wastewater treatment system	100 %	100 %

1.1.3 Significant changes and developments

Competitive position

The Company, as a manufacturing service company, has been improving customers' satisfaction by providing higher quality services, shorter delivery time and more reasonable cost than competitors. The Company will strengthen its competitiveness against major competitors through the following competitive advantages.

1. Wide variety of production methods and technologies

As a manufacturing service provider, the Company has created a wide variety of production methods and technologies which covering metal stamping, plastic molding, painting & printing, surface mounting on PCB, assembly of component parts and finished products, die & mold design, and manufacturing, also metal surface treatment. This wide variety gives the Company a greater ability than competitors to meet a wide variety of orders and demands from a wide variety of customers.

2. Seamless integration of various manufacturing lines

Having in-house various manufacturing lines applying a wide variety of production methods and technologies as mentioned above, the Company has been integrating them in the most effective way into assembling component parts and/or finished products. Through such seamless integration the Company provides the higher quality, shorter lead time and lower cost to customers.

3. Well-coordinated cross-functional cooperation

Due to all employees of the Company realize their value very well through the history and experience of such integration as mentioned above. The Company has well-coordinated cross-functional cooperation all through its organizations covering not only production but also sales, logistics, procurement and administration. This cooperation enhances customers' trust and satisfaction to the Company.

1.1.4 Report on spending objectives of mobilized capital

- None -

1.1.5 Obligations shown in the prospectus and/or conditions of the office (if any) and/or condition of securities receivable of Stock Exchange of Thailand (if any)

- None -

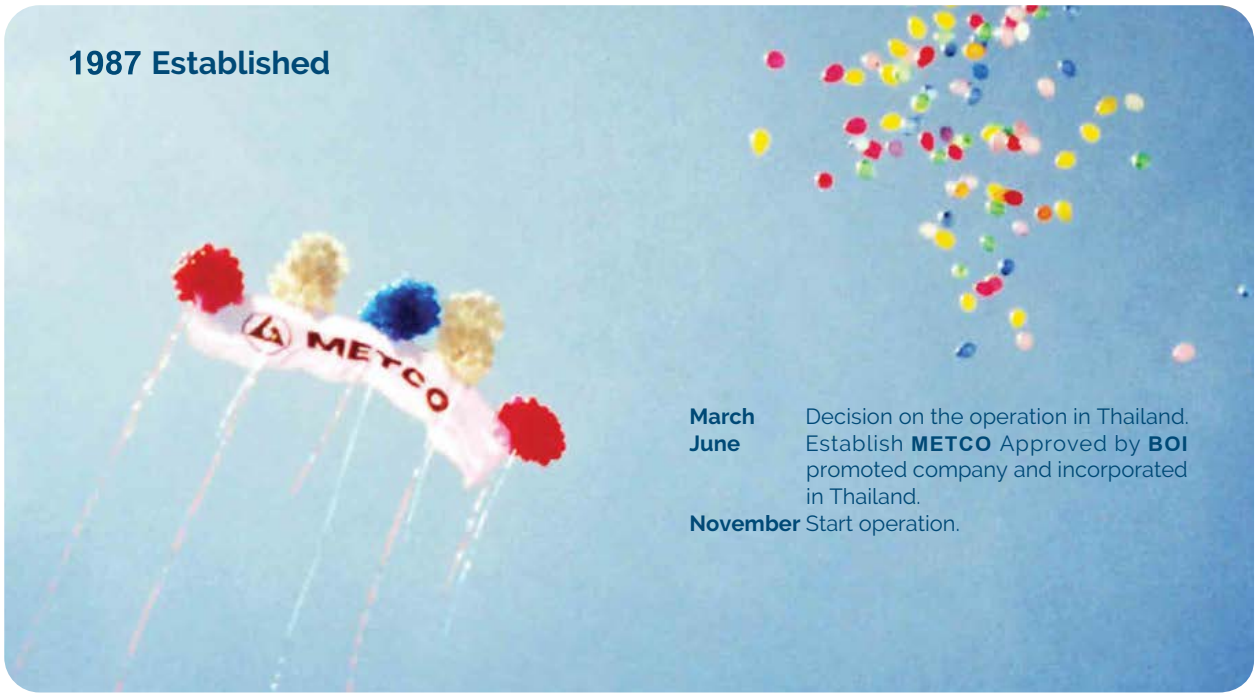
1.1.6 Company Information

Company Name	Muramoto Electron (Thailand) Public Company Limited
Company Symbol	METCO
Head Office	886 Ramindhra Road, Kwaeng Kannayao, Khet Kannayao, Bangkok 10230 Telephone +66 2518 1280 Fax : +66 2518 1287
METCO1	886 Ramindhra Road, Kwaeng Kannayao, Khet Kannayao, Bangkok 10230
METCO2	1 Mu 6 Bangna-Trad Road Km. 25, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570
METCO3	99/7 Mu 3 Bangna-Trad Road Km. 23, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570
Nature of Business	Manufacturer and exporter of electrical, electronic component parts and automotive parts
Company Registration No	Bor Mor Jor 326
Registration Date	Transformed to Public Company on March 15th, 1994 in accordance with Public Company Limited Act B.E. 2535
Website	www.metco.co.th
Registration Capital	238,981,000 Baht
Paid-up Capital	208,981,000 Baht
Quantities and types of shares Issued and Sold	20,898,100 ordinary shares each of par value 10 Baht
Board of Directors as of September 30th, 2025	1. Mr. Yoichi Muramoto Chairman/Authorized Director 2. Mr. Tatsuya Awazu Director/Authorized Director 3. Mr. Ichiro Nishimura Director/Authorized Director 4. Mr. Akira Tatsumi Director 5. Mr. Takashi Maejima Vice Chairman 6. Mr. Wanchai Umpungart Independent Director 7. Mr. Nop Rojanavanich Independent Director 8. Mrs. Weena Suksawasdi Na Ayuthaya Independent Director

Subsidiary	Sima Technology Company Limited
Company Symbol	SIMA
Address	99 Mu 1, Tambol Thongchainue, Amphur Pakthongchai, Nakornratchasima 30150
Nature of Business	Production of Metal Pressing, Injection Molding, Module Assembly, Manufacture of Electronic Parts & Medical Instrument
Company Registration No.	Bor Aor Jor. Nor Mor.1321
Registration Date	June 9th, 1995
Registration Capital	300,000,000 Baht
Paid-up Capital	300,000,000 Baht
Quantity and type of shares issued and sold	30,000,000 ordinary shares each of par value 10 Baht
Quantity and type of shares The Company hold in Subsidiary	29,999,800 ordinary shares each of par value 10 Baht (at cost)

1.1.7 Company History

1987 Established



March Decision on the operation in Thailand.
June Establish **METCO** Approved by **BOI** promoted company and incorporated in Thailand.
November Start operation.

1987 December Press factory completion ceremony held on 3rd December with **BOI** general as a guest of honor.
1988 May Start production in **VTR** assembly factory.
1989 February Start production in **CRT** factory.
1990 September Start operation at **METCO2**

1992 Listed Company in SET

August Completion of new **CRT** factory at **METCO1**. Listed in the Stock Exchange of Thailand.

1992 5th Anniversary

December 5th Anniversary

1995 Establish SIMA

1995	**June**	Established SIMA Technology Co., Ltd.
	August	Start production in Mold and Precision Press factory at **METCO2**
	December	Start operation of SIMA Technology Co., Ltd.
1996	**April**	Start operation in Electron Gun factory.

1997 10th Anniversary

1997 **December** 10th Anniversary
Accreditation of **ISO9002** for SIMA Technology Co., Ltd.

1998 **December** Accreditation of **ISO9002** for **METCO**

2000 **January** SIMA Technology Co., Ltd. start production in Press factory

July Start Production **IDC** parts and assembly.

2001 **September** SIMA start production **GTMS** (Glass to Metal Seals)

November Start production of **PCB** (Printed Circuit Board)

2002 **April** Start production of thermal fuse.

October Start production of **DMC3.**

December 15th Anniversary

2003 **February** Installed **METCO-AIDA** multi press (MMX), Installed **OMS-600 3D** measuring machine.

October Accreditation of **ISO/ TS16949 : 2002** for **METCO** and **SIMA**
Accreditation of **ISO9001 : 2000** for **METCO**

November Accreditation of **ISO14001 : 1996** for **METCO**

2004 **July** Start production of exterior painting, printing and assembly at **METCO2**

2005 **October** Start production of the Ink jet printer at **METCO3** and transfer SMT lines to **METCO3**

2007 **December** 20th Anniversary

2017 30th Anniversary

2008 **October** Start production of the thermal printer.

2009 **January** Starts production of **KTC (Kanagata Technical Center)** **SIMA** start production gilding metal part.

July Start production of the backlight unit for **LCD**.

October **SIMA** start machining business.

2010 **March** Start production of High-Density SurfaceMounting and Dip Soldering line.

April Laser marker is installed for the printing process.

June Installation of two color injection mold machine.

September Start production of Escutcheon.

October Start production of small and medium backlight unit.

2012 **December** 25th Anniversary

2013 **January** Start production of Keyless Entry unit for 4 wheels car.

June Start production of Automotive Center Panel Unit.

2015 **September** Achieved **"CSR-DIW Award"** from Department of Industrial Work.

December Accreditation of **ISO14001:2015** for **METCO**

2016 **July** Start production of Keyless EntryUnit for 2 wheels motorcycle. Achieved **"CSR-DIW continuous award"** from Department of Industrial Work.

November Achieved **"Green industry (Level 4) certification"** from Ministry of Industry.

August **10th** consecutive years of Thailand labour management excellence award.

September Accreditation of **OHSAS18001:2007** for **METCO**

2017 **December** 30th Anniversary Start production of car audio panel.

2022 Start to solar power generation

2018	**February**	Accreditation of **IATF16949:2016** for **METCO**
	March	Accreditation of **ISO9001:2015** for **METCO**
	June	Start production of car navigation panel. Accreditation of **ISO9001:2015/ IATF16949:2016** for **SIMA**
	August	Achieved **3Rs Award** SIMA Technology Co., Ltd. Start plastic injection business.
	October	Start production of **EPSON** eco tank printer.
2019	**June**	Accreditation of **ISO14001:2015** for **SIMA**
2020	**April**	Business continuity planning **(BCP)** to fight against **COVID-19**
	September	Accreditation of **ISO45001:2018** for **METCO**
	November	The holy stone laying ceremony of new canteen & storage at **METCO3** on 4th November 2020
2021	**June**	Achieved **"Green industry (Level 4) certification"** from Ministry of Industry.
2022	**November**	**METCO3** Start to solar power generation
	December	**35th Anniversary**

2023 Using100% of renewable electricity energy (REC)

2023	**April**	**METCO** Using 100% of renewable electricity energy (REC)
2024	**April**	Accreditation of Greenhouse Gas Verification Statement **ISO14064-1:2018** for **METCO**
	June	Achieved **"Green industry (Level 4) certification"** from Ministry of Industry.
2025	**December**	Achieved **10th Consecutive years of "CSR-DIW Continuous award"** from Department of Industrial Works.

1.2 Nature of Business

Muramoto Electron (Thailand) Public Company Limited and Sima Technology Co., Ltd., which is subsidiary call “the Group”, are the manufacturing of electrical parts for automotive, office automation (Ink jet printer) and other parts by using 7 functions as follows :

1. Mold and Die manufactoring
2. Metal stamping
3. Plastic injection
4. Painting and Printing
5. Surface Mounting Technology (SMT)
6. Electronics product assembly
7. Automation

1.2.1 Product Information

Major Product

The Major Product of the Group are categorized segment as follow :

1. Electronic parts for the automotive
2. Electronic parts for office automation
3. Other Electronic parts

Income structure of the Group for the last three years as follows :

Unit : Baht

Detail	2025	2024	2023
Total revenue	17,693,470,640	15,833,113,852	17,908,076,412
Electronic parts for the automotive	2,942,758,154	3,274,152,571	3,527,895,384
Electronic parts for office automation	13,837,011,764	11,951,905,112	13,609,307,289
Others Electronic parts	913,700,723	607,056,168	770,873,739

Unit : Percentage

Detail	2025	2024	2023
Total revenue	100.0	100.0	100.0
Electronic parts for the automotive	16.6	20.7	19.7
Electronic parts for office automation	78.2	75.5	76.0
Others Electronic parts	5.2	3.8	4.3

Total income of the Group for the year 2025 increased 11.8% when compared with year 2024.

Total revenue by Geographical as follows :

Unit : Baht

Detail	2025	2024	2023
Total revenue	17,693,470,640	15,833,113,852	17,908,076,412
Domestic	1,629,967,786	6,755,894,780	13,010,585,615
Japan	15,915,626,194	8,955,465,904	4,778,681,692
Other	147,876,660	121,753,168	118,809,105

Unit : Percentage

Detail	2025	2024	2023
Total revenue	100.0	100.0	100.0
Domestic	9.2	42.7	72.6
Japan	90.0	56.6	26.7
Other	0.8	0.7	0.7

1.2.2 Product Information

1.2.2.1 Characteristics of Products or Services and Innovation Development

1.) Automotive electronic parts

1.1) Domestic market

Automotive electronic parts such as a Keyless, the Company mostly sell domestic to electrical industry maker for using in Thailand.

1.2) Oversea Market

The Company's oversea market is divided into two categories.

1.2.1) Direct sales to manufacturers and distributors.

1.2.2) Selling through overseas marketing agents by Muramoto Group which have to distribute through foreign marketing agents because the products are required the technicians supported, if the company directly sell to the customer this will increase marketing costs from setting up the branch offices and provide technicians for giving advice to customers. The foreign marketing agents are :

- Muramoto Industry Co., Ltd. (MIC)
  the Marketing agent for the distributors in Japan.
- Muramoto USA Inc. (MUI)
  the Marketing agent for the distributors in USA.

2.) Office automation electronic parts and others

2.1) Domestic Market

Office automation electronic parts and others such as printers, the Company sell directly as customer's order.

2.2) Oversea Market

Office automation electronic parts and other manufacturers which originally had a production based in Japan and now the productions have been moved outside of Japan. Most of these manufacturers will rely on the relationship between their parent and some of the parent companies of these manufacturers do not allow their subsidiary to order the materials directly. Therefore, the foreign customers are categorized as follows :

2.2.1) Direct sales to manufacturers in foreign countries.

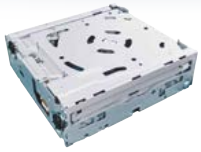
2.2.2) Selling through overseas marketing agents by Muramoto Group which is Muramoto Industry Co., Ltd. (MIC), the mostly marketing agent for the distributors.

Products Information

Segment/ Field	Name of Product	Description	Customer	Dealer	FY2025 Sales volume
Automotive/ Car Audio	Blu-ray Audio Mecha	Blu-ray Audio Mecha is a navigation system that can display maps etc. in full screen mode on a 12.3 inch wide screen. It is also equipped with a micro SD card slot, by which music data saved in a micro SD card on a personal computer or an audio device can be played back in the car.	Panasonic	Many automakers, such as Toyota, Nissan, Honda, Mazda, Isuzu, GM, BMW and Volvo	15 Thousand sets
Automotive/ Car Navigation	Car Navigation (Center Panel)	Car Navigation is the panel part of a device that displays on board the location of your car, road maps and road conditions to support your driving.	Denso Ten	Many automakers, such as Toyota, Nissan, Honda, Mazda, Isuzu, GM, BMW and Volvo	0.3 Million sets
Automotive/ Others	Keyless Entry (Transmitter)	Keyless Entry is an electronic lock that controls access to your car without the use of a conventional mechanical key.	Mitsubishi Automotive	Mazda	4.8 Million sets
Automotive/ Others	Car Sensor	Car Sensor is a device that detects obstacles at the four corners of the car with ultrasonic sensors installed on the four corners of the car on the front and rear bumpers.	Mitsubishi Automotive	Many automakers, such as Toyota, Nissan, Honda, Mazda, Isuzu, GM, BMW and Volvo	4.8 Million sets
Office Automation/ Printer	Epson Ink jet Printer	Epson's ink jet printer (finished product) as OEM (Original Equipment Manufacturing) consigned by SEIKO EPSON.	SEIKO EPSON	SEIKO EPSON	5.7 Million sets
Other Electronic Parts	Canon Mirrorless Camera	A mirrorless camera is a type of digital camera that captures images without a reflex mirror, unlike a traditional Digital Single Lens Reflex Camera. This design allows for a smaller, lighter body.	CANON	CANON	1.9 Million sets

Automotive electric parts segment

AUDIO FIELD



CD Changer Audio Mecha

Blu-ray Audio Mecha

NAVIGATION FIELD

For Toyota Altis

For Toyota Camry

For Toyota Compact car

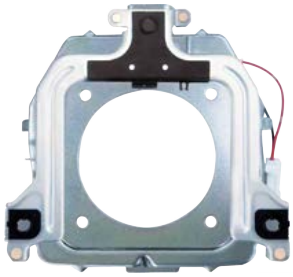
Audio Panel

ENGINE CONTROL UNIT (ECU) FOR AUTOMOTIVE

Smart Keyless
for Motorbike Models

Motorcycle
Keyless Entry

Keyless entry
(Transmitter)



Press part for Airbag

Front Relay Module

Car sensor

Office automation segment

INKJET PRINTER

Start Y2006

Single printer

Y2008

Multifunction printer

Y2015

Ink tank system printer

Y2018

Big tank printer

Y2022

Big tank printer

Y2025

Eco tank printer

Other segment

UNIT FOR DIGITAL CAMERA

Mirrorless
camera unit top

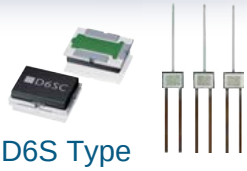
Video Camera
LCD unit

New Model

Mirrorless
Single lens camera

INFORMATION & INDUSTRIAL EQUIPMENT

Glass To Metal Seal



D6S Type

Thermal fuses

SECURITY EQUIPMENT

Automatic door
keyless entry

Pricing Policy

The Company has a policy to set the price as a standard which will be determined in accordance with the supply and demand of the market. Nevertheless, the Company's customers are a continuous industry group both domestically and internationally. Therefore, the trading price is flexible, which depends on the order quantity and production capacity at that time. Mostly prices are set in US dollars, though the product is sold in the country or abroad.

Investment Promotion

The Company has received 9 Investment promotion certificates from the Board of Investment, the details of the certificates are below :

Promotion Certificate No.	Rights and benefits	Conditions
1370/SorOr/2531 To manufacture metal parts of television tubes, electronic equipment metal parts.	1. Corporate income tax exemption for net profit received from the promoted business for a period of 3 years from the date of earning income (expires on October 3rd, 1991). 2. Exemption of import duty on raw materials and essential materials that must be imported from abroad for use in production for export. 3. Permission to deduct assessable income in the amount equal to 5% of the increase in income from the previous year from exports for a period of 10 years from the date that income from the operation of the business and except on the export income in that year must not be lower than the average export income of the past 3 years, except the first 2 years. 4. Permission to own the land in the amount that the Board deems appropriate. 5. Permission to import or remit money out of the Kingdom in foreign currency.	1. The size of the business that has a production capacity of pieces of metal parts of television tubes or receivers approximately 48,560,000 per year (working time 20 hours/day : 295 days/ year). 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht. If investment size excludes cost of land and working capital of less than 1 Million Baht, all rights and benefits shall be revoked. 3. Must save or import net foreign currency not less than 1 Million USD per year. If any year does not meet this condition, all rights and benefits of corporate income tax exemption shall be revoked.

Promotion Certificate No.	Rights and benefits	Conditions
1196/SorOr/2533 To produce electronic parts and other product parts	1. Exemption from import duty and trade taxes on molds for the manufacture of electronic parts and other product parts. 2. Exemption from import duties and trade taxes on raw materials and essential materials that must be imported from abroad for using in production for export 3. Permission to deduct assessable income in the amount equal to 5% of the income increased from the previous year from export for a period of 10 years from the date of earning from that business. The export income of that year must not be lower than the average export income of the past 3 years, except the first 2 years. 4. Permission to own the land in the amount that the board deems appropriate. 5. Permission allowed to bring or send money out of the Kingdom in foreign currency.	1. The size of the business has the capacity are - Approximately 769,591,200 metal parts per year - Approximately 73,543,680 plastic parts per year - Outsert part or assembly part approximately 26,365,920 pieces per year (Working time 20 hours/day : 288 days/year) 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht. If investment size excluding cost of land and working capital is less than 1 Million Baht, all rights and benefits shall be revoked and benefits will be revoked and shall not be approved to amend the project to increase production capacity by receiving benefits according to the same criteria again.
1306/SorOr/2534 To produce metal stamping parts	1. Exemption of import duty for molds. 2. Exemption from import duty on raw materials and essential materials that must be imported from abroad for using in production for export. 3. Permission to deduct assessable income in the amount equal to 5% of the increase in income from the previous year from export for a period of 10 years from the date of earning from that business. But the export income of that year must not be lower than the average export income of the past 3 years, except the first 2 years. 4. Permission to own the land in the amount that the Board deems appropriate. 5. Permission to bring or send money out of the Kingdom in foreign currency.	1. The size of the business has capacity of metal stamping parts is approximately 132,818,322 pieces per year (Working time 20 hours/day : 295 days/year) 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht. If investment size excluding cost of land and working capital is less than 1 Million Baht, all rights and benefits will be revoked.

Promotion Certificate No.	Rights and benefits	Conditions
1136/SorOr/2536 To produce electronic parts and other product parts	1. Received half of the import duty reduction for only the machinery that is not in the list of the reduction of import duty according to the Ministry of Finance Notification No. SorKor.13/2533, except the list of machinery with an import duty of less than 10% will not be granted abatement. 2. Exemption of import duty for molds. 3. Exemption of import duty on raw materials and essential materials that must be imported from abroad for use in production for export. 4. Permission to hold ownership of the land in the amount that the Board deems appropriate. 5. Permission to bring or send money out of the Kingdom in foreign currency.	1. The size of the business is the production capacity of parts. Electronic and other product parts as follows : - Metal parts are approximately 578,640,000 pieces per year - Plastic parts are approximately 55,296,000 pieces per year - Components are approximately 19,824,000 pieces per year. (Working time 20 hours/day : 288 days/year) 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht. If investment size excluding cost of land and working capital is less than 1 Million Baht, all rights and benefits shall be revoked.
1292/2543 To produce metal parts for Electrical Machine or electronic products	1. Exemption from import duty on raw materials and essential materials that must be imported from abroad for use in production for export. 2. Permission to hold ownership of the land in the amount that the Board deems appropriate. 3. Permission to bring or send money out of the Kingdom in foreign currency.	1. The size of the business is approximately 300,000,000 pieces of metal parts for Electrical Machine or electronic products per year. (Working time 20 hours/day : 288 days/year) 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht. If investment size excluding cost of land and working capital is less than 1 Million Baht, all rights and benefits will be revoked.

Promotion Certificate No.	Rights and benefits	Conditions
1039/2545 To produce Printed Circuit Board Assembly	1. Exemption from import duty for raw materials and essential materials that must be imported from abroad for use in production for export. 2. Exemption of import duty on machinery as approved by the Board. 3. Permission to hold ownership of the land in the amount that the Board deems appropriate. 4. Permission to bring or send money out of the Kingdom in foreign currency.	1. The size of the business has capacity is approximately 32,047,000 sets of Printed Circuit Board Assembly per year. (Working time 24 hours/day : 288 days/ year) 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht.
1862/2548 To produce office automation equipment	1. Exemption from import duty for raw materials and essential materials that must be imported from abroad for using in production for export. 2. Exemption from import duty on goods imported for re-export. 3. Permission to hold ownership of the land in the amount approved by the Board. 4. Permission to bring or send money out of the Kingdom in foreign currency.	1. The size of the business has capacity of automatic office equipment such as Printer, Multifunctional Machine, etc. is approximately 7,279,566 units per year. (Working time 21 hours/day : 353 days/ year) 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht.

Promotion Certificate No.	Rights and benefits	Conditions
1840(2)/2551 To produce electronic product parts such as LCD Module and LCD Back Light	1. Exemption from import duty for raw materials and essential materials that must be imported from abroad for using in production for export. 2. Exemption of import duty on goods imported for re-exporting. 3. Permission to hold ownership of the land in the amount approved by the Board. 4. Permission to bring or send money out of the Kingdom in foreign currency.	1. The size of the business has capacity of product parts for electronic products such as LCD Module and LCD Back Light etc. is approximately 36,000,000 pieces per year (working time 21 hours/ day : 277 days/year) 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht. The exempted corporate income tax is not more than 75 Million Baht.
1638/2555 To show that Company have been promoted for investment in the business International Parts and Products Sourcing Center (International Procurement Office–IPO)	1. Permission to bring foreigners who are skilled workers or experts into the Kingdom in an amount and determine the period of stay in the Kingdom as considered. 2. Permission to hold ownership of land in the amount approved by the Board. 3. Exemption of import duty on machinery as approved by the Board. 4. Exemption from import duty on raw materials and essential materials imported from abroad for use in production for export for a period of one year. from the date of first import. 5. Exemption of import duty on goods imported by the promoted person for re-exportation for a period of one year from the date of first importation. 6. Permission to bring or send money out of the Kingdom in foreign currency.	1. It must be implemented in accordance with the essence of the promoted project in the following matters. - International procurement center for parts and products. - Business scope procurement of raw materials components and parts for the chemical and plastics industry Electronics and electrical machine and automotive industries .To wholesale in the country and export abroad However, it must not be in the business of broker or agents. - Must have or rent a warehouse and has a computerized inventory management system. - There must be a procurement activity, product quality inspection, and product packaging. - There must be multiple sources of procurement and at least there must be a source of procurement from the country as well. - Approvals or operating permits from government agencies are required in accordance with relevant laws.

Promotion Certificate No.	Rights and benefits	Conditions
1638/2555 To show that Company have been promoted for investment in the business International Parts and Products Sourcing Center (International Procurement Office–IPO)		- Must have an action plan including plans to import craftsmen and experts as approved by the Board - Raw materials and essential materials are imported from abroad. The exemption from import duty must be used for manufacturing, mixing, assembling, or repacking for export only. 2. Must have investment size excluding cost of land and working capital of not less than 1 Million Baht.

1.2.2.2 Market and Competition

1.) Competitive Strategy

The Company is a manufacturer of parts and components for electrical appliances and electronic equipment which is supporting industry. Therefore, the customers of the Company are the other manufacturers including manufacturers of electrical appliances and electronics finished goods manufacturer for export and manufacturers in other regions in the world. The Company has the marketing strengths as follows :

1.1) The joint investment between The Company and Muramoto Industry Company Limited., Japan.

Japan is the world's largest manufacturer of electrical appliances and electronic equipment. Although the industrial situation in Japan is sluggish due to the economic contraction of Japan, then the Japanese manufacturers have expanded its production to other regions instead. Especially, the Indochina region due to cheaper of the labor wages. Normally, the nature of business of Japanese businessmen will be in the manner of trading between Japanese companies, especially the long-relationship companies. Therefore, the Company get benefited from being a subsidiary of Muramoto Industry Company Limited. (Japan) which is the parent company that has long-relationship with customers for a long time. The parent company provide support on the marketing and the distribution for the customer in the other countries such as Philippines and Indonesia.

1.2) Products quality

This industry requires high skill and high technology production to get the efficiency of production with minimize loss to lower costs. Especially on making molds for parts production which is the heart of business. This will require specialized knowledge and expertise to design molds that will get the accurately and precisely part production also less cost and worthwhile useful life. Due to mold is the high cost and need well maintenance to extend its useful life. The Company is assisted by the parent company which has over 80 years' experience in this industry for the process of designing mold with standard technology production and accepted for the quality of its product.

1.3) Low production cost

Although the price is not a key competitive factor, the buyer will focus on the quality as the top priority. Nevertheless, the Company has an efficient production system together with the supporting from parent company for providing the raw materials and other parts are needed in production and the Company has improved our production to produce plastic parts by ourselves, these caused the Company's production costs has significantly reduced and make the Company get more profitability.

1.4) Human resource development

The Company focuses on human resource development which is a major key factor for the success of its operation. Some of the employees will be abroad training in Japan and the Company has supporting dispatching specialists from parent company for propagate technology such as designing and quality control, etc.

1.2.2.3 Procurement process

1.) The Company's procurement process as follows :

1.1) Specification Confirmation

At the initial stage, the Purchasing Department staff review the required specifications for the materials, sub-materials, equipment, and services (including item name, material, quantity, and delivery schedule) based on the drawings, specification sheets, and bills of materials and parts lists (BOM) provided by the customer.

1.2) Vendor Selection

Then, the Purchasing Department selects vendors that handle the products specified in the drawings (as requested by the customer). Since vendor selection requires careful examination of information such as reputation, quotation price, speed of service, reliability, and governance activities, this is a critical step.

It is recommended to obtain information and quotations from at least two vendors.

1.3) Purchase Confirmation

At this stage, the details of the purchase are confirmed. Once the Purchasing Department identifies the most suitable vendor and reaches agreement on the details, it shares the following basic information with the requesting department :

- Vendor information
- Material, quantity, and delivery date of the required goods or services
- Price
- Terms and conditions for the transaction

1.4) Data Entry into the ERP System

After confirming the purchase details, the purchaser prepare the order information and enters it into the ERP system.

The data entered in the ERP system includes the vendor's name, any subcontractor's name, part number, item name, unit price, lead time, payment terms, minimum order quantity, standard packaging specifications, transportation method, transportation lead time, delivery frequency (e.g., times per week), and safety stock quantity.

1.5) Issuance of Purchase Order (PO)

Once the order details are confirmed, each department’s purchase staff submits a Purchase Request (PR). After managerial approval, the Purchasing Department issues the Purchase Order (PO) to the vendor. Approval authority levels are divided into five tiers depending on the PO's amount.

Upon receiving the PO, the vendor begins the delivery procedure in accordance with the PO details and issues the Delivery Note as confirmation for the Purchasing Department upon receipt of the goods. Delivered goods are subject to incoming inspection by the Quality Control Department.

1.6) Invoice Issuance and Approval

After delivery of the goods or completion of services, the vendor issues an invoice. The invoice includes the detailed breakdown of the costs for submission to the Purchasing Department.

The Purchasing Department carefully reviews the contents of the invoice received from the vendor. If there are no discrepancies shall approve payment and forward the invoice to the Accounting Department.

1.7) Payment

Once the receipt of goods or completion of services has been verified and approved, the Accounting Department processes the vendor’s payment using the designated payment method.

2.) Raw material purchasing process

The Company procures raw materials from 2 sources which are the parts produced in the country and the parts that are not produced in the country. The Company purchases from domestic manufacturers and the parts that are not produced in the country, the Company is procured through the parent company due to those parts are made in Japan, and this helps company to save the cost of procuring raw materials by itself and including purchasing directly from the manufacturer and distributors from the other countries.

The purchase of raw materials of the Company can be categorized to be as follows :

2.1) Domestic purchase

Domestic purchase of raw materials which is approximately 89.57% of the purchase value of all types of raw materials. The Company purchases each type of raw material by ordering from many raw material suppliers in order to have bargaining power to the Key distributors.

2.2) Importing purchase

Importing purchase of raw materials which is approximately 10.43% of raw material purchase value. The raw materials orders are plastic parts and metal parts which is not produced in Thailand. The manufacturers of these raw materials are retail manufacturer or small size industries in Japan. Purchasing directly from these companies will increase the company's raw material procurement costs. Therefore, the Company get the support of its parent companies providing these raw materials from small-scale manufacturer in Japan and then send it to the Company. The parent company will charge on the price from the cost plus any expenses related to the procurement. The parent company promises that these costs will be not exceed 5% of the cost of the parts.

The purchasing of raw materials from the parent company is in accordance with the existing technical assistance contract between the Company and the parent company which help the Company to save cost and cost of raw material procurement. The additional benefit for the Company is the procurement of such raw materials by the parent company which has knowledge, expertise, and experience in the business for a long time which helps us on the selection process and the quality control of raw materials. Currently, the Company has developed its own production of plastic parts to replace importing. In addition, small-scale manufacturers in Japan have moved production bases to Thailand to avoid the problem of high labor costs in Japan. Therefore, the Company expects that importing purchase of raw materials will decrease in the future.

1.2.2.4 Assets for the Business Operations

1.) Assets of Muramoto Electron (Thailand) Public Company Limited

Most of the Assets of are land, office buildings and factories, machinery and equipment which are listed below :

1.1) Land

The Company has office Building on the Plants its own 3 lands which are :

1.1.1) METCO1 : Head office and factory on Ramindhra Road Km.12.5
Total area 12 Rai, 2 Ngan, 62 Square Wa
Located on 886 Ramindhra Rd., Khwaeng Kannayao, Khet Kannayao, Bangkok 10230
The Company is the owner and has no other obligations.

1.1.2) METCO2 : factory on Bangna-Trad Road Km. 25
Total Area 50 Rai 0 Ngan 1 Square Wa
Located on 1 Mu 6 Bangna-Trad Road Km. 25, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570
The Company is the owner and has no other obligations.

1.1.3) METCO3 : factory on Bangna-Trad Road Km. 23
Total Area 28 Rai 2 Ngan 46.5 Square Wa
Located on 99/7 Mu 3 Bangna-Trad Road Km. 23, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570
The Company is the owner and has no other obligations.

1.2) Buildings

The Company has buildings and factories as follows :

1.2.1) There are 3 Buildings and factories at METCO1
The Company is the owner and has no other obligations.

1.2.2) There are 5 factory Buildings at METCO2
The Company is the owner and has no other obligations.

1.2.3) There is 1 factory Building at METCO3
The Company is the owner and has no other obligations.

2.) Assets of Sima Technology Company Limited

Most of the Assets of are land, office buildings and factories, machinery and equipment which are listed below :

2.1) Land

Sima Technology Company Limited has the office building and factory on its land which is the office building and factory at Amphur Pakthongchai, Nakornratchasima Total Area 62 Rai

Located on 99 Mu 1 Tambol Thongchainue, Amphur Pakthongchai, Nakornratchasima Sima Technology Company Limited is the only owner and has no other obligations.

2.2) Buildings

Sima Technology Company Limited has 2 office Buildings and factories.

Sima Technology Company Limited is the only owner and has no other obligations.

1.2.2.5 Undelivered Products

Normally, the Company has a very small amount of unfinished work compared to sales because the Company produces the products according to customers' orders that have been ordered in advance for a long time. Therefore, the Company has planned the production plan in advance then produce as the plan efficiently. Therefore, the products can be delivered on time. Therefore, the undelivered products at any point in time are usually only the products that are on production line and waiting for delivery.

1.) The Company has the Undelivered products as of September 30th as listed below :

Unit : Million Baht

Undelivered Product	2025	2024	2023
Work in progress	138.62	140.65	136.24
Finished goods	593.41	740.17	305.22
Total	**732.03**	**880.82**	**441.46**

2.) Sima Technology Co., Ltd. (Subsidiary) has the Undelivered products as of September 30th as listed below :

Unit : Million Baht

Undelivered Product	2025	2024	2023
Work in progress	63.02	78.58	86.10
Finished goods	126.97	132.95	173.45
Total	**189.99**	**211.53**	**259.55**

1.3 Shareholding Structure

1.3.1 Shareholding structure of the group of companies

Only one shareholder holding more than 10% of the total shares of the Company is Muramoto Industry Company Limited whose shareholding within last 5 years as follows :

	Number of shares holding	Percentage of Shares
September 30th, 2025	15,099,920	72.25
September 30th, 2024	15,099,920	72.25
September 30th, 2023	14,907,420	71.33
September 30th, 2022	14,907,420	71.33
September 30th, 2021	14,907,420	71.33

1.3.2 Person with a potential conflict of interest holds shares of a subsidiary or related company at an amount exceeding 10 percent of the voting shares.

- None -

1.3.3 Relationship with shareholders' business group

Muramoto Industry Co., Ltd. - MIC (Parent Company)	
Nature of business	Manufactures Press part, Plastic parts, Dies, Mold and Procurement of Electronics Parts for Group Companies.
Established	1935
Headquarter Location	Kobe, Japan
Registered Capital	160 million Yen
Paid-up Capital	80 million Yen
Major Shareholders	Muramoto Industry Shareholders' Association Made up of Directors 90.28%, Mr. Yoichi Muramoto 1.77%, Mr. Hajime Suda 7.95%,
The Board of Directors	Mr. Yoichi Muramoto Mr. Shigeru Takamatsu Mr. Akira Tatsumi
Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) Public Company Limited	Holds 72.25% of the Company's shares
Business relations with Muramoto Electron (Thailand) Public Company Limited	MIC has signed contract to provide any assistance in technology and business development with the Company. In addition, the Company purchases materials and other parts from MIC, in the other hand, MIC also purchases manufactured parts by the Company.
Trade Value with Muramoto Electron (Thailand) Public Company Limited	Oct 1st, 24 – Sep 30th, 25 Purchase value 2,019.2 Million Baht Selling value 20.2 Million Baht Oct 1st, 23 – Sep 30th, 24 Purchase value 1,945.0 Million Baht Selling value 53.1 Million Baht Oct 1st, 22 – Sep 30th, 23 Purchase value 2,188.5 Million Baht Selling value 64.0 Million Baht
Relations in terms of Financial Support	Parent Company has guarantee for the Company

Sima Technology Co., Ltd. - SIMA (Subsidiary)

Nature of business	Production of Metal Pressing, Injection Molding, Module Assembly, Manufacture of Electronic Parts & Medical Instrument
Established	1995
Headquarter Location	Nakornratchasima, Thailand
Registered Capital	300 million Baht
Paid-up Capital	300 million Baht
Major Shareholders	The Company holdings 99.99% of shares
The Board of Directors	Mr. Kazunobu Kawabe Mr. Yoichi Muramoto Mr. Tatsuya Awazu Mr. Takashi Maejima Mr. Akira Tatsumi
Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) Public Company Limited	The Company holds 99.99% of shares and other holdings 0.01 %
Business relations with Muramoto Electron (Thailand) Public Company Limited	The Company sells PCB Parts and plastic parts to SIMA and purchases metal parts and plastic parts from them.
Trade Value with Muramoto Electron (Thailand) Public Company Limited	Oct 1st, 24 – Sep 30th, 25 Purchase value 15.0 Thousand Baht Selling value 107.2 Million Baht Oct 1st, 23 – Sep 30th, 24 Purchase value 0.1 Million Baht Selling value 97.3 Million Baht Oct 1st, 22 – Sep 30th, 23 Purchase value 0.3 Million Baht Selling value 116.9 Million Baht
Relations in terms of Financial Support	No mutual financial support

Muramoto Audio-Visual Philippines Inc. - MAPLE (Related Company)

Nature of business	(Automotive-related) Assembly of Car audio-video mechanism parts. (Non-automotive-related) Assembly of ATM cassette parts, other metal and plastic parts.
Established	1990
Headquarter Location	Cebu, Philippines
Registered Capital	980 million Pesos
Paid-up Capital	616 million Pesos
Major Shareholders	Muramoto Industry Co., Ltd. holdings 100% of shares
The Board of Directors	Mr. Yoichi Muramoto Mr. Hideshi Ishikawa Mr. Masahiro Taruya Mr. Ikuo Kuribayashi
Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) Public Company Limited	No mutual shareholding
Business relations with Muramoto Electron (Thailand) Public Company Limited	The Company sells plastic parts to MAPLE
Trade Value with Muramoto Electron (Thailand) Public Company Limited	Oct 1st, 24 – Sep 30th, 25 Purchase value 1.4 Million Baht Selling value 0 Million Baht Oct 1st, 23 – Sep 30th, 24 Purchase value 16.0 Thousand Baht Selling value 0 Million Baht Oct 1st, 22 – Sep 30th, 23 Purchase value 4.4 Million Baht Selling value 0 Million Baht
Relations in terms of Financial Support	No mutual financial support

P.T. Muramoto Elektronika Indonesia. (Related Company)

Nature of business	Metal Pressing, Injection Molding, Finished Product & Module Assembly and Die Design & Manufacturing
Established	1995
Headquarter Location	Jawa Barat, Indonesia
Registered Capital	10 million US Dollars
Paid-up Capital	10 million US Dollars
Major Shareholders	Muramoto Industry Co., Ltd. holdings 99.99% of shares and other holdings 0.01%
The Board of Directors	Mr. Hideyuki Kataoka Mr. Masaya Hashimoto
Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) Public Company Limited	No mutual shareholding
Business relations with Muramoto Electron (Thailand) Public Company Limited	No related transaction
Trade Value with Muramoto Electron (Thailand) Public Company Limited	No related transaction
Relations in terms of Financial Support	No mutual financial support

Muramoto USA Inc. - MUI (Related Company)

Nature of business	North American distributing agent of group companies for automotive parts and other electronic parts
Established	1999
Headquarter Location	California, USA
Registered Capital	15 million US Dollars
Paid-up Capital	15 million US Dollars
Major Shareholders	Muramoto Industry Co., Ltd. 100% of shares
The Board of Directors	Mr. Takashi Maejima Mr. Eiki Kitamura
Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) Public Company Limited	No mutual shareholding
Business relations with Muramoto Electron (Thailand) Public Company Limited	The Company sells Display car audio parts, metal parts and plastic parts to MUI
Trade Value with Muramoto Electron (Thailand) Public Company Limited	Oct 1st, 24 – Sep 30th, 25 Purchase value 60.2 Million Baht Selling value 0 Million Baht Oct 1st, 23 – Sep 30th, 24 Purchase value 68.4 Million Baht Selling value 0 Million Baht Oct 1st, 22 – Sep 30th, 23 Purchase value 64.4 Million Baht Selling value 0 Million Baht
Relations in terms of Financial Support	No mutual financial support

Muramoto Manufacturing Europe S.R.O. – MME (Related Company)	
Nature of business	Metal Pressing, Assembly, Die Maintenance & Remodeling and Jig & Equipment Making
Established	2005
Headquarter Location	Zebrak, Czech Republic
Registered Capital	200 million CZK
Paid-up Capital	200 million CZK
Major Shareholders	Muramoto Industry Co., Ltd. holdings 100% of shares
The Board of Directors	Mr. Katsumi Korai Mr. Shigeru Takamatsu Mr. Akira Tatsumi
Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) Public Company Limited	No mutual shareholding
Business relations with Muramoto Electron (Thailand) Public Company Limited	No related transaction
Trade Value with Muramoto Electron (Thailand) Public Company Limited	No related transaction
Relations in terms of Financial Support	No mutual financial support

1.3.4 Shareholders

List of 11 majors shareholders as of December 8th, 2025.

No.	Name	Number of Shares held	Percentage of Shares
1.	Muramoto Industry Co., Ltd.	15,099,920	72.25
2.	Mr. Jarupat Sorsongsermkul	830,600	3.98
3.	Thai R.T.N.T Holding Company Limited	685,900	3.28
4.	Mr. Prinya Tieanworn	390,000	1.87
5.	DBS Bank Ltd. AC DBS Nominees-PB Clients	209,900	1.00
6.	Sojitz Asia Pte. Ltd.	192,500	0.92
7.	Mr. Mana Rungsubhatanond	161,200	0.77
8.	Thai NVDR Company Limited	155,611	0.75
9.	Mr. Suphachai Sutthipongchai	127,100	0.61
10.	Mr. Prasit Luengwattanakit	118,200	0.57
11.	Mr. Pipat Setthalikhit	105,000	0.50

Remark : *Muramoto Industry Co., Ltd. is manufacturer and exporter of Appliance and Electronics parts and Metal Mold in Japan.*

Shareholding Agreement with Major Shareholders

The Company does not have any shareholding agreement with major shareholders which might affect the management.

1.4 Amounts of registered capital and paid-up capital

Unit : Baht

Detail	September 30th, 2025	September 30th, 2024
Registered capital	238,981,000.00	238,981,000.00
Paid-up capital	208,981,000.00	208,981,000.00

1.5 Issuance of the Other Securities

- None -

1.6 Dividend Policy

The Company has a dividend payment policy at least 30% on its net profit on annual basis, after deduct all kind of legal and Company's reserved, However, the dividend payment depends on cash flow and investment plan such in case the company needs more fund for business expansion or other significant activities. The dividend payment will be scheduled in February next year. The Company has dividend payment in last 3 years as follows :

Detail	Unit	2025	2024	2023
Net Profit	Baht	1,086,202,024	255,042,642	212,854,381
Earnings Per Share	Baht/share	51.98	12.20	10.19
Dividend	Baht	626,943,000	167,184,800	208,981,000
Dividend per share	Baht/share	30.00	8.00	10.00
Pay Out Ratio	%	57.72%	65.55%	98.18%

2. Risk Management

2.1 Risk Management Policy and Plan

The Company realizes the importance of sustainable risk management covering most key risks that could affect the Company's business. The Risk management Committee's duties and responsibilities are to analyze and evaluate incurred or possibly incurred risks continuously and annually, develop and review risk management policies to keep risk in acceptable level, establish risk management procedures according to the risk management policies and delegate the risk management to responsible manages, review the effectiveness of the risk management procedures and report to the Risk Management Committee to update situation of the risk management and progress of the risk management procedures together with the results. The Risk Management Committee meets at least once a year and reports to the Board of executives for their acknowledgement.

2.2 Risk factors on business operation

2.2.1 Emerging risk

The Company has assessed emerging risks by asking different departments to consider risk factors in all activities. For emerging risks, there is a risk of cyber threats, risk from the implementation of the Personal Data Protection Act (social risks) also the risk of greenhouse gases.

Greenhouse gas emissions blanket the Earth, they trap the sun's heat. This leads to global warming and climate change. The world is now warming faster than at any point in recorded history. Warmer temperatures over time are changing weather patterns and disrupting the usual balance of nature. It may affect the life of living on earth and the Company's future operation. To reduce the risk of greenhouse gases, the Company has acted as following.

1. Energy Efficiency
2. Renewable Energy
3. Supply Chain management
4. Waste Reduction and Diversion Strategies
5. Reduce Greenhouse gas emission
6. Fuel Efficiency in Transportation and Logistics
7. Other Resources

2.2.2 Shareholder Investment Risks

The value of investments into the Company can fluctuate significantly in the short term, depending on the situation in the market. Investments into the Company should be made for a long term in order that the Shareholder could avoid the risk of short-term price fluctuations.

	Risk factors	Risk management
1. Business Risk	Having been established in 1987 as an integrated electronics parts and products manufacturer, the Company, under the Vision, "We shall strive to be the world's best manufacturing service company by providing high quality products and services to ensure maximum customer satisfaction.", aims for only one OEM manufacturer in the field of the electrical, electronical components and car parts finished goods which focuses on Differentiation Strategy by pursuing superior EQCD and complete customer satisfaction. The Company, through continuous development of better technology and improvement of productivity, is a manufacturer of components and semi-assembled products, as well as finished, products, having high capability and responsibility for marketing, production, sales, and distribution. The business risks of the Company are as follows.	
1.1 Production Risk	Production risk is a risk of the deficiency of products incurring during the production process, despite inspection. The Company must take full responsibility for damage that has resulted in a flawed product whether it has resulted from human error, machine failure or defect of parts purchased from outside suppliers. Presently, the Company is covering business areas so broadly from manufacturing simple parts to assembling more complex and high-valued products that risks relating to quality of parts purchased from outside suppliers, for instance, should be recognized as a supply chain risk and has become much more critical ones to the Company than it had a decade ago.	In order to ensure continuity and good quality of supply, the Company always pays special attention to managing key parts and their suppliers. Since last year the Company had started establishing a new system "Key/Critical Suppliers" and "Key/Critical Parts" in our supplier management Framework which ensure good quality and continuity of supply. The company not only evaluates the quality, technology, delivery performance, price, and other reliabilities of the suppliers, but also analyses their financial status. The Company has been entering into the Basic Transaction Agreement and the Quality Assurance Agreement with suppliers which play critical roles in quality management of its products. In addition to that, the Company, in 2018 has started revising the content of these agreements and pushing further in executing them in order to reduce and minimize this Production Risk.
1.2 Product Liability Risk	Product liability risk occurs with the utilization of the product by the end user; in case of injury, for example, of a consumer through faulty functioning of a product sold by the Company.	In order to prevent this risk, the Company constantly and carefully reviews specifications and design of products. Since the Company's responsibility is basically on manufacturing the products designed by customers, the Company's should take this Product liability Risk caused by product design as not so much critical as the customers.
1.3 Inventory Risk	Inventory risk is a risk arising from deterioration in the quality of raw materials, parts and manufactured products during storage. The Company is accountable for damage or loss caused by such deterioration of the inventories.	The Company always pays special attention to keeping the inventory in good quality and order by applying various principles, practices, and systems to inventory management. The Company has successfully established a new system which could up-grade its inventory management.

	Risk factors	Risk management
1.4 Credit Risk	Credit risk is a risk due to a customer's inability to pay for their purchases and a payment failure by a supplier on its debt to the Company.	The Company is carefully checking daily paying performance of customers and suppliers. Before starting a transaction with any new customer or supplier the Company carefully investigates creditability of it. Since 2017, the Company started a credit control system including payment record investigation and credit rating of customers to maintain the minimize credit risk.
1.5 Market Risk	Market risk is possible loss of manufactured product, purchased parts and raw materials in inventory due to market change or sudden order cancellation from customers.	The Minimum Inventory Activity policy, which the Company has been deploying, is extremely essential in order to minimize this risk. The Company is well-prepared to meet any challenge in order to stay ahead of competitors in both product quality and product pricing; for instance, the Company is, through revising the Basic Transaction Agreement with suppliers, aiming to establish effective cooperation with them which could make both parties act more flexibly to the market changes.
1.6 Competition Risk	As a manufacturing service provider, the Company has to compete against not only competitors of the same business model but also the customer itself because the manufacturing provided by the Company must be better than or at least the same level of the customers. For the same reason, the Company should also compete against competitors of the customer. The Company inherently faces this kind of competition risk.	In order to compete and survive in the industry, the Company should further strengthen its competitive edges as follows ; - Broad range of production method and technology as a manufacturing service provider including metal stamping, plastic molding, painting & printing, surface mounting on PCB, assembly of component & finished product, die & mold design, die & mold manufacturing, and metal surface treatment - Seamless integration of various manufacturing lines of assembling components and/or finished products applying various methods and technologies as mentioned above in the most effective way - Well-coordinated cross-functional cooperation established through the history and experience covering not only production but also sales, logistics, procurement and administration
1.7 Economic Condition Risk	Since the Company has been involved in global supply chains relating to various industries, it is inevitably exposed to conditions of global economy. Now that global economic growth could face a serious slowdown driven by several events such as US-China trade war, China's economic slowdown, European economic volatility facing Brexit, tension in the Middle East causing oil price fluctuation etc., the Company's business could also face a downturn risk.	In order to manage all the aforementioned risks, the Company will continually monitor and analyze events which may affect the Company's business. Apart from the negative impact from an event, e.g. US-China trade war, if it may create any positive one by making a shift in global supply chains, the Company should take proper action without losing opportunity. In any case, under this kind of volatile situation, the Company should keep stringent due diligence process before making a decision.

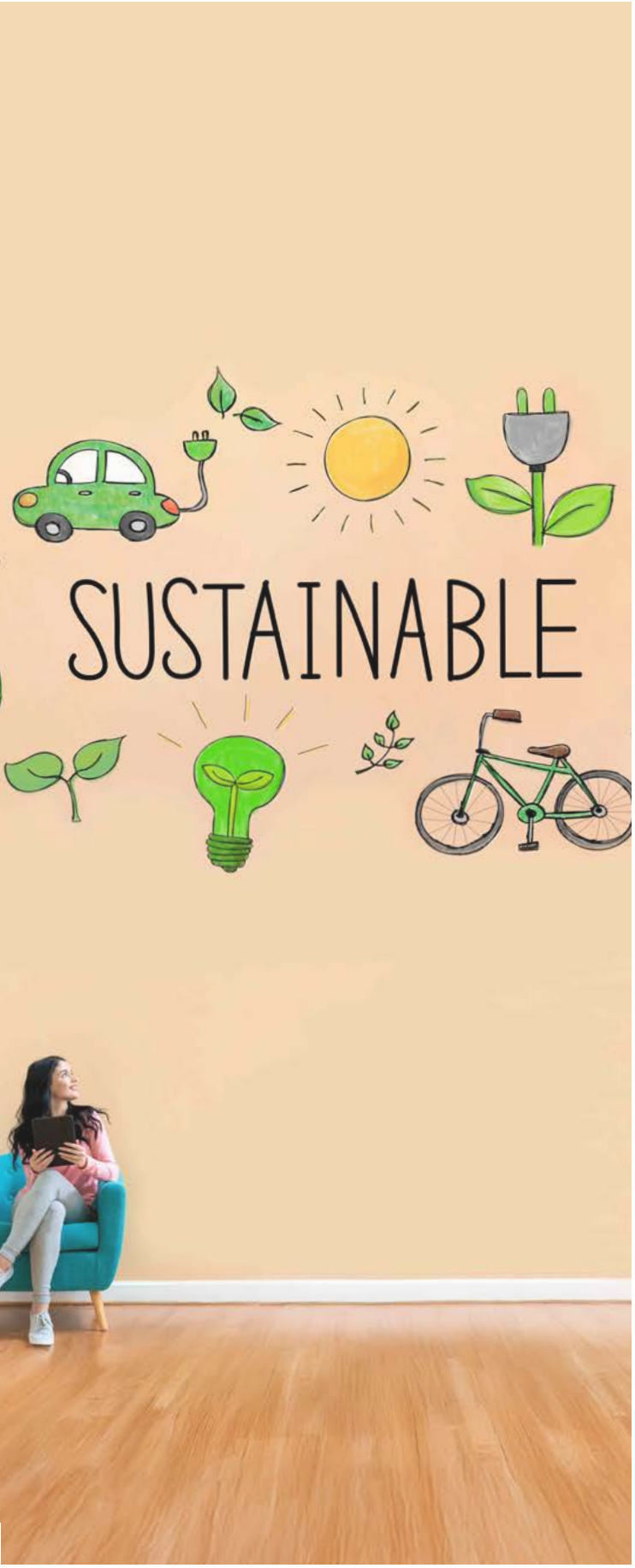
	Risk factors	Risk management
2. Technology Risk	In the world of electrical and electronics appliances business development and progress has been there always, and accelerated more and more recently.	The production of components has to keep pace and to be in line with this ever-evolving progress. The Company must make investment in a number of areas to maintain the lead over competition. These areas include high technology machinery, measuring equipment and the training of skillful engineers and workers. The Company has started a new project to correspond to the electronics industry to warding smaller, more efficient and more complicated designs, according to its mid-term business plan. The Company's technology and capability of die-making, which represent special value among its technical resources, should be important to secure valued orders from customers and to keep costs down. The Company has expanded its training program in this technology.
3. Workforce Risk	The industry of electrical and electronic components production depends enormously on the workforce, not only on technicians and engineers but also on workers in production lines, where though the Company even uses high technology automatic machines and robots, it still relies very much on the human power and abilities as critical resource of its pursuing value.	The Company greatly values the importance of its personnel at all levels by setting employee welfare at a high standard. An executive/employee joint committee called CP&H Kai (Creation, Power & Harmony Committee) has been founded to coordinate and communicate effectively between executives and employees. In the past year, the operation rules of this committee have been improved by inviting more participation from employee side. This has promptly resulted some positive modifications of employee treatment through meeting with in the new committee. With actively working of this committee, company has achieved the greatest result in employee relations and has received "Thailand Labor Management Excellence Award" for 18 consecutive years.
4. Financial Risk	As many products of the Company are exported, directly and indirectly, to foreign countries, and a lot of raw materials and components, which are not available in Thailand, need to be imported in a foreign currency. Therefore, it is inevitable that the Company is exposed to currency exchange matters.	The Company has been making efforts in matching foreign currency income to the payment in the same currency in order to reduce the actual exchange profit or loss into acceptable level. In addition to that, the Company manages to minimize cash balance maintained in USD and JPY currency and utilizing financial tools including forward contract. The Company has established internal policies and rules covering such transactions.Concerning a risk on financial resource, the Company has built good relationships with financial institutions in Thailand as well as abroad in order to secure a long-term and stable fund facility for possible expansion, rehabilitation, and diversification of operation in the future.

	Risk factors	Risk management
5. ESG Risk	To achieve sustainable growth, the Company considers identifying and evaluating risks related to the environment, social, and governance as a critical management priority. In the environmental, we view the tightening of regulations due to climate change as a major risk. In the social, supply chain disruptions are significant, while in the governance, strengthening transparency is identified as a key risk.	The Company recognizes ESG risk management as an organization-wide challenge. In 2022, we established an ESG department, and in 2024, we established the Sustainability Committee ensure that each department addressing these issues in an integrated manner.Furthermore, the Company committed to reflecting changes in external environments and collaborating with suppliers, customers, and local communities to advance comprehensive initiatives aimed at mitigating risks.
5.1 Environmental Risk	The Company is always aware of its mission to provide society with environmentally sustainable and energy-efficient operation. Otherwise, environmental issue could be a significant risk to the Company.	The Company has been operating with ISO14001 certification for many years. In 2017, the Company successfully received a certification under the up-dated version of the system. Since 2016 the Company reached up to level 4 of the Green Industry qualification promoted by Thai government and then is keeping it. The Company has established internal policy “Safety, Health, Environmental Objectives and Action Plan 2025”. With such system, qualification and plan, the Company is continuously improving its sustainability including chemical substances control and waste materials management.
5.2 Regulatory and Legal Risks	Global regulations concerning climate change and sustainability are becoming increasingly stringent, posing risks of fines and business suspensions for non-compliance. Additionally, the costs of adapting to new regulations may increase.	The Company will enhance our information gathering on the strengthening of regulations and report to the executive board. The Company will also prepare in advance for new regulatory requirements.
5.3 Supply Chain Risks	Issues related to labor conditions and environmental impact within the supply chain pose risks of damage to the Company image and potential disruptions across the entire supply chain. There is a growing demand for the selection of business partners in accordance with ESG standards.	The Company will investigate and provide guidance for improvements regarding labor conditions and environmental conservation not only for our employees but also for on-site contractors and supplier employees. The company will implement compliance with the Responsible Business Alliance (RBA) Code of Conduct, which sets international labor standards for the electronics industry throughout our supply chain.

	Risk factors	Risk management
5.4 Risks Related to Social Inequality and Human Rights Violations	The widening social inequality and insufficient efforts to address human rights issues pose risks of declining employee morale and social criticism. There is a demand for ensuring diversity and providing fair labor conditions.	The Company has Human Rights Policy, clearly outlining risk analysis, mitigation measures, and compensation. The Company will address diversity and equitable labor conditions through dialogue with employee representatives. Additionally, the Company will work on issues related to indirect actions that may promote human rights violations within the supply chain.
5.5 Risks from Changes in Investor Expectations and Social Demands	As investor increased expectations regarding ESG continue, failing to respond adequately may result in risks such as shares withdrawal and fund raising costs.	The Company will communicate with stakeholders through the activities of the Sustainability Committee to better understand their expectations of the Company.
5.6 Compliance Risk	As a publicly listed company, the Company is required to comply with various laws and regulations. Any failure to comply with any one or more of such laws and regulations could expose the Company to penalties or other legal action against the Company and its Senior Management. In addition to that, such a failure could affect reputation of the Company and could damage trust of customers, business partners, communities and other stakeholders.	Since establishing the Good Corporate Governance Committee in 2016, the Company has been making continuous improvement of compliance-related matters, e.g. "The Company's Regulations Re-Establishment Project" that concerned regulations were updated, renewed, or newly created continuously. In year 2025, the Company was qualified level 4 ("Very Good") in the Corporate Governance Report of Thai Listed Companies (CGR) 2025 by the Thai Institute of Directors Association (IOD). The Company will continue and strengthen the improvement.
5.7 Corruption Risk	Corruption is a serious problem and obstacle of the Company's sustainability which affect both financial and non-financial loss such as profit, penalty and reputation. Even in case the Company has strict measures and internal control, corruption can possibly occur anytime. The Company should give attention to and tackle this risk.	The Company has established Anti-Corruption Policy, Corporate Code of Ethics and related policies, and provides all the employees with educational programs. The Company also provides employees and business partners with the whistleblowing channel set in several different routes. The Risk Management Committee of the Company made a corruption risk assessment, as a trial basis, following "A Guide For Anti-Corruption Risk Assessment" published by United Nations Global Compact Office with the form, "Table of Corruption Risk Assessment" ANNEX 1 of the Self- Evaluation Tool for Countering Bribery, Private Sector Collective Action Coalition Against Corruption (CAC).

	Risk factors	Risk management
6. Disaster Risk	The Company could be exposed to risk from fire or natural disasters, which might interrupt production and bring a serious impact to the Company's business.	The Company has insurance for property damage in order to mitigate this risk. This year the Company has significantly reduced a temporally flood risk in a day of heavy rain by improving drain system around its factory. In addition, the Company could, based on the BCP, ask support from other plants of related companies in a same Group Company, which locate in Thailand and other countries.
6.1 Epidemic Risk	The outbreak of the COVID-19 has not yet seen an end and effects on the Company's operation cannot be predicted.	The Company has established a policy and practice guidance to conform to the guidelines of the Ministry of Public Health by passing information about disease prevention and hygienic care to employees to ensure the correct practice during the outbreak in order to be to continue the business. The Company also monitors the situation and news closely. We are promoting the vaccination of employees, and the vaccination status is over 99%. We are preventing the spread of infection by conducting regular continuous to antigen tests for all employees.
7. IT-Security Risk	Due to rapid and continuous progresses in information technology, there are risks associated to IT security or technological threats that could occur either as a result of system faults, human errors and cyber-attacks etc. If the information system is down or encounters any circumstances that cause data loss, data leakage, failure and/or malfunction, it would be a severe and serious impact to the Company's operation, competitiveness, reliability and eventually reputation in the industry.	The Company has re-established Information System Management Regulations as well as IT Security Policy. Under these Policy and Regulations, the Company has been managing security measures including firewall installation, hardware redundancy, anti-virus software, software patches, back-up facilities, access authorization to the critical systems etc. In addition to that, the Company has also been building awareness of employees to IT security issues through education and training and conducting regular risk assessment and audit.

3. Business Sustainability Development



3.1 Sustainability Policy

Under the Muramoto Group philosophy of "The world's best manufacturing service company by providing high quality products and service to ensure maximum customer satisfaction", We seek to achieve both a sustainability society and sustainability development of the Group.

Toward those purpose, we will respect dialogue to all stakeholders, based on the Corporate Governance Policy in line with social responsibility, the Environmental Policy in order to conduct business activities in an environmentally friendly manner and the Human Rights Policy, which respects the natural human rights for all people. We will play a role in achieving a sustainability society and increasing the corporate value.

1.) We will play to build mutual trust with society. We will play to be a company that earns the trust of society by observing laws and regulations, by strengthening our governance structure, and by sincerely engaging in fair competition, the provision of high-quality products and services, timely and appropriate information disclosure, and other corporate activities.

2.) We will tackle environmental issues through our business activities. Through our business activities, we will take a action to reduce CO2 emissions, minimize waste and promote reuse. At the same time by providing environmentally considerate products and services, we will contribute to bringing about a society that values the global environments.

3.) We will respect human rights and develop human resources. We will respect the human rights of all stakeholders, regardless of gender, age, nationality, social status, disabilities, or other personal attributes. We will develop work environments in which diverse employees can work in safety and health, both physically and mentally, and will develop personnel systems and education and training systems that allow these employees to maximize their individual abilities. We will further work to develop human resources who will take on the challenge of innovation.

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

Since our founding as an independent comprehensive electronics trading company in 1987, we have kept up with our customers' changing demands and consistently provided the optimal solutions. We presently have three business domains: Automotive electronic parts, Office Automation equipment, and other electrical parts business. We have established a system to make our customers' request a reality wherever they need it.

The Company has established value chain such as integrated synchronize manufacturing, covering plan consulting, design and development, contracting to manufacture high-mix, low-volume production as well as semi-finished and finished products, sales, and after-sales service. Then, we can respond quickly and flexibly to customer requests and support their businesses by solving problems.

1. Consultation

The successful key is to take ideas backed up by mutual trust, expand on them, and raise them to a new level. We carefully listen to our customers' requests until we can detect the real issue. Then we can work with our customers to come up with the most effective solution. We support our customers' businesses by being the industry's most powerful behind-the-scenes partner.

2. Planning & Development

Parent company in Japan and abroad collaborate, each sharing its own particular strengths. We help our customers create plans that turn problems into potential. We offer integrated synchronize manufacturing that include parts design, system building, software development, and maintenance.

3. Procurement

We supply customers with optimal electronic parts sourced from around the world. The Company strengths ensure Japanese-level quality from production factories in Thailand. Our Group contacts power our advanced information network and component procurement system so that we can deliver the best solution for each customer.

4. Production

Our production lines deliver products with high quality and added value. Our global network of factories provides the flexibility to produce in volume or in high mix, low-volume production. We also our strengths as an industry-leading trading company to provide what our customers request, where they need it, on a just-in-time basis.

5. Sales

With 38 years of selling to the electronics industry, The Company has developed extensive connections. Our diverse sales channels extend to Automotive maker of the world wide, Office automation maker and Japanese electrical industry maker such as SEIKO EPSON, SONY, MITSUBISHI and CANON. In addition to our sales channels, we set up the relevant sales systems to help market in the best way for each situation.

6. Repair & After-Sales Service

The Company meets our customers' after-sales needs for electronic equipment like Ink jet printer. Our service menu includes inspection of products before shipping, maintenance and repair after arrival. Such varied support enables us to offer the ideal service for each customer.

3.2.2 Stakeholders Analysis

Stakeholders	Subject of ESG	Engagement
Customer	Provision of products and services addressing customer issues	Sales activities, advertising
	Contribution to solving social issues through co-creation with customers	56-1 One Report
	Ensuring information security.	Website
	Customer satisfaction.	Customer satisfaction survey.
Shareholder/ Investor	Timely and appropriate information disclosure.	General shareholders' meeting (once a year)
	Enhancement of corporate value	IR site
	Addressing concerns and interests related to key ESG issues	56-1 One Report
Employee	Protection of human rights	Intranet
	Thorough compliance	On-the-job training
	Human resource development and retention	Review and implementation of training plans
	Improvement of workplace environment	Meetings with top management in JCC (Joint Consultation Committee) and Welfare Committee (once a month)
Supplier/ Partner	Realization of responsible and diverse procurement with consideration for human rights, environment, and occupational safety and health.	Supplier briefings
		CSR activity surveys
		Information exchange meetings.

Stakeholders	Subject of ESG	Engagement
Community & Society	Coexistence with communities	Website
	Providing value to society.	Social contribution activities.
Government	Compliance with laws and regulations.	Various reports and submissions to government authorities.
	Policy recommendations.	Participation in government-organized committees and research groups.

3.2.3 Analysis of stakeholders in the business value chain

Stakeholders	Expectation	Response
Customers/ Consumers	Standards, quality and Safety of goods and services	Using interaction, feedback and survey results to improve service Standards
	Raw materials/sources of raw materials	Inspection, selection of raw materials/sources of raw materials with quality and safety standards.
	Reasonable prices	Applying the results of market research on raw materials and sources of raw materials used to deliver quality products to customers/consumer
	Responsibility to customers/consumers	Conducting customer satisfaction surveys and using the results to review the management of promotional programs and selling prices on a regular basis
	Business operations with transparency and social and environmental responsibility	Responding to service errors and follow upon the results of the solution to reach customer satisfaction Management under the 3R - Reuse Reduce Recycle concept
Shareholder	Good performance and a good return on investment	Annual General Meeting of Shareholders
	Good Corporate Governance	Reporting the performance to the Stock Exchange of Thailand on a quarterly basis
	Taking into account environmental, social and governance issues in strategic plans and questions	Regular notification of news to shareholders through the Company's website and e-mail
	Good risk management and crisis management	
	Transparency of Business information and timely, accurate disclosure of information	
	Opportunity for shareholders and investors to participate and express their opinions on the Company's business performance	

Stakeholders	Expectation	Response
Employee	Remuneration increased	Wage and salary incremental adjustment including other welfares, the Company has considered by business environmental in the present and future.
	Steady of Career path	The Company has training program for all employees in order to development both knowleged and skills according to the annual training program.
	Occupational Health and Safety	The company has implemented and maintaining the occupational health & safety management system. Conduct the training to provide knowledge and other support activities to improve safety in the organization.
	Employee engagement	The Company has normally arranged the employee relation activities such as monthly meeting between CP&H Committee and top management including the others festival activities.
	Respect for human rights and fair treatment	Conducting job satisfaction and happiness surveys Providing training courses for skill development through online teaching materials Formulating human rights policy and conducting a comprehensive human rights audit and monitoring
Supplier	Fair and equal treatment of business partners	Organizing an annual supplier meeting and build good relationships with partners and listen to comments and suggestions from all partners in order to improve the working process
	Fair and transparent business operation	Determining procurement policy and defining principles and practices of selection of suppliers based on a transparent, unbiased and verifiable selection process
	Code of Conduct, strategic leadership and long-term business partnerships	Communicating business plans with business partners every year to define guidelines for business growth and development of continuous and sustainable supply chain management
	Good operation	Promoting knowledge sharing and joint development
	Anti-corruption	Announcing the anti-corruption policy and Communicating to partners via the Company's website and annual partner meeting, as well as Providing training courses on anti-corruption measures for the Employee
Community and Society	Creating jobs and promoting careers for the community	Involvement with the community through employment, raw material procurement and other community development activities
	Promoting the quality of life and good hygiene for the community	Engaging with government and private organizations for better social and environmental promotion
	Sustainable economic development for the community	Promoting the production potential of SME products to be standardized and competitive
	Promoting and preserving the environment for the community	Participation in a project planned by the government sector and private organization

3.3 Management of environmental sustainability

3.3.1 Environmental energy mix

The Company places great importance on efficient and cost-effective energy management. To ensure continuous improvement, an internal energy management target has been established to control and enhance electricity consumption efficiency, based on the reduction of absolute electricity consumption compared to the previous year (target : -056%). Throughout the year, the Company implemented several energy efficiency improvement initiatives, such as enhancing the cooling system, installing Variable Speed Drive (VSD) motors, and replacing new Chiller systems. These initiatives enabled the Company to reduce its absolute electricity intensity by -17.29%, successfully achieving the internal target set for the year.

In addressing environmental impacts, the Company recognizes the greenhouse gas emissions associated with electricity generation throughout the supply chain. As such, the Company has adopted a policy to achieve 100% Renewable Electricity. This includes the installation of a solar rooftop photovoltaic system (Rooftop PV system), which generated 2,607,220.53 kilowatt-hours of renewable electricity in 2025, combined with the purchase of 39,655,000 kilowatt-hours of Renewable Energy Certificates (RECs) to fully cover the Company's total electricity consumption.

As a result, the Company successfully achieved 100% clean electricity usage and fully neutralized the greenhouse gas emissions associated with purchased electricity. This achievement reflects the Company's strong commitment to reducing greenhouse gas emissions in accordance with the GHG Protocol and supports the organization's long-term sustainability goals.

Detail	Unit	2025	2024	2023
Total electricity consumption	kWh	42,253,220.53	44,268,813.53	44,830,941.00
(1) Purchased grid electricity (MEA)	kWh	39,646,000.00	41,518,000.00	42,026,000.00
Accounted for	%	93.83	93.79	93.74
(2) Purchased on-site renewable electricity (rooftop PV system)	kWh	2,607,220.53	2,750,813.53	2,804,941.00
Accounted for	%	6.17	6.21	6.26
Renewable Energy Certificates (RECs)	kWh	39,655,000.00	41,518,000.00	43,300,000.00
Grid electricity (MEA) emission offset ratio	%	100.02	100.00	103.03
Electricity intensity	kWh/MB	2,705.30	3,270.69	2,889.52
Total electricity related costs	Baht	164,402,365.53	174,290,695.66	206,987,040.54
(1) Purchased grid electricity (MEA)	Baht	156,030,014.85	164,986,106.66	197,690,546.01
(2) Purchased on-site renewable electricity (rooftop PV system)	Baht	6,522,420.93	6,870,017.00	6,621,189.53
(3) Purchased Renewable Energy Certificates (RECs)	Baht	1,849,929.75	2,434,572.00	2,675,305.00

Performance achieved compared with target

Unit : Percentage

Topic	Target	2025	2024	2023
Electricity intensity reduction (Year over year)	-0.56	-17.29	13.19	-1.22
Use of Renewable Energy	100.00	100.00	100.00	100.00

Fuel and oil consumption

The company uses various fuels and oils in supporting operations, including forklifts, business vehicles, transportation trucks, canteen food preparation, and other supporting equipment. A standardized fuel-use recording system has been implemented to ensure the accurate calculation of greenhouse gas emissions.

The company places strong emphasis on minimizing environmental impacts and has therefore established policies to reduce fossil fuel consumption while steadily transitioning toward alternative energy sources. Key initiatives include replacing diesel-powered forklifts with electric models, optimizing transportation routes for greater efficiency, and improving the performance and safety of the liquefied petroleum gas (LPG) distribution system to ensure energy is used effectively and economically.

Operational results from 2023–2025 clearly demonstrate the success of these measures. Fuel consumption data show a continuous decline in diesel and gasoline use. Although LPG consumption increased slightly, total direct greenhouse gas emissions (Scope 1) significantly decreased from 648.98 tCO_2e in 2023 to 482.32 tCO_2e in 2025, highlighting the organization's effective energy management.

Importantly, the company achieved its annual Scope 1 reduction target of 4.7% (based on the 2021 baseline) in both 2024 and 2025. In 2025, emissions were reduced by –29.09%, surpassing the –18.80% target by a wide margin. This outcome not only reinforces the company's commitment to energy and environmental management but also reflects its strong capability to advance the transition toward carbon neutrality in line with its long-term sustainability strategy.

Detail	Unit	2025	2024	2023
Diesel consumption	Liter	108,469.01	134,500.97	161,294.55
Gasoline consumption	Liter	14,243.72	13,443.21	27,541.23
LPG consumption	Kilogram	48,866.61	47,676.00	43,623.00
Total Direct Greenhouse Gas Emissions (Scope 1) from Combined Fuel Consumption (LPG, Diesel, Gasoline)	tCO_2e	482.32	551.74	648.98
(1) GHG Emissions from Diesel Consumption	tCO_2e	297.81	372.72	450.59
(2) GHG Emissions from Gasoline Consumption	tCO_2e	32.36	30.58	62.57
(3) GHG Emissions from LPG Consumption	tCO_2e	152.15	148.44	135.82
Percentage of Fuel Related Greenhouse Gas (GHG) Emissions Compared to Total Scope 1 GHG Emissions	%	96.82	82.23	99.08

Percentage of performance achieved compared with target

Unit : Percentage

Topic	Target	2025	2024	2023
Reduce Scope 1 GHG emissions from fuel consumption (diesel, gasoline, LPG) by 4.7% annually relative to the FY2021 baseline.	-18.80	-29.09	-18.88	-4.59

3.3.2 Environmental water management

The Company recognizes the importance of managing water resources efficiently and sustainably as part of its environmental and social responsibility. The Company adheres to the 3Rs principles (Reduce, Reuse, Recycle) to control and minimize environmental impacts, as well as to support the preservation of environmental quality within the surrounding communities.

Although most of the Company's water consumption is associated with public utilities and canteen, with only a small amount used in production processes, the Company continues to strictly manage its water usage. Clear targets have been established to reduce water consumption, minimize water losses, and enhance water reuse efficiency, for example, by returning treated water to partial circulation systems to improve resource efficiency and reduce wastewater generation.

In terms of water pollution control, the Company has installed a high-efficiency wastewater treatment system comprising both chemical and biological treatment processes. The system is closely monitored by qualified personnel, and the Company also engages a laboratory registered with the Department of Industrial Works and accredited under ISO/IEC 17025 to regularly analyze treated wastewater quality. These measures ensure that discharged wastewater consistently complies with legal standards.

As a result of these management practices, the Company achieved the following outcomes in 2025 :

- **Reduction in water consumption :** Total water usage amounted to 254,758 cubic meters, representing a 6.82% reduced from 2024. This improvement is attributed to regular leak inspections, preventive measures, and water conservation campaigns, leading to a cost reduction of 294,334 baht.
- **Water reuse performance :** The Company reused a total of 5,165 cubic meters of water, equivalent to 2.03% of total water consumption, exceeding the target of 1%.
- **Wastewater pollution control :** The wastewater treatment system operated at 100% efficiency throughout the year, and all discharge quality measurements complied 100% with legal standards, reflecting the Company's strong commitment to stringent environmental quality control.

Detail	Unit	2025	2024	2023
Total amount of water consumption	Cubic Meter	254,758.00	273,396.00	279,644.00
Total cost of water consumption	Baht	4,071,424.00	4,365,758.40	4,468,605.00
Total amount of water consumption in Chiller's drainage water circulation system	Cubic Meter	5,165.00	6,913.00	9,613.00

Percentage of performance achieved compared with target

Unit : Percentage

Topic	Target	2025	2024	2023
Water consumption decrement (Compare with previous year)	-1.00	-6.82	-2.23	-2.61
Water reuse decrement in circulation system (Compare with total amount of tap water consumption)	-1.00	-2.03	-2.53	-3.44
Operation control of wastewater treatment system (Barrel, activated sludge) to be efficient and work normally	100.00	100.00	100.00	100.00
Effluent water quality is compiled with legal standards.	100.00	100.00	100.00	100.00

3.3.3 Environmental policy and guildelines

The Company conducts its business with a strong commitment to maintaining a balance between business growth and environmental sustainability across all processes throughout the value chain. To demonstrate this commitment, the Company has established an Environmental Policy to ensure systematic and aligned management practices. The policy emphasizes strict compliance with all applicable laws and regulations, as well as the protection, prevention, and minimization of environmental impacts arising from business operations at every stage from raw material sourcing and production processes to transportation, product use, and end-of-life management. In addition, the Company places importance on enhancing environmentally friendly production processes and regularly reviewing environmental performance. These efforts are reflected in the Company's achievement of ISO14001 Environmental Management System certification, an internationally recognized standard.

The Company also prioritizes fostering environmental awareness and encouraging employee participation in various environmental initiatives to cultivate a strong Green Culture within the organization. Key focus areas include efficient resource utilization, energy conservation, biodiversity protection, and the preservation of ecosystems and surrounding communities. As a result of these continuous efforts, the Company has been certified as a Green Industry Level 4 (Green Culture) enterprise since 2016 and has consecutively maintained its certification under the Corporate Social Responsibility for Industrial Sector (CSR-DIW) program by the Department of Industrial Works, Ministry of Industry, for 10 consecutive years since 2015.

Since 2023, the Company recognized the growing significance of climate change, global warming, and the associated risks that may impact business operations. Accordingly, the Company has placed strong emphasis on implementing concrete measures to reduce greenhouse gas emissions, in alignment with government policies and the expectations of both domestic and international business partners. The Company launched its Carbon Footprint for Organization (CFO) project and appointed a dedicated working team to assess corporate greenhouse gas emissions, designating 2021 as the base year. The data has been collected and continuously verified by qualified experts up to the present.

3.3.4 Environmental management performance

1.) Air quality and noise management

The Company is committed to operating as an environmentally responsible organization by maintaining air emissions and noise levels within limits that are more stringent than the legal requirements. This commitment aims to sustainably enhance the health and quality of life of surrounding communities. Key initiatives include :

- Installing and maintaining air pollution control and dust removal systems, such as dust collectors and wet scrubbers, which provide high efficiency in pollutant removal. These systems help ensure that particulate matter, volatile organic compounds, and hazardous substances are consistently maintained below regulatory standards
- Implementing a strict Preventive Maintenance program for machinery and equipment related to pollution control, as well as enforcing speed-control measures for transportation vehicles. Regular noise monitoring of vehicles is conducted to minimize dust and noise impacts on nearby communities.
- Continuously monitoring stack emissions through a Continuous Monitoring System and conducting ambient air quality and noise level measurements by certified third-party agencies at the required frequency (e.g., air quality twice per year and noise once per year). Monitoring results are publicly disclosed.

Unit : Percentage

Detail	Target	2025	2024	2023
Air quality measurements are as required by law. (not exceeding the legal standards)	100.00	100.00	100.00	100.00
Noise measurements are as required by law. (not exceeding the legal standards)	100.00	100.00	100.00	100.00

2.) Greenhouse gas management

The Company recognizes the importance of addressing climate change as part of its commitment to sustainable development. Accordingly, the Company has established a policy to reduce greenhouse gas emissions (Scope 1 & Scope 2) by 42% by 2030, compared with the 2021 baseline year, equivalent to an average annual reduction of 4.7%. To achieve this goal, the Company has implemented a systematic Carbon Footprint for Organizational (CFO) to calculate and monitor GHG emissions across all operational processes, along with initiating emission reduction projects focused on improving key operations, such as :

- Installing solar rooftop systems to increase the share of renewable electricity consumption.
- Converting fuel-powered forklifts to electric forklifts to reduce direct emissions (Scope 1)
- Replacing old facilities equipment with newer high performance and energy-efficiency equipment to reduce indirect emission from electricity consumption (Scope 2)
- Procuring renewable energy certificates (RECs) to offset emissions associated with electricity consumption (Scope 2)

In 2025, the Company demonstrated significant progress in managing greenhouse gas emissions, with performance substantially surpassing established targets :

- Scope 1 : Emissions reduced by 63.93%, significantly exceeding the target of 18.80%.
- Scope 2 (Market-based) : Emissions reduced by 100% by using fully renewable electricity.

As a result, combined emissions from Scope 1 and Scope 2 decreased by 97.72%, reflecting the Company's strong effectiveness in mitigating climate-related impacts from core operations.

However, the Company is still facing the major challenges in managing indirect greenhouse gas emissions under Scope 3, which in 2025 accounted for 88.72% of overall emissions and increased 4.03% from the previous year and finally it was not achieve the reduction target of 6.00%. Emission volume have increased as a result of the expansion of business activities alongside ongoing challenges in managing environmental impacts arising from business partners and external activities throughout the value chain.

Regarding the Intensity Ratio, positive developments were observed. In 2025, GHG emissions relative to revenue declined compared with 2024 from 1.58 to 1.30, (for Location-based Scope 1 and Scope 2), indicating improved efficiency in controlling GHG emissions relative to the Company's revenue growth.

Nevertheless, the Company remains committed to sustaining its achievements in reducing operational emissions (Scope 1 and Scope 2) and strengthening its management of Scope 3, which constitutes the majority of overall emissions. The Company aims to enhance collaboration with business partners, improve impact assessments, and increase efficiency across the supply chain to support its long term GHG reduction goals and reinforce its role in contributing to sustainable climate action.

Greenhouse gas emission

Unit : tCO_2e

Detail	2025	2024	2023
Direct emission Scope 1	498.16	670.91	655.00
Indirect emission Scope 2			
- Location-based	19,819.04	20,754.85	21,009.00
- Market-based	0.00	0.00	0.00
Total emission Scope 1 and Scope 2	498.16	652.00	655.00
Other indirect emissions Scope 3	159,818.91	142,779.48	153,625.00
Revenue based Intensity Ratio Scope 1 and Scope 2			*Unit : tCO_2e/Million Baht*
- Location based	1.30	1.58	1.40
- Market-based	0.03	0.05	0.04
Revenue-based Intensity Ratio All scope			
- Location based	11.53	12.13	11.30
- Market based	10.26	10.60	9.95

Percentage of performance achieved compared with target

Unit : Percentage

Topic	Target	2025	2024	2023
Result of GHG emission reduction Scope 1	-18.80	-63.93	-51.43	-52.58
Result of GHG emission reduction Scope 2				
- Location based	-2.22	-3.07	1.51	2.75
- Market based	-100.00	-100.00	-100.00	-100.00
Result of GHG emission reduction Scope 1 and Scope 2	-18.80	-97.72	-97.01	-97.00
Result of GHG emission reduction Scope 3	-6.00	4.03	-7.06	0.00

Note : *1. The values for 2023, 2024, and 2025 have been verified and validated by an external verifier. (SGS Thailand Ltd).*

2. The indirect greenhouse gas emissions from purchased energy (Scope 2 Market based) in fiscal year 2025 are zero, as the company utilized 100% clean energy (comprising 6.17% from solar cells and 93.85% from renewable energy).

3. The GHG emission reduction results for Scope 1 and Scope 2 are compared against the 2021 baseline year.

4. The GHG emission reduction results for Scope 3 are compared against the 2023 baseline year.

3.3.5 Industrial waste management

The company places great importance on the efficient management of industrial waste to minimize impacts on the environment, communities, and society. It strictly complies with relevant laws while promoting the efficient use of resources, following the 3Rs principle (Reduce, Reuse, Recycle) in both production processes and office areas. The company also considers the potential for external utilization of each type of waste to ensure that the amount requiring treatment or disposal is minimized.

The company has set targets of “100% of waste utilization by reusing and recycling”, and avoiding disposal methods that do not provide benefits, such as incineration without energy recovery. Comprehensive monitoring, inspection, and control of environmental impacts are conducted throughout the waste management chain from segregation, storage, and transportation to final disposal through authorized contractors approved by the Department of Industrial Works, ensuring strict compliance with regulations and laws.

In 2025, the total industrial waste amounted to 4,937,837.95 kilograms, that decreased from 5,111,185.40 kilograms in 2024 and 5,438,604.74 kilograms in 2023. Most of the waste, 4,936,367.95 kilograms, was reused or recycled, while only 1,470 kilograms could not be utilized and required disposal by incineration.

Regarding the reduction of total waste generated by 2.00% compared with the previous year, in 2025 the company reduced over 3.39% of waste that achieved our target but can’t utilize all of waste. Only 99.97% of waste was reused or recycled that not achieved the target of 100% of waste utilization. This demonstrates the effectiveness of its measures to reduce waste, increase utilization, and minimize disposal. These results reflect the company’s commitment to sustainable waste management in line with the Circular Economy concept approach in a continuous and tangible manner.

Detail	Unit	2025	2024	2023
Total of waste generated	Kilogram	4,937,837.95	5,111,185.40	5,438,604.74
(1) Total of reusable or recyclable waste*1	Kilogram	4,936,367.95	5,093,550.40	5,390,284.74
(2) Total of non-reusable and non-recyclable waste*2	Kilogram	1,470.00	17,635.00	48,320.00

Performance achievement compared with target (YoY)

Unit : Percentage

Topic	Target	2025	2024	2023
Reduction of total waste generated	-2.00	-3.39	-6.02	-14.01
Waste utilization by reuse or recycle	100.00	99.97	99.65	99.11

Note : *1. Methods of waste processing are managed by reused or recycled such as sorting, fuel substitution, or burning for energy recovery or fuel blending.*
2. Non-reusable or non-recyclable waste was treated by co-incineration in cement kilns.

3.3.6 Industrial waste operating results

The company places great importance on the efficient management of waste, focusing on waste reduction at the source, reuse, and environmentally friendly disposal methods.

In 2025, the amount of industrial waste decreased compared to 2024. Non-hazardous waste decreased by 60,442.45 kilograms (1.33%), and hazardous waste decreased by 112,905.00 kilograms (20.13%), reflecting the effectiveness of the company's waste reduction measures and continuous improvements in production processes.

Detail	Unit	2025	2024	2023
Total of waste generated	Kilogram	4,937,837.95	5,111,185.40	5,438,604.74
(1) Total of non-hazardous waste	Kilogram	4,489,740.95	4,550,183.40	4,937,775.74
(2) Total of hazardous waste	Kilogram	448,097.00	561,002.00	500,829.00

Performance achievement compared with target (YoY)

Unit : Percentage

Topic	Target	2025	2024	2023
Reduction of non-hazardous waste	-2.00	-1.33	-7.85	-14.01
Reduction of hazardous waste	-2.00	-20.13	12.01	-21.67

3.3.7 Reusable or recyclable waste

The company has set targets of "100% of waste utilization by reusing and recycling" and in 2025, the Company continue to reuse and recycle both hazardous and non-hazardous industrial waste that nearly 100% of waste utilization as show above. These results demonstrate the efficiency of the Company's waste management system and its commitment to promoting a sustainable circular economy. The details of quantity and proportion of waste are shown below :

Detail	Unit	2025	2024	2023
Amount of reusable or recyclable waste	Kilogram	4,936,367.95	4,547,478.40	4,910,810.74
(1) Amount of reusable or recyclable non-hazardous waste	Kilogram	4,488,270.95	4,001,406.40	4,431,336.74
Accounted for	%	90.92	87.99	90.24
(2) Amount of reusable or recyclable hazardous waste	Kilogram	448,097.00	546,072.00	479,474.00
Accounted for	%	9.08	12.01	9.76

3.3.8 Waste to landfill

The company has set targets of “Zero Waste to Landfill” and in 2025, the Company does not processed any hazardous and non-hazardous industrial waste by landfilling method and achieved its target. This outcome reflects the success of the Company’s effective waste-management practices and its commitment to sustainable circular operations.

Detail	Unit	2025	2024	2023
Amount of waste to landfill	Kilogram	0.00	17,635.00	48,320.00
(1) Amount of non-hazardous waste to landfill	Kilogram	0.00	2,705.00	26,965.00
Accounted for	%	0.00	0.06	0.55
(2) Amount hazardous waste to landfill	Kilogram	0.00	14,930.00	21,355.00
Accounted for	%	0.00	2.66	4.26

In addition, the Company is aware of the environmental risks and its’ adverse impacts from our business operations that may affect society and the environment throughout the value chain. The Company always corporates and participates in government activities or projects as part of building good relations between each other. To achieve goals, the company set strategic Key Performance Indicators (KPIs), operate and evaluate the results regularly :

Unit : Times

Detail	Target	2025	2024	2023
Accidents that cause environmental pollution or significant problems	0	0	1	2
External environmental complaints	0	1	0	0
Notification from government agencies	0	0	0	0

For the key performance indicator on the number of accidents that cause environmental pollution or significant problems, the Company set a target to “Zero”, In 2025, the Company efficiently managed and controlled its operational processes and successfully achieved the target. This reflects the continuous improvement of risk control measures adopted in previous years. The Company remains committed to maintaining stringent operating standards to prevent any significant environmental impact from its activities in the future.

Next key performance indicator regarding the number of external environmental complaints, the Company also set the highest target as “Zero”, However, in 2025, one complaint was received concerning odor nuisance from the Company’s operations. The Company responded promptly and systematically, including investigating the cause, installing and improving additional air pollution control systems, and officially communicating the resolution to the complainant. Furthermore, the Company has established continuous monitoring and improvement measures to ensure the 'Zero' target can be achieved in the following year.

The Company gives the highest priority to strict compliance with environmental laws, regulations, and requirements related to its business operations. Therefore, the target for the number of official warnings or legal enforcement action by government agencies was set as “Zero” and in 2025, the company achieved the target. This success reflects the efficiency of the Company's internal environmental management system, and closely and periodically monitoring of regulatory changes. This continuous achievement affirms the Company's commitment to conducting business responsibly towards the environment and operating sustainably within the legal framework.

3.4 Social sustainability management

3.4.1 Social policy and guidelines

The Company strives to produce good quality products based on its responsibilities for the effects caused by its business operation. The Company emphasizes transparency of business operations, accountability, ethics, human rights' respect, stakeholders' benefits, safety for consumers, and shall consider the effect on the community and environment by observing the laws and other requirements, or relevant international practices, as well as develop and improve the foundation of social responsibility consistently and sustainably.

The following 6 major principles of this policy are determined as the mutual arrangement.

1. Good Corporate Governance

The Company gives priority to good corporate governance, as it is an important mechanism that leads to efficient, transparent, and auditable management systems, which will help build confidence and trust by the shareholders, investors, stakeholders, and all related parties. In addition, it will enhance the Board of Directors' working potential and the audit system to control the business and the managements' performance, as well as prevent dishonest and risky behavior by the management.

2. Human Rights and Labor Practices

The Company gives importance to basic human rights and encourages respect of such rights and liberty without discrimination of nationality, religion, color, age, gender, sexual orientation, race, physical disability, or marital status, as well as allows involvement in political activities. The Company does not allow enforced labor, child labor, and implements preventive measures against brutality, sexual abuse, and physical and mental constraints.

3. Community Involvement and Development

The Company considers the demands of the community and encourages its personnel to be partners with relevant local parties near the business premises to develop education, culture, society, and be involved in improving the quality of life in the community. The Company encourages and supports employees participating voluntarily in the community's activities for the public interest

4. Customer, Business partner, and Consumer responsibility

The Company strives to achieve the customers' utmost satisfaction by offering good quality and safe products and services and pays close attention to the importance of handling customers' or consumers' complaints promptly. The Company promotes, educates, and encourages awareness among business partners. The Company expects to receive goods and services in the same way and strives to maintain sustainable relationships with each customer and business partner.

5. Fair Operating Practices

The Company strives to operate its business fairly and ethically, pays attention to observing the laws and social rules, and expresses its determination against corruption and bribery by means of the internal and external audit system, promotes fair trade competition, respects intellectual property and local wisdom, and involves in politics responsibly.

6. Conforming to Environmental Standards

The Company has determined an explicit environmental policy and complies accordingly. The Company strives to prevent causing pollution, minimizes the possible impact due to business operations, and implements an environmentally friendly production process. The Company arranges regular energy and environmental conservation activities, to conserve and maintain the ecosystem and environment of the community and has an organizational culture among the employees and operators in the Company that emphasizes green culture and sustainable green networks. The Company is implementing the training program in order to educate employees about the environmental protection, biodiversity conservation and energy conservation, through which it encourages utilizing its resources more efficiently for a sustainable society.

Progress of sustainable development of the organization (ESG)

E : Environmental

- The Company is aware of its environmental impact and has set a target of reducing greenhouse gas emission by 42% in 2030 compare to the base year 2021, to achieve the target, we launched the CFO (Carbon footprint of Organization) project and performed the calculation where the Company able to calculate Scope 1, 2 and 3 emissions by factories and activities in order to determine clearly action for reduce the greenhouse gas emissions.
- The Company considers the efficient use of energy and has set an internal target of energy conservation -0.56% per year compared to sales amount that achieved the target of -17.29% by installing VSD motors and improving the high efficiency cooling system, including concern with the source of energy from installed a solar rooftop photovoltaic system (Rooftop PV system) and purchased Renewable Energy Certificates (RECs) which results in 100% of renewable energy.
- The Company cooperates with the government by participated in the kick-off of the projects “Industry unites, preserves clear water, cares for the community” organized by the Ministry of Industry, emphasis is placed on supervision from the point of origin of the establishment to ensure that it complies with the requirements/criteria of relevant regulations, does not affect the environment and community, as well as restoring public canals together with the industrial sector in the surrounding radius that unites to help and take care of water resources for sustainability.

S : Social

- The Company is aware of the importance of respecting human rights and attaches importance to human dignity and basic rights of individuals which the Company is committed to treating everyone with equality, fairness so we have established a human rights policy.
- The Company is committed to creating satisfaction and confidence for customers which affects business success. Therefore, we respond to customer requirements such as implementing measures to reduce greenhouse gas emissions and Responsible Mineral Purchasing to maintain good long-term relationships.
- The Company conducts business in conjunction with social care. There are social activities along with taking care of the environment and society with corporate governance principle according to ESG guidelines continuously that each factory has activities with nearby community or school such as construct a community's pharmacy room, renovate a school library, replace new toilet equipment, renovate spectator stands. The company achieved 10th consecutive years of "CSR-DIW Continuous award" from Department of Industrial Works.

G : Governance

- The Company attached important to sustainable business by establishing a sustainability committee consisting of the president and directors in charge.
- The Company takes responsibility for personal information by changing the data management methods for accessing internal database systems to comply with the PDPA Act and has taken action to address complaints regarding the PDPA.
- The Company is committed to disclosing important information related to the Company, both financial and non-financial information by improving internal operations to ensure accurate and timely disclosure of information.

3.4.2 Social operating results METCO’s CSR Activities

MIND FAIR

The company has continuously organized the “Industry Fair” in collaboration with the Samut Prakan Provincial Industry Office. This event provides opportunities for local entrepreneurs, schools, and community members in Samut Prakan Province to sell their products within the company and to nearby residents. The initiative aims to stimulate the local economy and strengthen local businesses.

In 2025, this fair was expanded to Plant 3 to establish additional distribution channels and further promote income generation within the community. The project successfully generated a total revenue of THB 844,541 for participating entrepreneurs.

METCO1 METCO SHARES HEALTH PROJECT
Construction of a community's pharmacy room at Village 5, Khan Na Yao District, to improve accessibility to healthcare services.

METCO2 METCO CHANGE PROJECT Library renovation and installation of sanitary toilets to improve the goodlearning environment and the best hygiene practice for students at Wat Sao Thong Nok school.

METCO3 METCO BUILDS SAFER STANDS PROJECT
Renovation of spectator stands to improve condition of sports facilities safer at Wat Bua Roi school.

3.4.3 Social operating results METCO's CSR Awards

METCO1 METCO2 METCO3

In 2025, the company achieved a "CSR-DIW continuous award" for 10th consecutive years from department of industrial works, Ministry of Industry. The award is a strong indicator of the company's commitment to responsibility and high operational standards. The company started the project in 2016 and continuously adopted the practices of CSR-DIW standard for the activities with community nearby the factory, with employees, and environmental activities. These activities raised awareness of community involvement and participation in driving sustainable development.

4. Management's Discussion and Analysis (MD&A)

The following Management's Discussion and Analysis should be read in conjunction with the consolidated financial statements and notes to financial statements. If not defined otherwise, all financial information presented in this document are in Thai Baht. The Company presents its financial statements in accordance with the Thai Financial Reporting Standards (TFRS), which has been adjusted in accordance with the International Financial Reporting Standards (IFRS). All the financial information discussed herein is for the fiscal year ended September 30th and has been prepared on consolidated basis.

Result of Operations and profitability

Detail	Unit	2025	2024	2023
Total Revenue	Million Baht	17,804.08	15,958.28	18,035.76
Cost of Sales and Total Expenses	Million Baht	16,359.30	15,312.18	17,630.63
Net Profit	Million Baht	1,099.94	295.69	242.68
Earnings Per Share	Baht	52.63	14.15	11.61
Dividend per share	Baht	30.00*	8.00	10.00
Number of Shares	Million Shares	20.898	20.898	20.898
Total Assets	Million Baht	10,013.67	9,032.61	9,201.05
Total Liabilities	Million Baht	2,783.51	2,697.49	2,926.32
Total Shareholder's Equity	Million Baht	7,230.16	6,335.12	6,274.73
Book Value	Baht	345.97	303.14	300.25

Note : **Pending for approval from the 2026 Annual General Shareholders' meeting*

The Group earned total revenue from sales in this year amount Baht 17,693.47 million, an increase of Baht 1,860.36 million, or increased 11.75% from the prior period by increasing in printer business which has the strong global demand. Although the current office work procedure is focusing on digitalization to improve reduces the need for original documents storage space, etc. On the other hand, the hybrid working employee who working in both the office and home, still needs the high performance printer which has high speed, clear picture, low cost and environment friendly in order to produce higher work quality. These factors support the increase of printer demands.

The Group earned a gross profit in this year amount 2,136.00 million baht, gross profit increased Baht 917.00 million or increased 75.23% from prior period which gross profit amount Baht 1,219.00 million. But, the net profit has increased amount Baht 804.24 million or increased 271.99% from the prior period. The significant increase of profit was increased from the sales of printer business.

Key financial ratios that reflect the Group's financial position and performance in its core business. Comparative data over the past 3 years

LIQUIDITY RATIOS

Detail	Unit	2025	2024	2023
Current Ratios	Times	3.48	3.14	2.88
Quick Ratios	Times	2.81	2.30	2.22
Cash Flow Liquidity Ratio (Average)	Times	0.70	0.06	0.21
Account Receivable Turnover	Times	6.53	6.23	6.87
Collection Period	Days	56	59	53
Finish Goods Turnover	Times	19.53	21.62	32.32
Finish Goods Turnover Period	Days	19	17	11
Average Inventory Turnover	Times	9.49	8.86	10.25
Account Payable Turnover	Times	9.35	8.31	8.19
Payment Period	Days	39	44	45
Cash Cycle	Days	36	32	19

PROFITABILITY RATIOS

Detail	Unit	2025	2024	2023
EBITDA Margin	%	10.31	5.13	4.67
Gross Profit Margin	%	12.07	7.70	7.44
Operating Margin	%	7.54	3.29	1.55
Return On Equity (ROE) (Average)	%	16.22	4.69	3.83
Capacity Utilization Rate	%	78	71	73
Fixed Asset Turnnover	Times	8.24	6.91	7.29
Other Income To Total Income	%	0.62	0.78	0.71
Cash From Operation To Operating Profit	%	114.24	24.29	198.54

FINANCIAL RATIOS

Detail	Unit	2025	2024	2023
Interes Coverage Ratio	Times	253.56	85.86	80.53
Debt Service Coverage Ratio	Times	10.29	3.27	2.46
Total Debts To Total Equity	Times	0.38	0.43	0.47
Interest Bearing Debt To Equity Ratio	Times	0.02	0.04	0.05
Dividend Per Share	Baht/Share	30.00*	8.00	10.00
Dividend Payout Ratio	%	57.72*	65.55	98.18
Dividend Yield	%	13.57*	4.12	4.37
Interest Bearing Debt Due In 1 Year To Total Interest Bearing Debt	%	47.66	39.55	32.69
Interest Bearing Debt To Equity Ratio	Times	0.10	0.31	0.41

Note : **Pending for approval from the 2026 Annual General Shareholders' meeting*

EFFICIENCY RATIOS

Detail	Unit	2025	2024	2023
Asset Turnover (Average)	Times	1.87	1.75	1.89
Return On Assets (ROA) (Average)	%	11.55	3.24	2.55
Return On Fixed Assets	%	67.99	30.38	26.88

5. General information and other material facts

5.1 General Information

Company Name	Muramoto Electron (Thailand) Public Company Limited
Stock Symbol	METCO
Established	November 1987
Nature of Business	Manufacturer and exporter of electrical, electronic component parts and automotive parts.
Company Registration No.	Bor Mor Jor 326
Registration Date	Transformed to Public Company on March 15th, 1994 in accordance with Public Company Limited Act B.E. 2535
Registration Capital	238,981,000 Baht
Paid-up Capital	208,981,000 Baht
Quantities and types of shares issued and sold	20,898,100 ordinary shares each of par value 10 Baht
Industry	Technology
Sector	Electronic components
Website	www.metco.co.th
Contact	Tel +66 2518 1280 Fax +66 2518 1287

Head office and Branch Office Location

Head Office	886 Ramindhra Road, Kwaeng Kannayao, Khet Kannayao, Bangkok 10230
METCO1	886 Ramindhra Road, Kwaeng Kannayao, Khet Kannayao, Bangkok 10230
METCO2	1 Mu 6 Bangna-Trad Road Km. 25, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570
METCO3	99/7 Mu 3 Bangna-Trad Road Km. 23, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570

Securities Registrar

Office Title	Thailand Securities Depository Co., Ltd.
Address	Stock Exchange of Thailand Building, 93 Ratchadaphisek Road, Kwaeng Din Daeng, Khet Din Daeng, Bangkok 10400 Tel +66 2009 9999 Fax +66 2009 9991

Auditor

Auditor name	Ms. Jamjuree Sathapornchaiwat, CPA Registration No.11567
Office Title	KPMG Phoomchai Audit Ltd.
Address	1 Empire Tower, 50th floor, South Sathorn Road, Kwaeng Yannawa, Khet Sathorn Bangkok 10120

5.2 Other material facts

-None-

5.3 Legal disputes

-None-

5.4 Secondary market

The Company does not have any securities listed on the stock exchanges in other countries.

5.5 Financial institutions with regular contacts (Only in the case of issuing debt securities)

-None-

PART 2
CORPORATE GOVERNANCE

6. Corporate Governance Policy

The Board of Directors of the Company is diligent in performing their duties. Firstly, accounting to the law, secondly, according to the aims and rules of the Company, and thirdly, to the satisfaction of the shareholders.

The Board of Directors is also involved in determining future direction and controlling and supervising the Company so that it is managed efficiently.

The Board of Directors ensures that Company's operation is according to prescribed policies and to the principles of good corporate governance set by the Securities and Exchange Commission (SEC). And there is a public relations to all employees about the corporate governance policy through the information system and through the company's website.

Therefore, the Board of Directors has established the Good Corporate Governance Policy that all the Company's Directors, Executives, and employees shall use as the working guidelines. And the policies and guidelines are reviewed annually. The content covers five categories as follows :

1. Rights of shareholders
2. Equitable treatment of shareholders
3. Role of stakeholders
4. Disclosure and transparency
5. Board responsibilities

1) Understand and respect the shareholders' right of ownership, for example, trading or transferring shares, receiving profit share from the Company, receiving sufficient information from the Company, attending the shareholders' meetings to vote appointing and demoting the Directors, appointing the auditors, and any matters affecting the Company, such as allocating dividends, stipulating or revising the Articles of Association and Memorandum of Association, decreasing or increasing the capital, and approving special matters, etc.
2) Treat the shareholders equally and fairly, i.e. give the minority shareholders the chance to nominate the Directors in advance with a reasonable time, give absent shareholders the chance to exercise their right to attend the meetings and vote by proxy holders, and give minority shareholders the chance to propose additional agenda items prior to the shareholders' meetings, etc.
3) Take action to prevent the Directors and Executives from using internal information for the benefit of themselves or others falsely in such a way that shall take advantage of the other shareholders, such as by insider trading, or disclosing internal information to any parties related to the Directors and Executives, which is considered as taking advantage, or that may cause damage to the overall shareholders, etc.
4) Take action to allow the Directors and Executives of the Company to disclose information on their and related parties' interests, so that the Board of Directors can consider any transactions of the Company that may have a conflict of interest and can decide accordingly for the Company's overall benefit. However, the Directors and Executives who have an interest in the Company's transactions shall not be involved in making decisions on such transactions.
5) Take action by considering all groups of stakeholders in compliance with the law or agreements made with the Company, including the shareholders, customer, business partners, business competitors, creditors, community, and society, without being influenced by personal needs, family, relatives, or other parties known personally.
6) Operate the business by emphasizing the importance of credibility and honesty; the Directors and Executives shall perform their tasks and treat the Company and all groups of stakeholders in an honest, transparent, and fair manner.
7) Avoid transactions involving themselves/related juristic persons that may cause a conflict of interest with the Company.

8) Take action to provide channels and procedures for all groups of stakeholders to report or submit a complaint regarding illegal actions, correctness of the financial reports, impaired internal control system, or unethical matters, to the Board of Directors, together with a protection mechanism of the whistleblowers' right.
9) Take action regarding social responsibility, especially any direct impact on the business by considering the environmental and social factors for sustainable development.
10) Take action regarding the disclosure of data and information in a correct and timely manner, so that the stakeholders can obtain the information showing the Company's operating results, financial status, and critical developments, and in accordance with the criteria of the Securities and Exchange Commission (SEC) and the Securities Exchange of Thailand (SET).
11) Take action to combat corruption, fraud, intellectual or copyright infringements, and respect the law and human rights.
12) Take action to ensure effective internal control systems and compliance procedures.
13) The Board of Directors shall control the overall management of the Company to comply with the Good Corporate Governance Policy, namely, Rights of shareholders, equitable treatment of shareholders, Role of stakeholders, Disclosure and transparency, and Board responsibilities.

6.1 Overview of the Policy and Guidelines

6.1.1 Corporate Governance Policy and Guidelines relevant to the Director

Roles and Responsibilities of the Board of Directors

1) To undertake the Company management in compliance with the laws, the Company objectives, the Articles of Association, and the resolution of the Shareholders' Meetings with integrity and in good faith and protect the Company interest.
2) To determine the vision, mission, policies, and business strategies of the Company, and reviewing every year with supervising the implementation of the Company's strategy.
3) To approve and review key business matters of the Company, such as financial targets, work plans and budget at least once a year.
4) To oversee the management team's performance in order to ensure due attentiveness and care.
5) To establish the Good Corporate Governance Policy and review the compliance with it annually.
6) To establish the Risk Management Systems and assess the results.
7) To review the Company's internal control and internal audit systems to be correctly and efficiently conducted.
8) To approve the Corporate Code of Ethics, review the compliance with it at least once a year and revise from time to time according to the changing environment.
9) To approve the policy to prevent Directors, management, and employees from using inside information for personal benefit and monitor the compliance.
10) To report to the Company any conflict of interest of their own and/or related person in relation to the Company or the Group's management by report any conflict of interest every year.
11) Directors and executives are required to report their own and related person's interests when appointment and any changes, by submit to the Company secretary in order to submit the Copy interest's report to chairman of Board of Director and Chairman of Audit Committee for acknowledgement. Morever, They are required to report the changes of interest at least once a year.

12) To establish and provide employee and other stakeholders with the Whistleblowing Channel together with the feedback mechanism.
13) To prepare and submit the audited financial reports in accordance with generally accepted accounting principles as well as supervising and examining the financial reporting system for accuracy, transparency, and adequacy.
14) To consider and approve investment and capital expenditure.
15) To approve the related transactions between the Company and its subsidiaries in compliance with the relevant notifications, regulations, and guidelines.
16) To arrange meetings of the Board of Directors, at least once a quarter, with the presence of as many Directors as possible.
17) To establish the mechanism for the annual performance evaluation of the Board of Directors, sub-committees and high-level Executives in order to assign appropriate remuneration.

The Board of Directors has considered and reviewed the appropriateness of principles and Practices of good corporate governance to the Company. There are some matters that the Company has not yet apply

1. The chairman of the board should be an independent director
2. The independent director should not have term beyond 9 years

6.1.2. Corporate Governance Policy and Guidelines relevant to Shareholders and Stakeholders

Rights of shareholders

The Company recognizes that every shareholder is the owner of the Company and that he/she should be treated fairly and equitably according to all relevant laws and regulations. The Company always respects and protects shareholders' rights.

Rights to attend the shareholders' meeting and vote

The Company holds the Annual General Meeting of Shareholders (AGM) once a year within four months after the end of fiscal year in accordance with the laws, regulations, and best practice. In 2026, the Company held AGM No.1/2026 on January 22nd, 2026, at 14:00 hrs. by electronic meeting (e-AGM) with live streaming from Ballroom1 Hilton Bangkok Grande Asoke (30 Sukhumvit 21 (Asoke) Rd, Bangkok 10110, Thailand) as follows.

Before the meeting date :

The Company selected and arranged the above-mentioned meeting in order to make it convenient for shareholders to attend the e-AGM. In addition, in order to facilitate shareholders to ask questions or offer suggestions smoothly and efficiently. The notification of AGM was sent by the Company by posted mail 21 days prior to the meeting date so that the shareholders could have enough time to study and review the details of agendas and related information disclosed in the notice. The notification was prepared both in Thai and English for convenience of foreign shareholders.

On the meeting date :

The AGM was chaired by the Chairman of the Board of Directors. Prior to the discussion of the agenda items, quorum is clearly advised. The Directors of the Board, 8 out of 8 (100%), attended the meeting which included the Chairman of the Board, the Chairman of the Audit Committee, and the President. Also the external auditors attended the meeting, shareholders could present their opinions, questions, suggestions, and recommendations with great expectation of obtaining comments, answers, counter-opinions and discussions from the Executives and experts based on full understanding. The Chairman could conduct the AGM in compliance with all relevant laws, regulations, and best practices so that none of shareholder was disturbed of intervened from exercising right of a shareholder.

After the meeting date :

The minutes of the AGM recording all the resolutions established in the meeting was made and appropriately sent to the Stock Exchange of Thailand (SET).

Rights beyond voting right

The Company has provided shareholders with the rights beyond voting right as follows.

1) The rights to receive share certificates, to be counted as a shareholder, to sell, buy, transfer shares or to inspect shareholder records.
2) The right to be informed timely and sufficiently by the Company of operating and financial results and management policies etc., and to access the Company for other information like minutes of shareholders' meeting, etc.
3) The right to receive an equitable dividend.
4) The right to receive an equitable option in the event of share capital increase.
5) The right to attend shareholders' meetings, to present opinion and recommendation on the subjects and vote on decisions concerning major corporate matter such as dividend, appointment or dismissal of the Company Directors and approval of their remuneration, appointment of auditors and approval of their remuneration, etc.
6) The right to inspect the management of the Board of Directors, such as to inspect the Company books and records through the Company's public filings including 56-1 One Report etc.
7) The right to obtain a redress or a rectification for any violations of their rights.

In 2025, the Company had no actions that violated the right of shareholders, such as neither prevent nor disturb any shareholder from his/her communication with other shareholders, and neither add nor change any agenda of the shareholders' meeting without notifying shareholders in advance.

Equitable treatment of shareholders

The Company respects and ensures equitable and fair treatment of all shareholders. Whether they are major or minor, of big or small size holding, foreign or domestic, individual, or institutional, the Company provides them with equal rights. This equitable treatment policy of the Company includes the principle of "one share, one vote". Proposing additional agenda and nominate the Directors.

In addition, the Company opened for the shareholders to propose additional agenda and to nominate candidate to be a director of the Company in advance. Procedures and details were disclosed on the Company's website during July 1st, 2025 – September 30th, 2025, but no shareholders had exercised the rights.

Prevent the use of inside information

The Company has policies and mechanisms for controlling the use of inside information by the Board members and executives for their own benefit as follows.

1) Give notice to the Board members and executives about their duties to report the Company's shareholding and movement to the Securities Exchange Commission (SEC) under the Securities and Exchange Act B.E.2535 and regulations of the Stock Exchange of Thailand (SET).
2) Notify the Board of Directors and executives of the forbiddance of them in being a partner of holding shares of a company conducting the same business.
3) Inform the Board members and executives that they shall not sell or buy the Company's assets or conduct any business with the Company.
4) Require the Board members and executives to report to the Board or Company Secretary at least one day before their actual trading of the Company's share.
5) Ask the Board members and executives to disclose their holding status and trading of the Company's share and confirm their actual situation with them on a monthly basis through the Company Secretary.
6) Report to the Board of Directors on the shareholding status of individual Board member and executive at every Board of Directors meeting.

In 2025, the Company has informed and updated how to prevent the use of inside information for all Directors, excecutives and employees. And this year, there was no trading in the Company's shares by insiders, especially, Directors and executives. Also there was no one violate the use of inside information.

Holding and transfer of the Company's share by Board of Directors, Exceutives Committee and Company Secretary

Name		Shareholding of Board of Directors, Exceutives Committee and Company Secretary				Shareholding of the Company's share by the spouse or minor children			
		September 30th, 2025	%	September 30th, 2024	Number of Shares increase (decrease) during the year	September 30th, 2025	%	September 30th, 2024	Number of Shares increase (decrease) during the year
1. Mr. Yoichi	Muramoto	0	0%	0	0	0	0%	0	0
2. Mr. Tatsuya	Awazu	0	0%	0	0	0	0%	0	0
3. Mr. Ichiro	Nishimura	0	0%	0	0	0	0%	0	0
4. Mr. Akira	Tatsumi	0	0%	0	0	0	0%	0	0
5. Mr. Takashi	Maejima	0	0%	0	0	0	0%	0	0
6. Mr. Wanchai	Umpungart	0	0%	0	0	0	0%	0	0
7. Mr. Nop	Rojanavanich	7,250	0.03%	7,000	250*	0	0%	0	0
8. Mrs.Weena	Suksawadi Na Ayuthaya	0	0%	0	0	0	0%	0	0
9. Mr. Shigeru	Takamatsu	0	0%	0	0	0	0%	0	0
10. Mr. Seiji	Kubosaka	0	0%	0	0	0	0%	0	0
11. Mr. Yuji	Kanke	0	0%	0	0	0	0%	0	0
Ms. Vipavee	Lertchaiprasert	0	0%	0	0	0	0%	0	0

Note : ** Received shares through inheritance.*

Role of stakeholders

The many people who are associated with the Company, all contributed to its overall success to a greater or lesser degree. Their contribution is important and deserving of recognition in ensuring that their rights are given due consideration. Members of this group include creditors, both government and private sectors, also subsidiary companies as well as the Company management, office staff and employees. All of these people contribute to the ultimate success of the Company.

Employees

The Company policy is employee retention to optimum product quality standards can be achieved. They are well compensated by the Company for their efforts. The Company's wage payments include minimum wage, overtime allowance and other welfare benefits prescribed by law and are in compliance with all regal requirements. Provident fund is one of the key long-term benefit programs to employees that the Company provides to help employees to save a portion their salary in the event of retirement, disability, sickness or unemployment.

The Company has been awarded of "Labor Management Excellence Award" by Ministry of Labor of Thailand for 18 consecutive years since 2008. In summary, the Company committed to providing various welfare programs for employees in order to make them have better life, good health, support for family etc., so that it could keep the moral and motivation of employees high and retain them for longer service duration.

Number of employees with disabilities

In 2025, the Company operated in accordance with the Persons with Disabilities Empowerment Act, B.E. 2550 (2007) by supporting people with disabilities with equal practices, organizing works suitable for people with disabilities, and allowing people with disabilities to work in their place of residence in order to achieve the goal of creating jobs for people with disabilities and distributing income to the community residence.

In 2025, the Company employed 26 disabled persons, who were divided into 2 groups :

1. Section 33 : The Company has employed 4 persons with disabilities as employees
2. Section 35 : The Company granted concessions, arranged places for distributing products or services to 22 persons with disabilities.

Summary of welfare programs provided to employees is as follows :

Economic Betterment	Healthcare Improvement	Family Support	Amenities and others
Retirement benefits	Life insurance	Right to leave for vacation, sick leave, maternity leave etc.	Uniforms
Provident fund	Annual physical check-up	Employee assistance such as ordination benefit, maternity benefit, wedding benefit, employee death benefit etc.	Affordable and hygienic canteen service and consumer goods
Social security fund	Physical examination for occupational health risk factor	Funeral assistance fund for employee's family members	Transportation
Funeral assistance fund for employee	Medical benefits including dental care	Special Retirement compensation scheme in case of employee death	Recreation activities such as Sport day, New year party etc.
Night shift allowance	Nursing room with registered nurse		Religion and traditional events such as Songkarn festival, candle festival etc.
Good attendance allowance	Basic medical equipment and supply		
Service years allowance	Automated External Defibrillator (AED)		
Meal allowance	Fitness equipment		
Cost of living allowance			
15th year Long service award			
Retirement extension scheme			
Special Bonus			
Early retirement scheme			

Safety, Occupational Health, and Environment at Work Management

Safety, Occupational Health, and Environment at Work are the most important aspects of the business and its stakeholders, particularly employees, suppliers/contractors, and communities and society due to accidents or diseases from work can affect life and property of employees and other stakeholders including impact to business to resolve and provide compensation to those involved. Because of this, the Company has set in place a Safety, Health and Occupational Policy which requires employees and contractors to perform safety duties and responsibilities for themselves and their colleagues in compliance with safety regulations and standards including operational risk assessment and building safety awareness to employees and the involved to be built safety occupational health organization culture.

Safety, Occupational Health and Environmental Policy

The Company is committed to providing a safe workplace, promoting an occupational health, and improving an environmentally friendly and socially responsible production process by

1) Comply with the safety, occupational health and environmental legislation, the requirement of prohibited hazardous substances used in products and other related requirements, legislations, and obligations.
2) Improve and develop the management system of safety, occupational health continuously by providing the necessary resources which including personnel, time, budget and an appropriate or a sufficient training to achieve occupational health and safety objectives.
3) Eliminate hazards and reduce risks by assessing work risks which cover all activities and 5S Management in the workplace to be well organized, encouraging employees to participate in survey, inspecting and fixing non-conformity issues to raise to be the standard of the company. Also, employees will be protected from punishments or unfair treatment because of reporting incidences, risks, and opportunities.
4) Promote the occupational health, safety condition of working for the prevention of work-related injury and illness by complying with the objectives, risks and opportunities of occupational health and safety management system and the organization context.
5) Protect the environment and prevent pollution by reducing the environmental impact of the operations and developing environmentally friendly production processes continuously.
6) Promote the efficient use of resources, including maximizing energy conservation.
7) Promote the conservation of biodiversity and reduce greenhouse gas emissions, including the participation of community development for providing a sustainable society.
8) Encourage the participation and consultation about occupational health, safety and environment for employees and other related parties.

The Company has defined safety goals and implements and include monitoring and continuously improvement of safety occupational health performance to comply with standard of Occupational Health and Safety Management System (ISO45001) that has certified, which is an Internationally Accepted Standards.

Safety, Occupational Health, and Environment at Work Performance

The Company has established Occupational Health, Safety, and Environmental (OHSE) practices for all employees as well as individuals working within the Company's premises, including contractors, subcontractors, and business partners. These practices cover comprehensive risk assessments across all work processes, establishment of safety manuals and standard operating procedures, continuous monitoring and improvement of workplace conditions, and preparedness for emergency response. The aim is to ensure a safe, appropriate, and healthy working environment, minimize potential risks, and promote a strong and sustainable safety culture within the organization. The Company strives toward the goal of achieving "Zero Accident," with specific objectives and performance results as follows :

Detail	Unit	Target	2025	2024	2023
Total number of hours worked by employees	Hour		5,748,560.23	5,830,828.70	5,756,252.33
Number of fatalities from working	Person	0	0	0	0
Minor accident (Off work less than 3 days)	Times	0	7	5	2
Major accident (Off work 3 days or more	Times	0	3	1	2
Number of employees who were injured being off work for 1 day or more	Person	0	10	6	4
Rate of Injury severity rate is zero (Injury Severity Rate: ISR)	%	0.00	2.61	2.57	4.70
Rate of Illness from work-related rate is zero	%	0.00	0.00	0.00	0.00

Amid the rapid global changes across economic, environmental, social, and technological dimensions that directly affect business operations, the Company recognizes both the challenges and opportunities arising from these transformations. Accordingly, the Company places great importance on caring for, retaining, and developing its employees the most valuable human capital and a key driving force toward sustainable organizational growth.

In 2025, the total employee working hours slightly decreased compared with 2024. The Company, however, continued to operate in strict compliance with labor laws by setting regular and overtime working hours in accordance with legal requirements, while maintaining continuous monitoring and supervision. These efforts ensure that all employees receive fair treatment and appropriate support in terms of welfare, safety, and quality of work life.

The Injury Severity Rate (ISR) in 2025 was recorded at 2.61, representing a slight increase from 2024 but still within a controllable level. In response, the Company reviewed and enhanced its safety management system to improve overall efficiency and effectiveness. Preventive measures were prioritized, including specialized safety training (such as Working at Heights Training, Kiken Yoshi Training (KYT)), regular risk communication in work areas, and the promotion of a proactive safety culture all aimed at fostering a safe and sustainable working environment for everyone in the organization.

Over the past decade, the Company has maintained an excellent occupational safety record, with no fatal accidents and zero cases of occupational disease. This achievement reflects the Company's strong commitment to and effective implementation of Safety, Occupational Health, and Workplace Environment initiatives, which have been continuously and rigorously carried out.

Employee training and development

The Board of Directors has established the Human Resource Development Policy. According to it, the Company offers an employee's development program to enhance knowledge and potential of employees by continuous training, which aimed at ensuring sustainable growth. In alignment with our sustainability policy and the principles outlined in the Responsible Business Alliance (RBA) Code of Conduct, the Company held the training courses regularly and achieved the target as planed in the Annual training program as show follow :

Training course	Number of participants	Number of training hours	Percentage of training hours
Administration and management program	236	1,416	7.85
Functional skill development program	207	1,530	8.49
Productivity improvement and awareness program	200	1,200	6.66
ISO standard and core tools program	395	3,072	17.04
Safety and environmental law program	529	7,635	42.35
General program (orientation/languages)	777	3,174	17.61
Total	**2,344**	**18,027**	**100.00**

Human Capital Development	Unit	2025	2024	2023
Average training hours of employees	hour/ person/ year	7.78	6.50	6.00
Employee development and training expenses	Baht	1,973,373	2,435,140	1,780,868

In addition, the Company has developed the Career Path/Promotion Program which provides compensation to employees beyond short-term financial measures. Through the Career Path/Promotion Program Human Resources Department is responsible for employee development enhancing their knowledge and potential. In the Career Path/Promotion Program the HR Department sets typical career path courses in the Company, continuously assesses individual performance of employees, provides them with a package of training courses and verifies candidates for promotions. Such activities could bring benefit both to individual employee who is ambitious to his/her own development and promotion and the Company which always requires new talents.

Human rights

The Company gives importance to basic human rights and encourages respect of such rights and liberty without discrimination of nationality, religion, color, age, gender, sexual orientation, race, physical disability, or marital status, as well as allows involvement in political activities. The Company does not allow enforced labor, child labor, and implements preventive measures against brutality, sexual abuse, and physical and mental constraints.

Human Rights Policy

The Company has been in mind that "Values employee" as one of the pillars of its management philosophy since its establishment in 1987. In addition, in 2009, the Company established the "Code of Conduct and Business Ethics" in compliance with the RBA standards, disseminated it internally and externally, and continue to operate it as the guideline for our corporate activities in response to the expectations of the international electronics industry.

In 2011, the "United Nations Guiding Principles on Business and Human Rights" were unanimously adopted by the UN Human Rights Committee, and with the formulation of National Action Plans in each country, companies are now required to make a commitment to respect human rights by establishing a framework (human rights due diligence) to assess impacts and risks regarding human rights throughout their own value chains that shall prevent, mitigate, and account for any violations of human rights.

The Company has established the METCO Human Rights Policy with the aim of preventing human rights violations, fulfilling its social responsibility of constructing responsible value chains, and promoting sustainable business operations, and pledges that the Company will communicate widely with stakeholders to realize such goals.

1. Commitment to Respect Human Rights

The Company respects human rights as the fundamental rights that all people are born with, throughout our corporate activities. The Company have established guidelines embodying our human rights policy and reflect them in the Company's internal action plan. The Company regularly review and improve this human rights policy and maintain the flexibility to respond to new issues concerning human rights.

2. Scope of the Policy

All the Company’s employees, the employees of our subsidiary and related companies, employees of subcontracting agencies, employees of outsourcing companies and other employees working on the Company’s premises or for the Company are subject to this policy. The Company expect all business partners (customers and suppliers) to understand, agree and collaborate with this human rights policy.

3. Responsibility and Authority

The Sustainability Committee, consisting of the President and the Directors in charge, is responsible for supervising the planning, implementation and review related to human rights.

4. Compliance with the Laws, Regulations and Code of Conduct

The Company comply with the human rights related laws based on national laws and the international standards. If there are conflicts between such, the Company shall pursue methods that are implemented in accordance with the international norms related to human rights.

5. Identify and Human Rights Impact Assessment

As a part of our human rights due diligence, the Company identify and assess the impact of our operations, products and services regarding human rights and throughout the supply chain including operations within the Company and the Group, as well as overseas.

6. Corrective Action

If a negative impact due to any corporate activities is identified, the Company shall take preventive or mitigation measures to resolve such impact.

The Human Resources Department is responsible for implementing human rights education and enlightenment.

7. Communication

In order to enhance the effectiveness of our human rights initiatives, the Company organize cross-organizational liaison meetings within the Company covering planning, human resources, labor, procurement, etc. Outside the Company, the Company discuss and consult with our stakeholders including third-party organizations.

8. Remedy

In case of a business activity, product or service causes, contributes to, or is directly linked to a negative impact, the Company will engage in implementing effective remedies.

If a direct relationship is unclear, the Company shall encourage business partners and suppliers to take appropriate action.

9. Grievance Mechanism

The Company have established effective procedures for handling internal and external complaints and implementing substantive remedies.

The Company have established the Human Rights Complaint Desk, which is Responsible by the ESG Department.

10. Transparency and Reporting

Implementation of the annual plans, budgets, progress and self-evaluation results related to human rights are reported to Board of Executives by the Director in charge. Such information is also disclosed to our stakeholders through the Company's website and by other means in order to ensure transparency that enables evaluation of our response measures and the overall monitoring of the process.

Over the past year, the company has not received any complaints or reports related to human rights issues, either from its own activities, business operations, or throughout its supply chain.

Customers

The Company strives to achieve the customer's maximum satisfaction by offering good quality and safe products and services and pays close attention to the importance of handling customers' or consumers' complaints promptly. The Company strives to maintain sustainable relationship with customers.

Business competitors

The Company has a policy of running its business with an ethical, fair, and transparent manner. The Company will not violate any intellectual property or copyright of competitors, not intentionally damage any competitor's reputation, not search for any confidential information from competitor inappropriately or not be involved in any unfair competition by dumping, persecution, or deprivation influence. In the past year, the company has no disputes with business competitors.

Business partners

In order to achieve the very best in raw material supply and to maintain the highest quality standards, the Company makes and keeps equable agreements with business partners ensuring their loyalty and goodwill towards the Company. The Board of Directors has established the Supplier Management Policy which clarifies the Company's responsibilities to and fair treatment of business partners. The Company promotes, educates, and encourages awareness among business partners of the policy and its practices including selection, registration, assessment, and audit of them. Under the renewed Company's regulations, the Purchase Department has prepared new criteria for such selection, registration, assecment, and audit. The company expects to receive goods and services in the constant way and strives to maintain sustainable relationships with business partners.

Creditors

The Company has a policy of doing business with any creditor in a responsible, honest, and fair manner. The Company will strictly comply with terms and conditions of any agreement as well as all applicable laws and regulations. In case of any non-compliance, the Company shall notify the creditor promptly in order to find solutions jointly. The Company will always conduct its business in a sustainable way for gaining creditors' confidence and achieve benefits for both parties.

Community services and development

The Company considers the demands of the community and encourages its personnel to be partners with relevant local parties near the business premises to develop education, culture, society, and be involved in improving the quality of life in the community. The Company encourages and supports employees participating voluntarily in the community's activities for the public interest.

Preventing software piracy and intellectual property

Since the company realizes the importance of intellectual property and piracy, the company sets a policy on intellectual property and property as follows :

1) The Company shall always ensure that the information is used by the Company will not infringe the intellectual property and other copyright.
2) The Company will ensure that the Executive Directors, Management, and employees shall comply with the laws on the intellectual property and copyright.
3) The Company does not allow and does not support for the Executive Committee, Management, and employees to use illegal software in the company's business.
4) Any intellectual property and copyright are made from the assigned role, assigned tasks, assigned training, or assigned tutoring that the Company provides to the Executive Directors, Management and employees will be vested in the Company.
5) The Company shall not allow the Executive Directors, Management, and employees to use the Company's intellectual property and copyrights for personal purposes.

Anti-Corruption Policy and Measures

The Board of Directors realize the importance of anti-corruption and ensure that there is good corporate governance in terms of operating with corporate governance practices and relevant laws following to Guidelines of the Securities and Exchange Commission. Therefore, the Board of Directors has formulated an anti-corruption policy as follows :

1) Directors, Executives, and employees must not be involved in corruption and bribery of public and private officials, such as people from different companies who transact with the company directly or indirectly to obtain or maintain a business advantage or competitive advantage or the benefit of themselves or their family, relatives, or acquaintances.
2) Directors, Executives, and employees are prohibited from accepting the gifts either directly or indirectly from the supplier, business partner and related contacts in government or private agencies
3) There is no system of patronage or monopoly for partisan or personal benefit
4) Directors, executives, and supervisors are prohibited from requesting or receiving any benefits or compensation from employees that affect performance evaluation.
5) Purchasing/outsourcing must follow a transparent approval process and fair to all parties
6) The purchase/outsourcing must not be subdivision to reduce the amount of money below the approval limit.
7) If any employee suspects any action that may be bribery or corruption Consult the supervisor directly or the following whistle-blowing channels :
   - Audit Committee : auditcommittee@metco.co.th
   - Board of Directors : whistleblow@metco.co.th
   - Internal Auditor : internalaudit@metco.co.th
   - Red boxes for clues in each factory

   (Please specify your name, last name, address, email, and contact phone number.)
8) The Company will keep the name, address, or any other information of the whistleblower confidential, and will limited to only those involved in the investigation to have access to the information.
9) If Directors, Executives, and employees are corrupt will be terminated and punished with the highest disciplinary punishment and operate according to the law.
10) Direct supervisors who ignore any wrongdoing or recognizes but does not act according to the policy will be terminated and punished the highest disciplinary punishment.

11) Ignoring this policy and related laws will not be an excuse for non-compliance.
12) The Internal Audit will always review the internal control system and processes to ensure that internal control systems is effectively against corruption and bribery.
13) In case of complaints, Good Corporate Governance Committee will appoint a sub-committee to consider and investigate facts.
14) The company must provide employees with knowledge and understanding of these anti-corruption policies and preventive measures.

Risk assessment from corruption

The Risk Management Committee assessed fraud risks as an experiment based on “Guidelines for Anti-Corruption Risk Assessment” published by the United Nations Global Compact using the form “Corruption Risk Assessment Table”, Appendix 1 of self-assessment tool for the Anti-Bribery. Thailand's Private Sector Collective Action Coalition Against Corruption the Board reports the results to the Board of Directors as part of the annual report on risk management (see summary in “Risk Factors and Risk Management” in Page 45 - 50 of this annual report). Annual fraud risk assessment along with practical anti-corruption measures. The company did not find any issues related to corruption.

Training and Communication

The company provides educational programs for all employees, such as attending an orientation for new employees and participation in a foundation program for existing employees. These anti-corruption training covers the company's anti-corruption policy and related policies. Including the Company's Code of Conduct including a practical manual for the whistleblowing channels specified in the company, The company's employees have been trained at a rate of 100 percent.

Guidelines on supervision to prevent and monitor the risks of corruption

Whistleblowing and Complaints

The Company has a policy to support and encourage employees and stakeholders to complaints against the Company for any illegal, unethical, or unethical conduct. including corruption as well as any behavior that is against the code of conduct and business ethics which is done by a director, executive or any employee of the Company Employees and stakeholders may provide information, comments, concerns, reports, recommendations, and complaints regarding such issues to the Board of Directors through the following channels :

For employees :

1) The head of the employee's unit
2) Audit Committee : auditcommittee@metco.co.th
3) Board of Directors : whistleblow@metco.co.th
4) Head of Internal Audit : internalaudit@metco.co.th
5) Workplace comment box

For stakeholders :

1) Email : whistleblow@metco.co.th
2) Website : www.metco.co.th/en

Complaint Handling Process

The Company secretary will collect and send complaints to the Audit Committee or the Board of Directors as relevant. The Company has a policy and mechanism for keeping such complaints confidential. Protect honest complainants from being fired, demoted, intimidated, harassed, or any other unfair act against employees and will reply to such person as appropriate.

In 2025, the Company did not receive any complaints. If the Company receive any compliants, the Company will set up an investigation committee to get the information and be fair to all parties. If it is considered that the respondent has committed an offense, will be punished according to the Company's regulation to prevent such incidents occur again.

Disclosure and transparency

Conflicts of interest

The Board of Directors is aware of possible conflicts that may occur in regard to the earnings of the Company. As far as remuneration is concerned, the Board will make every effort to ensure fairness and transparency for all parties concerned. In order to prevent conflicts of interest and ensure that all the Directors and Executives of the Company are abided by their fiduciary duties the Board of Directors has a policy to deal with the issue.The policy request that Directors and Executive must promptly report to the Board of Directors whenever a conflict of interest involving themselves arises directly or indirectly and must obtain the Board of Directors approval. In 2025, the Company has informed and updated how to prevent conflicts of interest for all Directors, executives and employees. And this year, there was no conflict of interest.

Related party transaction between the Company and a director or executive and/or connected persons, which may lead to the potential conflict of interests, must be considered by the Audit Committee. For material and significant related-party transactions, such transaction must be approved by the Board of Directors and/or the shareholders' meeting depending on the nature and the size of transaction as required by Notification of the Capital Market Supervisory Board. Any of the Director and Executive who is involved in such transaction and has conflicts of interest is not allowed to participate a decision-making process on the subject matter. Through conducting the policy, the Board of Directors has been ensuring that the Company's decision-making is always free from any disturbance and distortion caused by conflicts of interest.

Data Privacy

The Company strictly adheres to the Personal Data Protection Act of Thailand enacted in 2019, and operates in compliance with its provisions. The personal information of our clients' representatives and employees is handled with utmost care, and security measures and information management processes are well-established. We adhere to legal requirements in the collection, storage, and usage of personal information, prioritizing the maximum respect for our customers' privacy.

Since 2023, we have implemented an application for the electronic recording of visitor identification, including personal information from electronically recorded identification documents. This application ensures the secure deletion of such information after the conclusion of the visit.

In 2025, the Company did not receive any compliant about data privacy.

Reporting and Complaints

1. e-mail : compliance@metco.co.th
2. Website : www.metco.co.th/en > contact us > subject others

6.2 Business code of conduct

Since the business ethics is important to a company's reputation. The Board of Directors is therefore earnestly motivated that proper business ethics will be an integral part of the operations of the Company at all levels and of all those dealing with the Company. Therefore, the Board of Directors has developed the Company's Code of Conduct in which all directors, executives and employees must comply with the Company's Code of Conduct.

Human Resources is responsible for keeping all employees informed and compliant. The Company's Code of Conduct is included in the Employee Handbook provided to Employee when starting to work for the company and when there is amending the company's code of conduct, the Employees must sign their acknowledgment. In addition, the internal audit is responsible for monitoring. The Internal Audit will report to the directors when there is an important incident that has a non-compliance.

The Company will not tolerate any illegal or unethical conduct. Anyone who violates the Code of Conduct will be investigated and subject to disciplinary action which may include termination of employment. In case of involvement in illegal activities the Company will proceed according to the law. The details of the Company's Code of Conduct are as follows : which can be viewed at the company's website at www.metco.co.th/en/corporate-governance/board-responsibilities/ as well

In the past year, there was no wrongdoing on the Company's ethics and code of conduct.

6.3 Signficant changes and developments regarding policy, guidelines and corporate governance system in the preceding year

The Good Corporate Governance Committee has performed its responsibilities in compliance with the Good Corporate Governance Committee Charter approved by the Board of Directors.

In 2025, the Committee held 2 meetings by reviewed the Company’s Good Corporate Governance Policy and its related policies to ensure the policies are updated and accordance with the checklists of Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand, the Securities and Exchange Commission and the Thai Investors Association.

Starting from year 2016 the Company has been making continuous improvement of good corporate governance. In 2025, the Company had been reviewed Corporate Governance Report in level of “Very Good” (4 stars).

In addition, the Good Corporate Governance Committee, also recommended the Company to improve anti-corruption measures including modification of the Anti-Corruption Policy wordings, preparation of relevant company regulations/guidelines and implementation of action programs based on the corruption risk assessment conducted by the Risk Management Committee as described in this annual report.

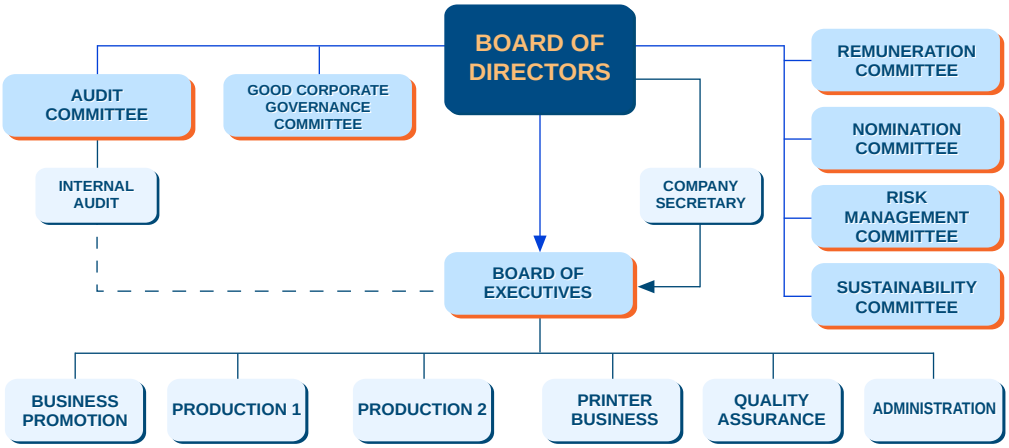
The Good Corporate Governance Committee shall encourage and lead the Company to keep making its best efforts in improving good corporate governance practices further.

The Audit Committee had conducted such audits as to ensure that the administration of the business of the Company was in compliance with the Good Corporate Governance in order to transparency, fairly operates and build confidence to the stakeholders.

7. Corporate governance structure and significant information related to the Board of Directors, sub committees, executives, employees and others

7.1 Good Corporate Governance Structure

GOOD CORPORATION GOVERNANCE ORAGANIZATION STRUTURE CHART



The Company has the Board of Directors and sub-committees as follows :

1. Board of Directors
2. Board of Executives
3. Audit Committee
4. Good Corporate Governance Committee
5. Nomination Committee
6. Remuneration Committee
7. Risk Management Committee
8. Sustainability Committee

7.2 Information of Board of Directors

7.2.1 Composition of Board of Directors

The Board of Directors has a range of duties and responsibilities to carry out. This includes the Company's activities in accordance with governing acts, the objectives of the Company, the Articles of Association and the resolutions of the ordinary meeting of shareholders. Additionally, the Board of Directors shall carry out, or cause to be carried out, the matters described in Memorandum of Association.

The authorized Director sign on behalf of the Company is Mr. Yoichi Muramoto or Mr. Tatsuya Awazu or Mr. Ichiro Nishimura either of these can sign a document and affix the Company's seal. An Independent Director is a director who is not an Executive Director and not related to operation of the Company and not a major shareholder.

Board of Directors comprises 8 Directors as follows :

1. Mr. Yoichi	Muramoto	Chairman and Authorized Director
2. Mr. Tatsuya	Awazu	Director and Authorized Director
3. Mr. Ichiro	Nishimura	Director and Authorized Director
4. Mr. Akira	Tatsumi	Director
5. Mr. Takashi	Maejima	Vice Chairman
6. Mr. Wanchai	Umpungart	Independent Director
7. Mr. Nop	Rojanavanich	Independent Director
8. Mrs. Weena	Suksawadi Na Ayuthaya	Independent Director
Ms. Vipavee	Lertchaiprasert	Company Secretary

Remark : *The details of Board of Directors and Company Secretary presented in attachment 1*

Directors and authorized Director of Muramoto Electron (Thailand) Public Company Limited who are Directors of Sima Technology Co., Ltd., the only subsidiary of the Company are described below :

No.	Name		Muramoto Electron (Thailand) Public Company Limited	Sima Technology Co., Ltd. (Subsidiary)
1.	Mr. Yoichi	Muramoto	Chairman	Director
2.	Mr. Tatsuya	Awazu	Director	Director

The list of the Director of Sima Technology Co., Ltd. as follows :

No.	Name		Position
1.	Mr. Akira	Tatsumi	President
2.	Mr. Yoichi	Muramoto	Director
3.	Mr. Tatsuya	Awazu	Director
4.	Mr. Takashi	Maejima	Director
5.	Mr. Kazunobu	Kawabe	Director

The Authorized Directors signing on behalf of the Sima Technology Co., Ltd. are Mr. Akira Tatsumi or Mr. Yoichi Muramoto or Mr. Tatsuya Awazu or Mr. Takashi Maejima or Kazunobu Kawabe.

7.2.2 Board of Directors

THE BOARD OF DIRECTORS

No.	Name		Position	Appointment date
1.	Mr. Yoichi	Muramoto	Chairman/Authorized Director	February 24th, 2010
2.	Mr. Tatsuya	Awazu	Director/Authorized Director	November 24th, 2017
3.	Mr. Ichiro	Nishimura	Director/Authorized Director	May 14th, 2014
4.	Mr. Akira	Tatsumi	Director	August 8th, 2025
5.	Mr. Takashi	Maejima	Vice Chairman	October 1st, 2024
6.	Mr. Wanchai	Umpungart	Independent Director	September 13th, 2002
7.	Mr. Nop	Rojanavanich	Independent Director	November 25th, 2005
8.	Mrs. Weena	Suksawadi Na Ayuthaya	Independent Director	August 8th, 2025

7.2.3 Director Skill Matrix

The Board of Directors takes into consideration the balance of knowledge, experience, and abilities associated with business along with knowledge of innovation and technology, and strives to ensure its diversity through a diverse composition by selecting members based on suitability from an international and gender diversity standpoint as well.

This skill matrix will be reviewed as appropriate based on the external environment and the situation of the Company.

		MR. YOICHI MURAMOTO	MR. TAKASHI MAEJIMA	MR. TATSUYA AWAZU	MR. ICHIRO NISHIMURA	MR. AKIRA TATSUMI
Position		Chairman	Vice Chairman	Director	Director	Director
Gender	**Male**	●	●	●	●	●
	Female					
No.	**Expertise**					
1.	Experience and knowledge of corporate management, the Company's business and industry	●	●	●	●	●
2.	Marketing	●		●		●
3.	Innovation and technology	●		●		●
4.	Finance and accounting		●		●	
5.	Legal affairs				●	
6.	Risk management		●		●	●
7.	Environmental, Social, and Governance (ESG)	●	●	●	●	●
8.	International business and international experience	●				●

		MR. WANCHAI UMPUNGART	MR. NOP ROJANAVANICH	MRS. WEENA SUKSAWADI NA AYUTHAYA
Position		Independent Director	Independent Director	Independent Director
Gender	**Male**	●	●	
	Female			●
No.	**Expertise**			
1.	Experience and knowledge of corporate management, the Company's business and industry	●	●	●
2.	Marketing			
3.	Innovation and technology			
4.	Finance and accounting	●	●	●
5.	Legal affairs	●	●	●
6.	Risk management			●
7.	Environmental, Social, and Governance (ESG)	●	●	●
8.	International business and international experience			

Detail of Skill

Experience and knowledge of corporate management, the Company's business and industry

Knowledge and experience in corporate management and related to the electrical parts industry

Marketing

Familiar with the electrical parts industry environment, to develop marketing and business strategies which meet customer needs and enhance customer value and company's competitive advantage

Innovation and technology

High level of expertise or outstanding research achievements production, or quality

Finance and accounting

- Experience of working in a financial institution must possess one of the above
- Holds the title of certified public accountant or other qualify
- Experience as a financial manager (including an operating company subsidiaries, associates, etc.)
- Insight and experience in dialogue with capital markets

Legal affairs

- Knowledge and experience in corporate legal affairs, compliance, and governance
- Legal-related national qualification such as for lawyers and other law-related professionals

Risk management

- Insight and experience in risk management.
- Experience of serving on committees (executive level) related to risk management

Environmental, Social, and Governance (ESG)

Possesses sustainability-related insight and experience, including climate change, human capital, governance, etc.

International business and international experience

- Experience in management and business operations in international
- Experience in organizational management at international institutions
- Work Experience and outstanding research achievements

Qualification of Director

The Company has criteria used in selecting a new director. Any person who serves as a director of the Company shall meet the following qualifications.

1) To have no prohibited characteristics as specified in the laws relating to public limited company and notification of the Securities and Exchange Commission.
2) To have knowledge, skill, education, experience, and expertise suitable and appropriate for the Board composition, aligned with strategic directions of the Company, and contribution to the Company's objectives and strategies.
3) To be able to make him/herself dedicated to all the duties as assigned, especially to manage his/her time for participating in all the Board Meetings and the Shareholders' Meetings in order to make key decisions.
4) To have ethics, honesty, trustworthiness, moral and any other features required by laws and other related regulations.
5) To have other qualifications that the Board may later consider appropriate or are required by laws and regulations.
6) Independent Directors have not been the Company's management, employee or external Auditor at least 2 years before being the Company's Director.

Qualification of Independent Director

Qualifications of Independent Director have been established according to the requirement of the Securities and Exchange Commission. An Independent Director must have qualified as follow :

1) Not hold shares more than 0.5% of the total shares with voting rights of the Company or a parent company, a subsidiary company, a related company, a major shareholder, or a controlling person of the Company. In any respect, shareholding of people who have connection with him/her shall be counted. (This shareholding threshold of the Company shares held by the independent directors is stricter than the minimum requirements of SEC.)
2) Neither be, nor have been, an executive director, an officer, an employee, or a consultant being paid a fixed salary by or having control authority of the Company or a parent company, a subsidiary company, a related company, a major shareholder, or a controlling person of the Company, with the exception of being released from above-mentioned characteristics not less than 2 years before becoming an independent director of the Company.
3) Neither be a person who has relationship by blood or legal registration as father, mother, spouse, sibling, and child, nor be spouse of child of an executive, a major shareholder, a controlling person, or other person who will be nominated as an executive or controlling person of the Company and its subsidiary.
4) Neither have, nor used to have, business relationship with the Company or a parent company, a subsidiary company, a related company, a major shareholder or a controlling person of the Company in the manner which may interfere with his/her independent judgment, and neither be, nor have been, a major shareholder or a controlling person of a person who has such a business relationship with the Company or a parent company, a subsidiary company, a related company, a major shareholder or a controlling person of the Company, with the exception of being released from above-mentioned characteristics not less than 2 years before becoming an independent director of the Company. Such a business relationship includes normal business transactions, rent or lease of fixed assets, financial assistance, loan granting or receiving, guarantee, or other related transactions which result in the Company or its contractual party being subject to the liability to pay the other party in the amount of 3% or more of the net tangible assets of the Company or 20 million baht or more, whichever is lower.
5) Neither be, nor have been, an auditor of the Company or a parent company, a subsidiary company, an affiliate company, a major shareholder or a controlling person of the Company, and neither be, nor have been, a major shareholder, a controlling person or a partner of the auditing firm which employs auditors of the Company or a parent company, a subsidiary company, a related company, a major shareholder or a controlling person of the Company, with the exception of being released from above-mentioned characteristics not less than 2 years before becoming an independent director of the Company.

6) Neither be, nor have been, a provider for professional services including a legal or financial consulting who receives an annual fee exceeding 2 million baht from the Company or a parent company, a subsidiary company, a related company, a major shareholder, or a controlling person of the Company, and neither be, nor have been, a major shareholder, a controlling person of such a professional service provider, with the exception of being released from above-mentioned characteristics not less than 2 years from becoming an independent director of the Company.
7) Not be a director who has been appointed as a representative of the Company's Director, a major shareholder or any other shareholder related to the major shareholder.
8) Not conduct any business of the same nature as the Company's or its subsidiaries', and neither be a business partner, an executive director, a paid employee of other company which has same business and competes with the Company or its subsidiary, nor be a shareholder holding more than 1% of voting share of such a company.
9) Not have any other characteristics which unable him/her to express independent opinion regarding the Company's business operations.

Professional Diversity Policy of the Board of Directors

Term of Independent Director

The Board of Directors has policy that an independent director may not be considered to remain independent after he/she has completed 3 consecutive terms or total 9 years. In this regard the Board of Directors will consider the independency of such director every year thereafter.

Policy of holding directorship at other companies of the Managing Director

Holding a position in other Board of Directors in order to achieve proper conduct or appropriate time allocation to carry out the responsibility of the 1st Company executive, the Board of Directors has a policy do not allow the Chairman of the Board of Directors to be a director of any other listed company except that the parent company, subsidiary, and related company. In addition, the chairman of the company as the 1st Company's executive, has never been allowed to hold a directorship position of any other listed company this does not include the parent company, subsidiary, and related company. Each director may hold a directorship in other companies not more than 3 companies.

Appointing New Directors procedure

The appointment of Directors of the Company must be approved by the shareholders' meeting. A list of candidates qualified to be Directors of the Company is proposed for appointment at the shareholders' meeting by the Board of Directors based on the proposal by the Nomination Committee. The Nomination Committee considers, selects, and proposes to the Board of Directors suitable candidates in accordance with the Qualification of Director shown in this Management section including the capabilities aligned with the Company's strategic directions. The selection is to proceed as follows :

1) Each shareholder has a number of votes equal to the number of shares he/she holds.
2) Each shareholder may use the total number of votes he/she has to elect one or more Directors but may not divide his/her votes into portions among two or more candidates.
3) The candidates who receive the most votes are considered to be elected as Directors, in the other of most votes received to least, up to the number of Directors to be elected at that time. If two or more candidates receive the same number of votes for the final position available, the Chairman of the meeting makes the decision on which candidates are to be chosen.

Orientation for New Directors

The Company provides newly appointed Director with an orientation program covering the nature of business, vision, mission, policies, rules and regulations of the Company as well as the roles and responsibilities of the Board of Directors.

Director's Training

The Company has a policy of encouraging Director of the Board to attend continuous and professional training programs organized internally in the Company or externally by various institutions such as The Securities Exchange of Thailand, The Securities And Exchange Commission, Thai Institue of Directors Association or the audit firm. 4 directors out of total 8 directors have passed the Thai Institute of Directors Association (IOD) courses such as DAP or DCP which can be found more details in Attachment 1.

7.2.4 Roles and Responsibilities of the Board of Directors

The Board of Directors has a range of duties and responsibilities to carry out. This includes the Company's activities in accordance with governing acts, the objectives of the Company, the Articles of Association and the resolutions of the ordinary meeting of shareholders. Additionally, the Board of Directors shall carry out, or cause to be carried out, the matters described in Memorandum of Association.

The authorized Director sign on behalf of the Company is Mr. Yoichi Muramoto or Mr. Tatsuya Awazu or Mr. Ichiro Nishimura either of these can sign a document and affix the Company's seal. (An Independent Director is a director who is not an Executive Director and not related to operation of the Company and not a major shareholder.)

Roles and Responsibilities of the Chairman of Board of Directors

The Chairman of Board of Directors has more duties and responsibilities than other directors as follows :

1) Invitation the Board of Directors' Meeting and the Shareholders' Meeting and set agenda.
2) Acting as a chairman in both the Board of Directors' meetings and the shareholders' meetings.
3) Vote for a decisive vote in the event that the Board of Directors' Meeting or the Shareholders' Meeting have equal votes.
4) Represent the Board of Directors in communicating the Company's important information including good interactions with shareholders and stakeholders.
5) Perform other duties in accordance with the law specified for the Chairman of Board of Directors.

Roles and Responsibilities of the President

The President of the Company has additional duties and responsibilities than other directors as follows :

1) Responsible for the operation of the company Manage the business in accordance with the objectives, business plans, policies, budgets, rules, and regulations approved by the Board of Directors.
2) Manage and control the day-to-day business of the company
3) Regularly monitor and evaluate the Company's performance to avoid internal and external risks. Report and update information on financial and administrative performance to the management, Audit Committee and Board of Directors
4) Determine the objectives, policies, and strategies of the company as well as suggesting guidelines and monitoring overall operations for the best interests of the Company and report the Company's performance to the Board of Directors.
5) Encourage, corporation between Directors, management and the Company secretary in order to enable all parties smoothly and efficiently working together.
6) Responsible for changes in the organization of the company under the supervision of the Board of Directors, including making decisions on appointments, transfer staff and discharged from the position Set salary rates, compensation, bonuses, and other benefits for employees.
7) Approve all operations under the rules and resolutions of the Board of Directors' meeting.
8) Authorize, advise, announce and record to ensure that the company can comply with policies and discipline.
9) Authorize another person to perform any specific task on their behalf under the limitations specified in the power of attorney and/or in accordance with the rules, regulations, and recommendations of the Board of Directors.
10) Acting on behalf of the Board of Directors in managing the Company's business and to ensure that it complies with the rules, regulations, policies, and resolutions set forth by the Board of Directors and the shareholders' meeting.
11) To perform any other tasks as assigned by the Board of Directors.

Diversity of the Board of Directors

The company has a policy that the company should maintain diversity in its board structure. The person who is the director of a company not only have to be fully qualified but also requires knowledge, skills, and various types of experiences that cover a wide fields and areas of expertise.

The expertise visualization of Board of Directors presented in attachment 1.

Balance of power of directors who do not the executive

The Board of Directors consists of 8 members of the Board of Directors, 5 persons are executive Directors and 3 persons are Independent Directors, The ratio of management directors and Independent Directors who do not regularly perform management duties is 5:3 according to the regulations specified by the Stock Exchange of Thailand.

Report of the Board of Directors

The Board of Directors is responsible for the consolidated financial statements of Muramoto Electron (Thailand) Public Company Limited and its subsidiary and the separate financial statements of Muramoto Electron (Thailand) Public Company Limited which have been prepared in accordance with Thai Financial Reporting Standards. The financial statements are prepared under appropriated accounting policies and applied consistently by using carefully judgement and best estimate. Important information is adequately and transparently disclosed in the notes to financial statements.

The Board of Directors is also responsible for overseeing that an effective system of corporate governance, including internal controls, risk management and compliance is put in place in order to have reasonable that the financial records of the Company are accurate and complete.

The Board of Directors has appointed the Audit Committee, entirely comprised of Independent Directors, to oversee the accuracy and adequacy of the financial reporting process as well as review the suitability and efficiency of the internal control and independence of the internal audit system. The opinion of the Audit Committee is shown in the Audit Committee's report included in this Annual Report.

The Board of Directors has an opinion that the internal control system and the internal audit of the Company provide credibility and reliability to the consolidated financial statements of Muramoto Electron (Thailand) Public Company Limited and its subsidiary and the separate financial statements of Muramoto Electron (Thailand) Public Company Limited for the year ended September 30th, 2025. The Board of Directors also believes that the financial position, financial results and cash flow, audited by the independent auditor (KPMG Phoomchai Audit Ltd.), are fairly and accurately presented in all material respects with Thai Financial Reporting Standards. The auditor's opinion is presented in auditor's report as part of this Annual Report.

Succession plan of the Chairman of Board of Directors and Chairman of Board of Executives

The Board of Directors has continually developed a plan to assume the position of Chairman of the Company in order to ensure that all stakeholders are confident that the operation will not be stuck from the vacant position. Managing the succession plan of the Chairman of the Board of Directors/ Chairman of the Board of Executives (COO) is the responsibility of the Board of Directors. In the event that there is a planned change of the chairman of the company such as retirement, the entire board of directors will be involved in the selection of assignees. After discussing with the Nomination Committee.

In the event of an emergency assignment due to an accident or unexpected situation, the Board of Directors will hold a special meeting to appoint the Acting Chairman of the Board of Directors/Chairman of the Board of Executives for the remaining time specified.

The Board of Directors will annually review succession plan by considered and recommened from the Nomination Committee to anticipate the rise of the position within the company. The succession plan will be updated and revised according to the latest situation related to the Company's operations.

7.3 Information on subcommittees

7.3.1 The company had a total 6 subcommittees as follows :

1.) Audit Committee
2.) Good Corporate Governance Committee
3.) Nomination Committee
4.) Remuneration Committee
5.) Risk Management Committee
6.) Sustainability Committee

7.3.2 Subcommittee member and duties and responsibilities

1.) Audit Committee

The Audit Committee of the Company consists of 3 Independent Directors as follows :

AUDIT COMMITTEE MEMBER

No.	Name	Position	Shareholding of ordinary shares as of Sep 30th, 2025
1.	Mr. Wanchai Umpungart	Chairman of the Audit Committee	None *
2.	Mr. Nop Rojanavanich	Audit Committee member	7,250 (0.03%) **
3.	Mrs. Weena Suksawadi Na Ayuthaya	Audit Committee member	None *

Note : ** Including shareholding by spouse or minor children.*
*** Held personally, no shareholding held by spouse or minor children.*

Charter

The Audit Committee of the Company has the scope of duties and responsibilities to the Board of Director on the following matters :

1) To review and ensure the accuracy and adequate disclosure of information in the Company's financial report. To coordinate with the external auditors and the management responsible for arranging both quarterly and annual financial reports. The Audit Committee may recommend that the auditors audit or inspect any items as necessary and significant during the Company audit.

2) To review and ensure the appropriateness and efficiency of the systems for internal control as well as the internal audit. To review the effectiveness as well as the adequacy of the risk management procedure, consider the independence of the Internal Audit and approve the appointment, transfer, or termination of the chief executive of the Internal Audit, or other related departments, responsible for the internal audit.
3) To review and ensure the Company's compliance with laws relevant to the securities and the Stock Exchange, the regulations of the Stock Exchange, and company business laws.
4) To consider, select, and propose the appointment, reappointment, or removal of an independent external auditor for the Company's financial report as well as propose the compensation for such auditor, and attend a meeting with the auditors, but without the management, at least once a year. Nevertheless, the reliability and adequacy of the available resources, the experience profiles of the audit firm, and the professional experience of the auditor assigned for the Company, will be considered prior to submitting the proposal to the Company Board for the appointment at the shareholder's meeting.
5) To consider the related parties transaction, or transaction items with a conflict of interest with the laws or the regulations of the Stock Exchange, in order to ensure that these are reasonable and reliable for the greatest benefit for the Company.
6) To prepare and disclose the Audit Committee's report in the annual report of the Company which signed by the Chairman of the Audit Committee and containing at least the following information.
   6.1) Reliable comments regarding the accuracy and completeness of the Company's financial report.
   6.2) Comments regarding the adequacy of the Company's internal control systems.
   6.3) Comments concerning compliance with laws relevant to the securities and the Stock Exchange, the regulations of the Stock Exchange, and company business laws.
   6.4) Comments concerning the auditor's suitability.
   6.5) Comments regarding potential items with a conflict of interest.
   6.6) The number of Audit Committee meetings and the attendance of each member.
   6.7) Overall comments or remarks the Audit Committee has received resulting from performance of their duty according to the charter.
   6.8) Other items the shareholders and the investors should be aware of that are within the scope of the Company's Board assigned duty and responsibility.
7) Other activities that the Company's Board of Directors assigns to the Audit Committee.

Internal Controls

The Audit Committee has appraised the internal audit control system and operations of the Company. The Audit Committee concluded that there is no significant mistake in the internal audit control system, which would affect the financial statements of the Company. For the internal audit control system of the accounting section, the Auditor of the Company has studied and appraised the efficiency of the internal audit control system of the accounting section. The Auditor found that no significant weak point in the internal audit control system of the accounting section.

Internal Audit Operation

The Company has the Internal Audit to supervise financial and operational activities. These ensure that these activities are conducted to achieve company objectives with the regulations specified by the Company and applicable laws. The Internal Audit is given total independence to conduct their duties, and they report directly to the Audit Committee. The system of internal control and supervision is ascertained and evaluated on a regular basis by an authorized auditor. So far, no significant mistake has been found in any operation process of the Company and every procedure is being carried out efficiently as planned. The Audit Committee has appointed Ms. Marissa Payakamat to the head of the Internal Audit.

Combination and Separation of Positions

Over one-third of the Board of Directors are Independent Directors. This allows for visionary direction and well-balanced authority and supervision in the Company

Considering the appointed Auditor and Compensation

The Audit Committee had selected the auditors and the auditor remuneration. By considering knowledge, capability, experience and quality of the auditors' works, auditors' statuses, significant limitations or the regulations of the Stock Exchange of Thailand or the regulations of the other related organizations to ensure that independence of the auditor and the neutrality on work performance.

The Audit Committee had selected the KPMG Phoomchai Audit Limited as company auditors and considered the auditors remuneration and proposed to the Board of Directors. The Audit Committee deemed that the auditors had good understanding of the Company's businesses, practiced in a neutral and independence manner as well as regularly delivered its work on time, and as a result the Board of Directors proposed to the Annual General Meeting of Shareholders 2025 to appoint KPMG Phoomchai Audit Limited as the Company's auditor. The appointed auditors are:

Ms. Jamjuree	Sathapornchaiwat	Certified Public Accountant license number 11567 and/or
Ms. Kittiya	Suparat	Certified Public Accountant license number 12186 and/or
Ms. Sujitra	Masena	Certified Public Accountant license number 8645 and/or
Ms. Sirinuch	Surapaitoonkorn	Certified Public Accountant license number 8413

For the Accounting period ended September 30th, 2025, Ms. Jamjuree Sathapornchaiwat is the Certified Public Accountant who audited the Company's financial statements.

The Audit Committee deemed that during for the accounting period ended September 30th, 2025, the company had put in place the transparent, adequate and appropriate Internal Control Systems covering risky management and the company had established procedures that helped build confidence in Company's operation in accordance with the related laws by having good corporate governance along with the compilation and disclosure of adequate and reliable Company's financial report information.

2) Good Corporate Governance Committee

The Good Corporate Governance Committee of the Company consists of 8 Directors as follows :

GOOD CORPORATE GOVERNANCE COMMITTEE MEMBER

No.	Name	Position	Shareholding of ordinary shares as of Sep 30th, 2025
1.	Mr. Yoichi Muramoto	Chairman of the Good Corporate Governance Committee	None *
2.	Mr. Tatsuya Awazu	Good Corporate Governance Committee member	None *
3.	Mr. Ichiro Nishimura	Good Corporate Governance Committee member	None *
4.	Mr. Akira Tatsumi	Good Corporate Governance Committee member	None *
5.	Mr. Takashi Maejima	Good Corporate Governance Committee member	None *
6.	Mr. Yusuke Nakatani	Good Corporate Governance Committee member	None *
7.	Mr. Wanchai Umpungart	Good Corporate Governance Committee member	None *
8.	Mr. Nop Rojanavanich	Good Corporate Governance Committee member	7,250 (0.03%) **
9.	Mrs. Weena Suksawadi Na Ayuthaya	Good Corporate Governance Committee member	None *

Note : ** Including shareholding by spouse or minor children.*
*** Held personally, no shareholding held by spouse or minor children.*

Charter

The Board of Directors shall realize, place importance, and ensure good corporate governance in terms of the operations in compliance with Good Corporate Governance Practices and the relevant laws and according to the Securities Exchange of Thailand's guidelines.

Therefore, the Board of Directors has approved appointment of the Good Corporate Governance Committee with the following duties and responsibilities.

1) To propose the Good Corporate Governance Guidelines to the Board of Directors.
2) To monitor the performance of the Directors and Executives in compliance with Good Corporate Governance Practice and the Securities Exchange of Thailand's Good Corporate Governance Practice as well as international practices.
3) To consider, review and revise the Good Corporate Governance Policy consistently at least once a year in line with the international guidelines and recommendations of the Good Corporate Governance Development & Alliance Department, the Securities Exchange of Thailand and the relevant governmental offices.
4) To report to Board of Directors about the Company's good corporate governance performance supported by comments, guidelines and recommendations for improvement as appropriate.
5) To hold meetings of the Good Corporate Governance Committee as necessary and appropriate at least twice a year and report the results of the meetings to the Board of Directors.
6) To prepare a summary report on the performance and corporate governance of the Good Corporate Governance Committee which will be included in the Annual Report of the Company.
7) To perform any other duties assigned by the Board of Directors.

3) Nomination Committee

The Nomination Committee was established in accordance with the resolution of the Board of Directors consisting of 4 directors as follows :

NOMINATION COMMITTEE MEMBER

No.	Name	Position	Shareholding of ordinary shares as of Sep 30th, 2025
1.	Mr. Wanchai Umpungart	Chairman of the Nomination Committee (Independent Director)	None *
2.	Mr. Nop Rojanavanich	Nomination Committee member (Independent Director)	7,250 (0.03%) **
3.	Mrs. Weena Suksawadi Na Ayuthaya	Nomination Committee member (Independent Director)	None *
4.	Mr. Ichiro Nishimura	Nomination Committee member	None *

Note : ** Including shareholding by spouse or minor children.*
*** Held personally, no shareholding held by spouse or minor children.*

Charter

The Board of Directors has approved appointment of the Nomination Committee with the following duties and responsibilities.

1) To consider and propose the criteria for selecting a director and specifying the qualifications of any person to be nominated for a directorship as well as stipulating the nomination process.
2) To annually review the size and composition of the Board of Directors and recommend any proposed changes.
3) To nominate suitable candidates for the Company's Director and propose them to the Board of Directors in order to get an approval at shareholders' meeting.
4) To provide minority shareholders with an opportunity to propose qualified persons for selection as directors, by providing advanced notice to allow sufficient time prior to the shareholders' meeting being held and manage such a mechanism accordingly.
5) To perform other tasks as designated by the Board of Directors.

The Committee should consider as deemed necessary the use of professional search firms or other external sources of candidates (e.g., IOD's Director Pool) when searching for candidates Directors.

4) Remuneration Committee

The Remuneration Committee was established in accordance with the resolution of the Board of Directors consisting of 3 directors as follows :

REMUNERATION COMMITTEE MEMBER

No.	Name		Position	Shareholding of ordinary shares as of Sep 30th, 2025 *
1.	Mr. Yoichi	Muramoto	Chairman of the Remuneration Committee	None
2.	Mr. Tatsuya	Awazu	Remuneration Committee member	None
3.	Mr. Ichiro	Nishimura	Remuneration Committee member	None

Note : ** Including shareholding by spouse or minor children.*

Charter

The Board of Directors has approved appointment of the Remuneration Committee with the following duties and responsibilities.

1) To prepare policy and guidelines to designate appropriate remuneration of the Board of Directors and Chairman to be proposed to the Board of Directors and/or shareholders' meetings for approval.
2) To consider and propose remuneration for Directors and Chairman of Board of Directors in order to get an approval at a shareholders' meeting.
3) To consider and propose the performance evaluation of the Board of Directors and Chairman and conduct such an evaluation system.
4) To perform other tasks as designated by the Board of Directors.

5) Risk Management Committee

The Risk Management Committee was established in accordance with the resolution of the Board of Directors it is consisting of 3 directors as follows :

RISK MANAGEMENT COMMITTEE MEMBER

No.	Name		Position	Shareholding of ordinary shares as of Sep 30th, 2025 *
1.	Mr. Akira	Tatsumi	Chairman of the Risk Management Committee	None
2.	Mr. Ichiro	Nishimura	Risk Management Committee member	None
3.	Mr. Takashi	Maejima	Risk Management Committee member	None

Note : ** Including shareholding by spouse or minor children.*

Charter

The Board of Directors has approved appointment of the Risk Management Committee with the following duties and responsibilities.

1) To analyze and evaluate incurred or possibly incurred risks continuously and annually.
2) To develop and review risk management policies to keep risk at an acceptable level.
3) To establish risk management procedures according to the risk management policies and delegate the risk management to respective managers.
4) To review the effectiveness of the risk management procedures.
5) To report to the Board of Directors up-dated situation of the risk management and progress of the risk management procedures together with results.

6) Sustainability Committee

The Sustainability Committee was established in accordance with the resolution of the Board of Directors consisting of 2 directors and 3 managements as follows :

SUSTAINABILITY COMMITTEE MEMBER

No.	Name		Position	Shareholding of ordinary shares as of Sep 30th, 2025 *
1.	Mr. Shigeru	Takamatsu	Chairman of the Sustainability Committee	None
2.	Mr. Yoichi	Muramoto	Sustainability Committee member	None
3.	Mr. Tatsuya	Awazu	Sustainability Committee member	None
4.	Mr. Seiji	Kubosaka	Sustainability Committee member	None
5.	Mr. Yuji	Kanke	Sustainability Committee member	None

Note : ** Including shareholding by spouse or minor children.*

Charter

The Board of Directors has approved appointment of the Sustainability Committee with the following duties and responsibilities.

1) Planning and overseeing the implementation of fundamental strategies and policies related to corporate sustainability.
2) Identifying and managing ESG risks within corporate activities.
3) Establishing overarching guidelines for Environmental (E), Social (S) and Governance (G) including monitoring their progress.
4) Promoting stakeholder engagement and ensuring transparent information disclosure.
5) Strengthening corporate value and trust through recommendations and progress reports to the Board of Directors.

7.4 Information of Executives

7.4.1 Board of Executives

The Board of Executives of the Company consists of the following persons :

THE BOARD OF EXECUTIVES

No.	Name		Position	Shareholding of ordinary shares as of Sep 30th, 2025 *
1.	Mr. Shigeru	Takamatsu	Chairman of Board of Executives (COO) & GM of Administration	None
2.	Mr. Yoichi	Muramoto	GM of Business Promotion	None
3.	Mr. Tatsuya	Awazu	GM of Production 1 & Printer Business	None
4.	Mr. Seiji	Kubosaka	GM of Production 2	None
5.	Mr. Yuji	Kanke	GM of Quality Assurance	None

Note : ** Including shareholding by spouse or minor children.*

7.4.2 Remuneration policy for Directors and Executives

Remuneration for Directors

The Company provides the remuneration to the Independent Directors (non-executive directors*), while the executive directors receive the remuneration as the role of employees of the Company. Therefore, the Company has established the Remuneration Committee consisting of only executive directors. The Company provides the remuneration to the independent directors in forms of monthly fee basic rate for all Independent Director (25,000 Baht/month) and additional fee for the Chairman of the Audit Committee (30,000 Baht/month) and Member of the Audit Committee (20,000 Baht/month) according to his/her position of the Committee and there is no other benefit. The remuneration for directors has been compared with the rate of the same industry and the structure of the remuneration of the Company. All types of the remuneration of directors have always been approved by Annual General Shareholders' meeting.

Note : **At the present, the Company has no other non-executive directors except Independent Directors.*

Structure of Non-Executive Director's remuneration

Monthly Basic Fee	: 25,000 Baht/month
Additional Monthly Fee	
Chairman of Audit Committee	: 30,000 Baht/month
Member of Audit Committee	: 20,000 Baht/month
Chairman/Member of other Committee	: None
Other benefits	: None

7.4.3 Directors and Excecutives' Remuneration

Level of Executives	Number of Executives	Salary (Baht)	Other benefit (Baht)	Total (Baht)
Director	5	2,616,500	6,214,340	8,830,840
Audit Committee	3	1,740,000	-	1,740,000
Sub Total	**8**	**4,356,500**	**6,214,340**	**10,570,840**
General Manager	2	1,226,700	3,506,138	4,732,838
Grand total	**10**	**5,583,200**	**9,720,478**	**15,303,678**

7.5 Information on employees

The Company has a total employee as of September 30th as follows :

By Group

Unit : Person

Group	2025	2024	2023
Office Staff	114	107	114
Factory Staff	2,140	2,175	2,188
Japanese Staff	35	34	36
Total	**2,289**	**2,316**	**2,338**

By Gender

Unit : Person

Gender	2025	2024	2023
Female	1,750	1,765	1,785
Male	539	551	553
Total	**2,289**	**2,316**	**2,338**
Ratio Female : Male	**76% : 24%**	**76% : 24%**	**76% : 24%**

Total the Company employees' compensation separated by gender for the fiscal year ended September 30th as follows :

Compensation

Unit : Baht

Items	Gender	2025	2024	2023
Wages and Salary	Female	344,598,968	344,795,036	341,515,868
	Male	156,174,909	157,053,369	156,467,258
	Total	**500,773,877**	**501,848,405**	**497,983,126**
	Ratio Female : Male	**69% : 31%**	**69% : 31%**	**69% : 31%**
Provident Fund Contributions	Female	7,766,078	8,053,126	8,104,942
	Male	2,627,600	2,756,814	2,831,908
	Total	**10,393,678**	**10,809,940**	**10,936,850**
	Ratio Female : Male	**75% : 25%**	**74% : 26%**	**74% : 26%**
Other Welfare and Social Security Contributions	Female	320,063,893	286,139,239	300,020,153
	Male	160,809,586	177,750,215	128,467,035
	Total	**480,873,479**	**463,889,454**	**428,487,188**
	Ratio Female : Male	**67% : 33%**	**62% : 38%**	**70% : 30%**
Total Compensation	Female	672,428,939	638,987,401	649,640,963
	Male	319,612,095	337,560,398	287,766,201
	Total	**992,041,034**	**976,547,799**	**937,407,164**
	Ratio Female : Male	**68% : 32%**	**65% : 35%**	**69% : 31%**

Unit : Percentage

Detail	2025	2024	2023
Standard wage and salary increased rate	2.0	3.0	3.0

The Company emphasizes human resources development, which is considered the main factor in the Company's success. Some employees are trained both in Thailand and abroad such as Japan. Moreover, the Company also has support from the parent company in recruiting and sending specialists in order to train staff for the new technology.

7.5.1 Employee Turnover

Employees turnover leaving the Company voluntarily separated by gender for the fiscal year ended September 30th as follows :

Employee turnover leaving the Company voluntarily	Unit	2025	2024	2023
Female	Person	210	147	159
	Percentage	64	76	76
Male	Person	119	47	50
	Percentage	36	24	24
Total	**Person**	**329**	**194**	**209**

7.5.2 Gender Diversity

Employees gender female : male separated by position level as of September 30th as follows :

Unit : Percentage

Position Level	2025	2024	2023
Operational level	93 : 07	94 : 06	95 : 05
Supervisory level	64 : 36	65 : 35	64 : 36
Management level	56 : 44	45 : 55	47 : 53
All level	**77 : 23**	**76 : 24**	**76 : 24**

7.5.3 Temporary Worker Ratio

The Company has not temporary worker.

7.6 Other significant information

7.6.1 List of officers responsible for the Key duties of the Company

1) Company Secretary

To comply with good corporate governance practices, the Board of Directors Meeting No.1/2023, dated February 10th, 2023, resolved to appoint Ms. Vipavee Lertchaiprasert as a company secretary effective from February 21st, 2023. (The details of Company Secretary presented in Attachment 1) who will perform the following duties and responsibilities carefully and comply with applicable laws, objectives, Articles of Association of the Company and all resolutions of the Board of Directors' meeting and the shareholders' meeting :

1) To prepare and keep the following documents :
   - 1.1) Directors' Profile
   - 1.2) Invitation Letter and Minutes of the Board of Directors Meetings
   - 1.3) Invitation Letter and Minutes of the Shareholders' Meetings
   - 1.4) The Company's Annual Report
2) To follow up the Company's related party transaction disclosures as reported by Directors or management
3) To organize the Board of Directors and shareholders' meetings
4) Draft management policies
5) To summarize the minutes of the Board of Directors meeting and the shareholders' meeting and to follow them up to ensure compliance of the resolutions of these meetings
6) To ensure the disclosure of the Company data and information to the authorized supervising bodies in accordance with the regulations and requirements of the government authorities
7) To ensure the Company and the Board of Directors compliance with the laws and requirement of the Securities and Exchange Commission and The Stock Exchange of Thailand (SEC/SET).
8) To promote and standardize good corporate governance in the Company.
9) To communicate with shareholders to ensure that they receive their entitlement and information from the Company.
10) To manage the activities of the Board of Directors.
11) To perform other duties as assigned by the Board of Directors.

2) Persons assigned to be directly responsible for accounting

The Board of Directors Meeting No.1/2024, dated February 9th, 2024, resolved to appoint Ms. Vipavee Lertchaiprasert as the person assigned to be directly responsible for accounting supervision effective from March 21st, 2024. (The details about the person who is directly responsible for accounting supervision presented in Attachment 1)

3) Head of Internal Audit

The Company has an Internal Audit to supervise the financial and operational activities to achieve the Company's objectives in accordance with the Company's regulations and applicable laws.

The Internal Audit has full freedom to perform duties and report directly to the Audit Committee. The internal control and supervision system will conduct a thorough survey and evaluation regularly by an authorized auditor. Currently, there have not been any major mistakes in the Company's operation process and every step of the operation was carried out efficiently as planned.

The Audit Committee appointed Ms. Marissa Payakamat as the Head of the Internal Audit. (More details about head of Internal Audit of the Company presented in Attachment 3)

7.6.2 Head of Investor Relations

The Board of Directors is aware of the importance of revealing important general and financial information of the Company to the investors and stakeholders. Therefore, the information revealed is to be accurate, complete, reliable, and up to date, so that all parties concerned may benefit from it. The information is revealed through the various media of the Stock Exchange of Thailand, and also through newspapers. The Company has established an Investors Relation Section to provide information to investors, shareholders, and all stakeholders.

Head of Investor Relations	: Mr. Ichiro Nishimura
email	: ir@metco.co.th
Telephone no.	: +66 2518 1280
Website	: www.metco.co.th/en

7.6.3 The remuneration of the auditor, Auditing office of the auditor and the person or businesses that related to the auditor and the auditing firm that the auditor is affiliated with considering the appointed Auditors and Compensation.

The Audit Committee had selected the auditors and the auditor remuneration. By considering knowledge, capability, experience and quality of the auditors' works, auditors' statuses, significant limitations or the regulations of the Stock Exchange of Thailand or the regulations of the other related organizations to ensure that independence of the auditor and the neutrality on work performance.

The Audit Committee had selected the KPMG Phoomchai Audit Limited as company auditors and considered the auditors remuneration and proposed to the Board of Directors. The Audit Committee deemed that the auditors had good understanding of the Company's businesses, practiced in a neutral and independence manner as well as regularly delivered its work on time, and as a result the Board of Directors proposed to the Annual General Meeting of Shareholders 2025 to appoint KPMG Phoomchai Audit Limited as the Company's auditor. The appointed auditors are :

Ms. Jamjuree	Sathapornchaiwat	Certified Public Accountant license number 11567 and/or
Ms. Kittiya	Suparat	Certified Public Accountant license number 12186 and/or
Ms. Sujitra	Masena	Certified Public Accountant license number 8645 and/or
Ms. Sirinuch	Surapaitoonkorn	Certified Public Accountant license number 8413

For the Accounting period ended September 30th, 2025, Ms. Jamjuree Sathapornchaiwat is the Certified Public Accountant who audited the Company's financial statements.

The Audit Committee deemed that during for the accounting period ended September 30th, 2025, the company had put in place the transparent, adequate and appropriate Internal Control Systems covering risky management and the company had established procedures that helped build confidence in Company's operation in accordance with the related laws by having good corporate governance along with the compilation and disclosure of adequate and reliable Company's financial report information.

Auditor's remuneration

1) Audit Fee

The Group's Audit Fee

- The Company's Audit fee is 3.35 Million Baht
- Subsidiry's Audit fee is 1.15 Million Baht
- Total Audit fees for the year ended September 30th, 2025 is 4.5 Million Baht

2) Non-Audit Fees

The Group has no non-Audit fees.

8. Report on key operating results related to corporate governance

8.1 Summary of duty performance of the Board of Directors

8.1.1 Selection, development and evaluation of duty performance of the Board of Directors

The Company has a policy of encouraging Director of the Board to attend continuous and professional training programs organized internally in the Company or externally by various institutions such as the Securities and Exchange Commission and The Stock Exchange of Thailand, IOD or the audit firm.

Performance Assessment of the Board of Directors

The Board of Directors conducts the annual self-assessment of the Board's overall performance covering the following 6 topics.

1) Structure and qualifications of the Board
2) Roles, duties, and responsibilities of the Board
3) Board meetings
4) Board performance
5) Relationship with management
6) Self-improvement of Directors and Executive development.

In addition, each Director of the Board conducts the annual self-assessment on an individual basis covering the 2 following topics.

1) Knowledge and understanding of being a director
2) Performance of director

The Company Secretary will distribute an evaluation form to all Directors for their self-assessments. The completed from will be summarized and reported to the Board of Directors.

No.	Board of Director assessment	Score	2025	2024
1.	Composition and qualifications of the Board	10	9	9
2.	Roles, duties and responsibilities of the Board	30	28	28
3.	Board meeting	10	8	8
4.	Board performance	20	20	17
5.	Relationship with management	10	9	9
6.	Self-improvement of Directors and Executive development	20	18	17
	Total	**100**	**92**	**88**

In 2025, the Directors made suggestions and opinions as a guidelines for making more efficient and beneficial performance to the Company's business operations in the future.

Evaluation of the Chairman of Board of Directors performance

The Executive Committee evaluates the Chairman's annual performance in accordance with the guidelines set by the Stock Exchange of Thailand (SET). The topics assessed are as follows :

a. Leadership
b. Strategic Planning
c. Strategic Actions
d. Financial planning/performance
e. Relationship with the Executive Committee
f. External relations
g. Management/Human Resource Relations
h. Succession planning
i. Knowledge about products/services

The report concluded that the final score was 93, which was considered excellent performance.

Evaluation of the Chairman of Board of Executive (COO) performance

a. Accountabilities in the decision making and one's own actions on a reasonable grounds
b. Responsibility to perform duties to the full extent of ability and effectiveness
c. Equitable treatment of stakeholders
d. Transparency in performing with accountability and information disclosed
e. Vision to create long term value
f. Good governance and business conduct in performing the duties

The report concluded that the final score was 92, which was considered excellent performance.

8.1.2 Meeting attendance

The Board of Directors meeting will be held regularly by quarterly, the time, venue, and agenda will be set in advance on the last Thursday before due date of submission Financial Statements then inform to the Board of Directors of next year BOD's schedule meeting on the last quarter of the year. So that the Board of Directors will have enough time to prepare for the meeting. The meeting material will be sent to the committee at least 7 days in advance in order to Directors have enough time to study. At the time of the Board of Directors' resolution, there must no less than two-thirds of the total number of directors.

The Company secretary will take minutes of the meeting and keep them in a file and the meeting minutes is always available for review.

In addition, Independent Directors are able to hold meetings to review on other matters apart from the regular meeting agenda of the Board of Directors independent from the Company's top management.

The company has set a policy on the minimum number of quorums at the time when the Board of Directors will vote at the Board of Directors meeting that there must be no less than two-thirds of the total number of directors.

Meetings of the Board of Directors are regularly held 4 meetings for the fiscal year ended September 30th, 2025. The Directors' meetings attendance as follows :

No.	Board of Directors		Meetings attendance
1.	Mr. Yoichi	Muramoto	3/4
2.	Mr. Tatsuya	Awazu	4/4
3.	Mr. Ichiro	Nishimura	4/4
4.	Mr. Akira	Tatsumi	2/2*
5.	Mr. Takashi	Maejima	4/4
6.	Mr. Wanchai	Umpungart	4/4
7.	Mr. Nop	Rojanavanich	4/4
8.	Mrs. Weena	Suksawadi Na Ayuthaya	2/2*

Note : ** Appointment on August 8th, 2025*

Meetings of the Audit committee are regularly held 4 meetings for the fiscal year ended September 30th, 2025. Then report to the Board of Directors. The Directors' meetings attendance as follow :

No.	Audit Committee		Meetings attendance
1.	Mr. Wanchai	Umpungart	4/4
2.	Mr. Nop	Rojanavanich	4/4
3.	Mrs. Weena	Suksawadi Na Ayuthaya	2/2*

Note : ** Appointment on August 8th, 2025*

Meetings of the Board of Executives are regularly held 12 meetings for the fiscal year ended September 30th, 2025. Then report to the Board of Directors. The Directors' meetings attendance as follow :

No.	Board of Executives		Meetings attendance
1.	Mr. Shigeru	Takamatsu	12/12
2.	Mr. Yoichi	Muramoto	12/12
3.	Mr. Tatsuya	Awazu	12/12
4.	Mr. Seiji	Kubosaka	12/12
5.	Mr. Yuji	Kanke	12/12

Meetings of the Good Corporate Governance Committee are regularly held 2 meetings for the fiscal year ended September 30th, 2025. Then report to the Board of Directors. The Directors' meetings attendance as follow :

No.	Good Corporate Governance Committee		Meetings attendance
1.	Mr. Yoichi	Muramoto	2/2
2.	Mr. Tatsuya	Awazu	2/2
3.	Mr. Ichiro	Nishimura	2/2
4.	Mr. Akira	Tatsumi	1/1*
5.	Mr. Takashi	Maejima	2/2
6.	Mr. Yusuke	Nakatani	2/2
7.	Mr. Wanchai	Umpungart	2/2
8.	Mr. Nop	Rojanavanich	2/2
9.	Mrs. Weena	Suksawadi Na Ayuthaya	1/1*

Note : ** Appointment on August 8th, 2025*

Meetings of the Nomination Committee are regularly held 2 meetings for the fiscal year ended September 30th, 2025. Then report to the Board of Directors. The Directors' meetings attendance follow :

No.	The Nomination Committee		Meetings attendance
1.	Mr. Wanchai	Umpungart	2/2
2.	Mr. Nop	Rojanavanich	2/2
3.	Mrs. Weena	Suksawadi Na Ayuthaya	1/1*
4.	Mr. Ichiro	Nishimura	2/2

Note : ** Appointment on August 8th, 2025*

Meetings of the Remuneration Committee are regularly held 2 meetings for the fiscal year ended September 30th, 2025. Then report to the Board of Directors. The Directors' meetings attendance follow :

No.	Remuneration Committee		Meetings attendance
1.	Mr. Yoichi	Muramoto	2/2
2.	Mr. Tatsuya	Awazu	2/2
3.	Mr. Ichiro	Nishimura	2/2

Meetings of the Risk Management Committee are regularly held 1 meeting for the fiscal year ended September 30th, 2025. Then report to the Board of Directors. The Directors' meeting attendance follow :

No.	Risk Management Committee		Meetings attendance
1.	Mr. Akira	Tatsumi	1/1
2.	Mr. Ichiro	Nishimura	1/1
3.	Mr. Takashi	Maejima	1/1

Meetings of the Sustainability Committee are regularly held 1 meeting for the fiscal year ended September 30th, 2025. Then report to the Board of Directors. The Directors' meeting attendance follow :

No.	Sustainability Committee		Meetings attendance
1.	Mr. Shigeru	Takamatsu	1/1
2.	Mr. Yoichi	Muramoto	1/1
3.	Mr. Tatsuya	Awazu	1/1
4.	Mr. Seiji	Kubosaka	1/1
5.	Mr. Yuji	Kanke	1/1

8.1.3 Supervision of subsidiary

Subsidiary is entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiary are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Subsidiary has internal control and its review by the Company's internal Audit then report to the Board of Directors.

8.1.4 Authority to Appoint the Directors of Subsidiaries

The appointment of the Directors of the subsidiary Sima Technology Co., Ltd. falls under the authority of the Board of Directors of the parent company, Muramoto Electron (Thailand) Public Company Limited, as part of the governance framework over subsidiaries.

It is considered that, while ensuring diversity within the subsidiary's Board of Directors and taking into account the nature of the subsidiary's business, suitable personnel shall be appointed. Specifically, the appointment shall be made through the following procedure:

- **Ensuring the Board's Diversity :** The parent company's Board of Directors upholds a fundamental policy of maintaining a well-balanced composition of members with diverse knowledge, experience, and capabilities.
- **Consideration of the Subsidiary's Business :** The appointment of suitable Directors is determined by taking into account the subsidiary's business activities and strategic direction.
- **Decision by the Board of Directors :** The parent company's Board of Directors shall have the final authority to decide on the appointment of the subsidiary's Directors.

8.1.5 Disclosure of the Subsidiary's Information

Any disclosure of information regarding a subsidiary must be conducted in a timely manner when significant management events occur that may affect investment decisions, in accordance with the disclosure regulations of the listed parent company. The disclosed information may include matters such as the launch of new businesses by the subsidiary, organizational restructuring, and any significant impacts on the subsidiary's business performance.

Major Disclosure Information

- **Launch of a New Business :** When a new business is initiated that has the potential to significantly impact the performance of the listed parent company.
- **Organizational Restructuring :** Actions such as mergers, acquisitions, or other forms of corporate reorganization.
- **Other Significant Events :** Events related to important operations, business activities, or assets of the subsidiary that may have a significant impact on the management performance etc. of the listed parent company.
- **Capital:** Disclosure of information relating to capital may be required.

Timing and Disclosure Key Points

- **Timely Disclosure :** The listed parent company has an obligation to disclose in a timely manner any events that may have a significant impact on investment decisions.
- **Management's Views :** When disclosing decisions made by the subsidiary, both the views of the listed parent company's management and those of the subsidiary should be presented. If the opinions differ, each viewpoint must be stated clearly.
- **Revision of Earnings Forecasts :** If an event at the subsidiary affects the earnings forecast of the listed parent company, a revision of the forecast must also be disclosed accordingly.

8.1.6 Monitoring of compliance with the corporate governance policy and guidelines

The Audit Committee had considered the independence of the Internal Audit, its scope of responsibilities and annual audit plan as well as considered the audit report and monitoring the implementation of solutions to significant issues mentioned in the audit report. Giving advice on how to improve and streamline the audit performance. The Audit committee also considered the appropriateness of the budget, the workforce, training and personnel development and the annual performance evaluation of the Internal Audit.

8.2 Report on the results of duty performance of the Sub-Committees for the year 2025

8.2.1 Audit Committee Report

The Audit Committee's report is presented in page 11 - 12

8.2.2 Report of the Nomination Committee

Dear Shareholders of Muramoto Electron (Thailand) Public Company Limited

The Nomination Committee was established by the resolution of the Board of Directors. According to its charter, the Committee has the following scope, authority, duty, and responsibility functions.

1) To consider and propose the criteria for selecting a director and specifying the qualifications of any person to be nominated for a directorship as well as stipulating the nomination process.
2) To review annually the size and competition of the Board of Directors and to recommend any proposed changes.
3) To nominate suitable candidates for the Company's directorship and propose them to the Board of Directors in order to seek an approval at Shareholders' Meeting.
4) To provide minority shareholders with an opportunity to propose qualified persons for selection as directors, by providing advanced notice to allow sufficient time prior to the Shareholders' Meeting being held and manage such a mechanism accordingly.
5) To perform other tasks as designated by the Board of Directors.

The Committee consists of four directors, which three of them are the independent directors. In 2025, the Committee held 2 meetings and attended the meeting as follows :

Name of Committee	Position	Meetings attendance
1. Mr. Wanchai Umpungart	Chairman of the Nomination Committee (Independent Director)	2/2
2. Mr. Nop Rojanavanich	Nomination Committee member (Independent Director)	2/2
3. Mrs. Wongtipa Bunnag	Nomination Committee member (Independent Director)	1/1
4. Mrs. Weena Suksawadi Na Ayuthaya	Nomination Committee member (Independent Director)	1/1
5. Mr. Ichiro Nishimura	Nomination Committee member	2/2

Concerning the candidate nomination for new director appointments in the Shareholders' Meeting in 2026, the Company invited shareholders to propose candidates for election to the Board. The policies and procedures to allow shareholders to propose candidates for the election of the Board were posted on the Company's website. However, there was no shareholders proposed candidate to the Committee. Therefore, the Committee reviewed those directors whose term retired by rotation in accordance with the Company's Articles of Association. The Committee has considered that those directors could continue to make further contributions to the Board of Directors and accordingly the Company's business strategy.

Mr. Wanchai Umpungart, Mrs. Weena Suksawasdi Na Ayuthaya and Mr. Ichiro Nishimura as the nomination committee members considered the reappointment of Director for Mr. Nop Rojanavanich who retired by rotation in 2026. After reviewing their profile and performance as a director, they recommended reappointing as a director to Board of Directors.

The nomination committee had recommended a best-qualified person for each sub-committee's chairman and member for FY2026 to Board of Director.

The Committee performed its duties as assigned with prudence and care and adhered to the principle of good corporate governance in a manner deemed sufficient and appropriate for the equitable interest of all stakeholders.

(Mr. Wanchai Umpungart)

Chairman of the Nomination Committee

HEAD OFFICE & METCO 1 FACTORY : 886 RAMINTRA RD., KWAENG KANNAYAO, KHET KANNAYAO, BANGKOK 10230, THAILAND : TEL 0-2517-5010~2 FAX 0-2517-1672
METCO 2 FACTORY : 1 MU 6, BANGNA-TRAD RD., KM.25, T. BANGSAOWTHONG, A. BANGSAOWTHONG, SAMUTPRAKARN 10570, THAILAND : TEL 0-2338-1535~8 FAX 0-2338-1539
METCO 3 FACTORY : 99/7 MU 3, BANGNA-TRAD RD., KM.23, T. BANGSAOWTHONG, A. BANGSAOWTHONG, SAMUTPRAKARN 10570, THAILAND : TEL 0-2397-9220~30 FAX 0-2397-9

8.2.3 Report of the Good Corporate Governance Committee

Dear Shareholders of Muramoto Electron (Thailand) Public Company Limited

The Good Corporate Governance Committee has performed its responsibilities in compliance with the Good Corporate Governance Committee Charter approved by the Board of Directors.

In 2025, the Committee held 2 meetings by reviewed the Company's Good Corporate Governance Policy and its related policies to ensure the policies updated and in line with the related checklists of Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand and the Thai Investors Association. The committee attended the meeting as follows :

Name of Committee	Position	Meetings attendance
1. Mr. Yoichi Muramoto	Chairman of the Good Corporate Governance Committee	2/2
2. Mr. Takashi Maejima	Good Corporate Governance Committee member	2/2
3. Mr. Ichiro Nishimura	Good Corporate Governance Committee member	2/2
4. Mr. Tatsuya Awazu	Good Corporate Governance Committee member	2/2
5. Mr. Kazunobu Kawabe	Good Corporate Governance Committee member	1/1
6. Mr. Akira Tatsumi	Good Corporate Governance Committee member	1/1
7. Mr. Yusuke Nakatani	Good Corporate Governance Committee member	2/2
8. Mr. Wanchai Umpungart	Good Corporate Governance Committee member	2/2
9. Mr. Nop Rojanavanich	Good Corporate Governance Committee member	2/2
10. Mrs. Wongtipa Bunnag	Good Corporate Governance Committee member	1/1
11. Mrs. Weena Suksawadi Na Ayuthaya	Good Corporate Governance Committee member	1/1

Starting from year 2016 the Company has been making continuous improvement of good corporate governance. In 2025, the Company has been reviewed Corporate Governance Report in level of "Very Good" (4 stars).

In addition, the Good Corporate Governance Committee, also recommended the Company to improve anti-corruption measures including modification of the Anti-Corruption Policy wordings, preparation of relevant company regulations/guidelines and implementation of action programs based on the corruption risk assessment conducted by the Risk Management Committee as described in this annual report.

The Good Corporate Governance Committee shall encourage and lead the Company to keep making its best efforts in improving good corporate governance practices further.

(Mr. Yoichi Muramoto)

Chairman of the Good Corporate Governance Committee

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8.2.4 Report of the Risk Management Committee

Dear Shareholders of Muramoto Electron (Thailand) Public Company Limited

Muramoto Electron (Thailand) Public Company Limited, realizes the importance of sustainable risk management covering most key risks that could affect the Company's business. The Committee's duties and responsibilities are to analyze and evaluate incurred or possibly incurred risks continuously and annually, develop and review risk management policies to keep risk at an acceptable level, establish risk management procedures according to the risk management policies and delegate the risk management to respective manages, review the effectiveness of the risk management procedures, and report to the Board of Directors up-dated situation of the risk management and progress of the risk management procedures together with results.

The Risk Management Committee held 1 meeting in 2025 and provides a progress report to the Board of Directors. The committee attended the meeting as follows :

Name of Committee	Position	Meetings attendance
1. Mr. Akira Tatsumi	Chairman of the Risk Management Committee	1/1
2. Mr. Ichiro Nishimura	Risk Management Committee member	1/1
3. Mr. Takashi Maejima	Risk Management Committee member	1/1

In 2025, the Risk Management Committee analyze incurred or possibly incurred risks and develop and review risk management policies and procedures as well as their effectiveness. This period, the Risk Management Committee still put a focus on the sustainable risk management of Environmental, Social and Governance in order to prepare and cope with the near future change.

The Risk Management Committee also monitors the situation and news closely.

(Mr. Akira Tatsumi)
Chairman of the Risk Management Committee

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8.2.5 Report of the Remuneration Committee

Dear Shareholders of Muramoto Electron (Thailand) Public Company Limited

The Remuneration Committee consists of three directors. The Committee's duty is to prepare policy and guidelines to designate appropriate remuneration of the Board of Directors and Chairman to be proposed to the Board of Directors and Annual General shareholders' Meetings for approval.

In 2025, the Committee held 2 meetings by considered and proposed to the Board of Directors the remuneration for Directors by taking into the consideration of the outcomes from the Performance Assessments of the Board of Directors. The committee attended the meeting as follows :

Name of Committee	Position	Meetings attendance
1. Mr. Yoichi Muramoto	Chairman of the Remuneration Committee	2/2
2. Mr. Tatsuya Awazu	Remuneration Committee member	2/2
3. Mr. Ichiro Nishimura	Remuneration Committee member	2/2

The Remuneration Committee had recommended FY2026 remuneration of independent directors not changed from FY2025 then reported to the Board of Directors.

The Committee performed its duties as assigned with prudence and care, and adhered to the principle of good governance in a manner deemed sufficient and appropriate for the equitable interest of all stakeholders.

(Mr. Yoichi Muramoto)
Chairman of the Remuneration Committee

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8.2.6 Report of the Sustainability Committee

Dear Shareholders of Muramoto Electron (Thailand) Public Company Limited,

The Sustainability Committee was established with the aim of enhancing the company's sustainability and achieving long-term value creation. We' re appointed by the Nomination Committee.

The roles, authorities and responsibilities of the committee are summarized as follows :

1) Planning and overseeing the implementation of fundamental strategies and policies related to corporate sustainability.
2) Identifying and managing ESG risks within corporate activities.
3) Establishing overarching guidelines for Environmental (E), Social (S) and Governance (G) including monitoring their progress.
4) Promoting stakeholder engagement and ensuring transparent information disclosure.
5) Strengthening corporate value and trust through recommendations and progress reports to the Board of Directors.

In 2025, the committee held one meeting by reviewed the Company's Sustainability Policy and updated the activities. The Committee attended the meeting as follows :

Name of Committee	Position	Meetings attendance
1. Mr. Shigeru Takamatsu	Chairman of the Sustainability Committee	1/1
2. Mr. Yoichi Muramoto	Sustainability Committee member	1/1
3. Mr. Tatsuya Awazu	Sustainability Committee member	1/1
4. Mr. Seiji Kubosaka	Sustainability Committee member	1/1
5. Mr. Yuji Kanke	Sustainability Committee member	1/1

The company is committed to operating its business under the good corporate governance principles which are transparent and verifiable. Moreover, the company also recognizes the accountability to economy, society, environment and all stakeholders which are significant factors in creating sustainable business values.

(Mr. Shigeru Takamatsu)
Chairman of the Sustainability Committee

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8.3 Summary of the results of duty performance of subcommittees

The Board of Directors conducts the annual assessment of subcommittees, Those Committees evaluate their own assessment following a preliminary format by the Stock Exchange of Thailand (SET). The Company Secretary reports the result to the Board of Directors. The result of 2025 subcommittee assessment as follows :

No.	Topic	Score	Audit Committee	Good Corporate Governance Committee	Nomination Committee
1.	Structure and qualification of the Committee	20	19	18	17
2.	Meeting of the Committee	20	17	17	17
3.	Roles, duties and responsibilities of the Committee	60	56	57	54
	Total	**100**	**92**	**92**	**88**

No.	Topic	Score	Remueration Committee	Risk Management Committee	Sustainability Committee
1.	Structure and qualification of the Committee	20	17	19	15
2.	Meeting of the Committee	20	17	17	17
3.	Roles, duties and responsibilities of the Committee	60	54	54	53
	Total	**100**	**88**	**90**	**85**

In 2025, The Subcommittees meeting for consideration, acknowledgement and discussion to future develop and improve the performance of committees.

9. Internal Control and Related Party Transactions

9.1 Internal Control

9.1.1 The adequacy and appropriateness of the Company's internal control system

The Audit Committee has appraised the internal audit control system and operations of the Company. The Audit Committee concluded that there is no significant mistake in the internal audit control system, which would affect the financial statements of the Company. For the internal audit control system of the accounting section, the Auditor of the Company has studied and appraised the efficiency of the internal audit control system of the accounting section. The Auditor found that no significant weak point in the internal audit control system of the accounting section.

9.1.2 Internal Control System

Internal Audit Operation

The Company has the Internal Audit to supervise financial and operational activities. These ensure that these activities are conducted to achieve company objectives with the regulations specified by the Company and applicable laws. The Internal Audit is given total independence to conduct their duties, and they report directly to the Audit Committee. The system of internal control and supervision is ascertained and evaluated on a regular basis by an authorized auditor. So far, no significant mistake has been found in any operation process of the Company and every procedure is being carried out efficiently as planned. The Audit Committee has appointed Ms. Marissa Payakamat to the head of the Internal Audit.

9.1.3 Audit Committee specify that in the event that the opinion differs from the opinion of the Board of Directors. Or the auditor has any observations about internal control

-None-

9.1.4 Head of Internal Audit

The Audit committee review the qualification, education degree and experience of Ms. Marissa Payakamat and approved the appointment as a head of Internal Audit, reporting directly to the Audit Committee.

The Audit committee is responsible for proposing the appointment, transfer, removal, promotion, title promotion, and assessment of the Head of Internal audit to the board of Directors for theirs consideration and to the COO for his opinions to supplement the Board of Directors' review.

9.2 Related party transactions

Director and Executives' interest

The Company's Directors and Executive has interest in Muramoto Group as follows :

No.	Parent Company, Subsidiary, and Related Companies	the Company's Directors and Executives	Directors and Executives interest	Relationship information
1.	**Parent Company [MIC]**			
	Muramoto Industry Co., Ltd. (Japan)	Mr. Yoichi Muramoto	The President of MIC and owns 1.77% shares	- MIC is the major shareholder (72.25%) of the Company and provides technical and financial support Including assistance in marketing Development.
		Mr. Akira Tatsumi	The Director of MIC and owns 12.90% shares	- MIC acquires various parts, and other raw material from Japanese Manufacturers to sell to the Company.
				- MIC is acting sales and marketing agent on case-by-case basis for the Company.
2.	**Subsidiary [SIMA]**			
	Sima Technology Co., Ltd.	Mr. Akira Tatsumi	The President of SIMA	- SIMA is a subsidiary of the Company which hold 99.99% of its shares.
		Mr. Yoichi Muramoto	The Director of SIMA	
		Mr. Tatsuya Awazu	The Director of SIMA	
		Mr. Takashi Maejima	The Director of SIMA	
3.	**Related Company [MAPLE]**			
	Muramoto Audio-Visual Philippines Inc. (Philippines)	Mr. Yoichi Muramoto	The President of MAPLE	- MAPLE is subsidiary of MIC.
4.	**Related Company [MUI]**			
	Muramoto USA Inc. (USA)	Mr. Takashi Maejima	The President of MUI	- MUI is subsidiary of MIC.
				- MUI is acting sales and marketing agent on case-by-case basis for the Company.
5.	**Related Company [MME]**			
	Muramoto Manufacturing Europe S.R.O. (Czech)	Mr. Akira Tatsumi	The Director of MME	- MME is subsidiary of MIC.

Related party transactions (RPTs)

The Company, its subsidiary and related companies have related-party transactions. The transactions include purchasing or selling of produced goods, raw materials or fixed assets, service, expenses, dividend payments and other transactions that supported normal business activities. The selling and purchasing prices were in line with normal business rates or made with reference to the market price. All related-party transactions in 2025 were disclosed in Note No.4 in the financial statements for the year ended September 30th, 2025 and both Board of Directors and the Audit Committee reviewed the transactions to ensure they were justified and appropriate.

Related party transaction policy

The Board of Directors and the Audit Committee consider and give opinions about related-party transactions or transactions possibly causing conflicts of interest between the Company and its subsidiary, related companies and any other related persons by holding principles of prudence, rationality, fairness, consideration of stakeholders' involved interest and disclosure of sufficient information to comply with rules and regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

Related party transaction procedure

In case of the Company has any related-party transaction with any person or companies who has a conflict of interest with the Company, that transaction has to be consented by the Audit Committee and approved by the Board of Directors. The related-party transaction must comply with the rules and regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) relating to related-party transactions and the acquisition or disposal of assets. Any member of the Board of Directors who has an interest in any related-party transaction shall declare to the Audit Committee and the Board of Directors, and refrain from rending any opinion or vote. In this regard, to approve the related-party transaction, the Company must comply with the procedure and process, considering the Company's optimal benefits, and treat that related-party transaction on the same basis as an outsider's transaction. If the Company has to perform any related-party transaction in future, the Company must strictly comply with the approval process as mentioned above. If such a related-party transaction is required to be considered and approved by the Audit Committee, it shall be examined and considered independently whether it is needed and appropriate. In case the Audit Committee has no expertise on the mentioned related-party transaction, the Company will appoint an independent expert or its external auditor to assist the Audit Committee in that process to obtain the most effective comment or information so that the Board of Directors, the Audit Committee, or the Shareholders can use it to support their decisions in each case. In addition, the Company will make disclosure of the transaction in the note to the Company's financial statements.

Related party transaction control and monitoring

For regular transaction which mostly consists of transactions between the Company's group companies, the Company's management will set pricing policy to ensure buying and selling price based on market ones or normal trading conditions. In case of the Company has to conduct any irregular transaction, the Company's Executive Director responsible for the administration will manage and control the transaction with the corporation of Company Secretary in order to ensure the implementation of transaction in line with related policies and regulations. The Internal Audit of the Company regularly reviews the related party transactions. In addition, the Audit Committee generally reviews and discusses about the related party transactions with the Company's external auditor in order to help protect conflicts of interest and see if the related-party transactions are adequately and properly disclosed.

The Parent Company, Subsidiary and Related Companies are not registered on overseas Stock Exchange Markets. The relationship between the Parent Company, Subsidiary and Related Companies with the Company is presented in pages 38 - 42.

9.2.1 Necessity and rationality the transactions

At the Audit Committee Meeting of the Company has considered the related party transactions of the Group were necessary and beneficial to be executed to support normal business and conditions in these related party transactions were made on the basis of normal business conditions would execute with contractual parties under the same circumstance and as long as there are no influence persons having potential conflict of interest.

9.2.2 Measures or procedures for approving related party transactions

At the Board of Directors' meeting of the Company, the measure and procedures for the approval of related party transactions between the Company, and its subsidiary, and any party with potential conflict of interest with the Company, the Company and its subsidiary must comply with the Securities and Exchange Act, regulations, notifications and orders of the Capital Market Supervisory Board. The stakeholders will not be able to participate in the approval process. Regarding to the law that requires related party transactions to be approved by the Board of Directors, the Company will arrange for the Audit Committee to attend the meeting to consider and comment on the necessity and reasons of the transaction.

9.2.3 Policy and tendency of future related party transactions

The company will proceed in accordance with the securities and Exchange Act Including the regulations, announcements and orders of the Capital Market Supervisory Board and the Stock Exchange of Thailand, including compliance with the disclosure requirements of the related parties transaction of the Company and its subsidiary in accordance with accounting standards prescribed by the Thailand Federation of Accounting professions.

Non-compliance item and reason

Non-compliance item	Reason for the non-compliance
The Company has not yet prepared an integrated report.	The Company has not yet prepared the sustainability report in form of Integrated Report. However, the Company has prepared a chapter in its 56-1 One Report covering its required by the Securities Exchange of Thailand and the Securities and Exchange Commission.
The Company has not offer any multiple channel access corporate informaion except SET and the Company's website.	The Company has not yet prepared a section conducting a briefing for the purpose of investor relations as SET's Opportunity Day.
The Company does not disclose the Executive Director and individual compensation.	As the Company's Executive Directors receives remuneration only based on their status as an employee of the Company and its parent company. As the Executive Directors of the Company, their remuneration is presented to the Shareholder's meeting as zero for approval. Therefore, the Board of Directors has an opinion that the disclosure of Executive as Directors employee is highly sensitive then deemed it not disclosure according to the Good Corporate Governance principles.
The Company does not have a compliance unit.	Although the Company has not yet established an organization called Compliance unit, since 2016, the Company has encouraged relevant departments to improve their performance according to the best practice of Good Corporate Governance. In 2025 the Company had been reviewed Corporate Governance Report in level of "Very Good" (4 Stars). However, the Company is considering set-up Compliance Unit.
The Remuneration Committee entirely consisting of Executive Directors.	The Company's Director remuneration is set only for non-Executive Director because Executive Directors receive their remuneration an employee of the Company. Therefore, the Board of Directors has established the Remuneration Committee consisting of only Executive Directors. The Remuneration Committee is appropriate for considering and proposing the remuneration for Non-Executive Directors including Independent Directors of the Company.
The Nomination Committee has all Independent Directors and one Executive Director.	The Board of Directors has established the Nomination Committee and appointed four Directors as its member consisting of three Independent Directors and one Executive Director. Normally, the Committee consists of some Executive Directors representing the Muramoto Group, the Executive Director of the Committee is expected to take a role in the Committee of coordinating search and selection of candidates from the Muramoto Group.

PART 3

Details of Financial Statements present at
56-1 One Report
Financial Report of
Muramoto Electron (Thailand) Public Company Limited

Attachment 1 Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, and the Company's secretary.

① MR. YOICHI MURAMOTO

Position : Chairman, Authorized Director, SIMA's Director

Nationality	Age	Profile
Japanese	68	

Position : Chairman of Board of Directors
Executive Committee member
Chairman of Good Corporate Governance Committee
Chairman of Remuneration Committee
Sustainability Committee member

Education : Bachelor's degree of mechanical science, Okayama University of Science, Japan

Date of appointment : February 24th, 2010

Number of years as the director : 14 years 7 months

Number of terms as the director : 5 Terms

Experiences :

2011 – Present	Director of Sima Technology Co., Ltd.
2010 – Present	Chairman of Muramoto Electron (Thailand) Public Company Limited
2010 – Present	President of Muramoto Industry Co., Ltd (Japan)
2010 – Present	President of Muramoto Audio - Visual Philippines Inc.
2010 – 2025	President of Muramoto Manufacturing Europe S.R.O.
2009 – 2025	President of Muramoto USA Inc.

Training Course :

2022	All Executives need to know about BOI
2019	Director Accreditation Program (DAP158/2019) Thai Institute of Directors

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Directors	Meeting 3 of 4 times (75%)
Board of Executives	Meeting 12 of 12 times (100%)
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)
Remuneration Committee	Meeting 1 of 1 times (100%)
Sustainability Committee	Meeting 1 of 1 times (100%)

Take the position in other listed companies :

None

Take the position in other non-listed companies :

Director of Sima Technology Co., Ltd.
President of Muramoto Industry Company Limited (Japan)
President of Muramoto Audio-Visual Philippines Inc.

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :

None

② MR. TATSUYA AWAZU

Position : Director, Authorized Director, SIMA's Director

Nationality	Age	Profile
Japanese	63	

Position : Director
Executive Committee member
Good Corporate Governance Committee member
Sustainability Committee member
Remuneration Committee member

Education : Business Course, Akashi Commercial Senior High School, Japan

Date of appointment : November 24th, 2017

Number of years as the director : 7 Years 10 Months

Number of years as the director : 3 Terms

Experiences :

2025 – Present	Director of Sima Technology Co., Ltd.
2017 – Present	Director of Muramoto Electron (Thailand) Public Company Limited
2015 – Present	General Manager of Production 1 and Printer business, Muramoto Electron (Thailand) Public Company Limited
2001 – 2010	Mecha Assembly Unit Leader, Muramoto Electron (Thailand) Public Company Limited
1999 – 2001	Chief of Quality Control of In-house Deck Production, Muramoto Industry Co.,Ltd.

Training courses : None

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Directors	Meeting 4 of 4 times (100%)
Board of Executives	Meeting 12 of 12 times (100%)
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)
Sustainability Committee	Meeting 1 of 1 times (100%)
Remuneration Committee	Meeting 2 of 2 times (100%)

Take the position in other listed companies :
None

Take the position in other non-listed companies :
Director of Sima Technology Co., Ltd.

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :
None

③ MR. ICHIRO NISHIMURA

Position : Director, Authorized Director, CFO

Nationality	Age	Profile
Japanese	64	

Position : Director
Good Corporate Governance Committee member
Nomination Committee member
Remuneration Committee member
Risk Management Committee member

Education : Bachelor of Business Administration, Meiji University, Japan
Business Administration, University of Leicester, The United Kingdom

Date of appointment : May 14th, 2014

Number of years as the director : 11 Years 4 Months

Number of terms as the director : 4 Terms

Experiences :

2014 – Present	Director of Muramoto Electron (Thailand) Public Company Limited
2012 – 2025	General Manager in Administration Division of Muramoto Electron (Thailand) Public Company Limited
1999 – 2002	Senior Administrative Manager of Sato Kogyo Co., Ltd., Singapore Branch

Training courses :

2024	Director Accreditation Program (DAP 216/2024) Thai Institute of Directors
2017	Director Accreditation Program (DAP 135/2017) Thai Institute of Directors

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Directors	Meeting 4 of 4 times (100%)
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)
Nomination Committee	Meeting 2 of 2 times (100%)
Remuneration Committee	Meeting 2 of 2 times (100%)
Risk management Committee	Meeting 1 of 1 times (100%)

Take the position in other listed companies :

None

Take the position in other non-listed companies:

None

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :

None

④ MR.AKIRA TATSUMI

Position : Director,
President of SIMA Technology Co., Ltd.

Nationality	Age	Profile
Japanese	57	

Position : Director
Good Corporate Governance Committee member
Chairman of Risk Management Committee

Education : Bachelor of Faculty of Engineering, Tokushima University, Japan

Date of appointment : August 08th, 2025

Number of years as the director : 2 Months

Number of terms as the director : 1 Term

Experiences :

2025 – Present	Director of Muramoto Electron (Thailand) Public Company Limited
2025 – Present	President of Sima Technology Co., Ltd.
2022 – Present	Muramoto Industry Co., Ltd. (Japan)
2017 – 2021	Muramoto Manufacturing Europe s.r.o. (Czech)
2002 – 2017	Muramoto Electron (Thailand) Public Company Limited
1996 – 2002	Muramoto Industry Co., Ltd. (Japan)

Training courses : None

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Directors	Meeting 2 of 2 times (100%)
Good Corporate Governance Committee	Meeting 1 of 1 times (100%)
Risk management Committee	Meeting 1 of 1 times (100%)

Take the position in other listed companies :
None

Take the position in other non-listed companies :
President of Sima Technology Co., Ltd.
Director of Muramoto Industry Co., Ltd. (Japan)
Director of Muramoto Manufacturing Europe s.r.o. (Czech)

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :
None

⑤ MR. TAKASHI MAEJIMA

Position : Director (Vice Chairman), SIMA's Director

Nationality	Age	Profile
Japanese	46	

Position : Director (Vice Chairman)
Good Corporate Governance Committee member
Risk Management Committee member

Education : Bachelor of Faculty of Economics, Osaka University, Japan

Date of appointment : October 1st, 2024

Number of years as the director : 1 Year

Number of terms as the director : 1 Term

Experiences :

2025 – Present	Director of Sima Technology Co., Ltd.
2025 – Present	President of Muramoto USA Inc.
2024 – Present	Director of Muramoto Electron (Thailand) Public Company Limited
2020 – Present	Partner, Tax Accountant's CorporationST2, Japan External auditor, Toptrading Co., (Far East) Ltd, Japan Sanyu Foods Co., Ltd. Japan Carne Buona Co., Ltd. Japan
2015 – Present	Executive Secretary, Muramoto Industry Co., Ltd. Representative, Maejima CPA Consulting Office.
2004 – 2014	Ernst & Young Shinnihon LLC, Japan

Training courses : None

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Directors	Meeting 4 of 4 times (100%)
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)
Risk management Committee	Meeting 1 of 1 times (100%)

Take the position in other listed companies :

None

Take the position in other non-listed companies :

Director of Sima Technology Co., Ltd.
President of Muramoto USA Inc.

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :

None

⑥ MR. WANCHAI UMPUNGART

Position : Independent Director

Nationality	Age	Profile
Thai	78	

Position : Independent Director
Chairman of Audit Committee
Good Corporate Governance Committee member
Chairman of Nomination Committee

Education :
- Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Faculty of Commerce and Accountancy of Chulalongkorn University

Date of appointment : September 13th, 2002

Number of years as the director : 23 Years (over 9 Years)

Number of terms as the director : 8 Terms

Experiences :

2002 – Present	Independent Director and Chairman of Audit Committee of Muramoto Electron (Thailand) Public Company Limited
Present	Chairman of the Board, Independent Director and Chairman of the Audit Committee of Lohakit Metal Public Company Limited
Present	Independent Director and Audit Committee of O.C.C. Public Company Limited

Training courses :

2008	Director Certification Program (DCP 102/2008) Thai Institute of Directors
2005	Director Accreditation Program (DAP 35/2005) Thai Institute of Directors

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Directors	Meeting 4 of 4 times (100%)
Audit Committee	Meeting 4 of 4 times (100%)
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)
Nomination Committee	Meeting 2 of 2 times (100%)

Take the position in other listed companies :

Chairman of the Board, Independent Director and Chairman of the Audit Committee of Lohakit Metal Public Company Limited
Independent Director and Audit Committee of O.C.C. Public Company Limited

Take the position in other non-listed companies :

None

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :

None

7 MR. NOP ROJANAVANICH

Position : Independent Director

Nationality	Age	Profile
Thai	70	

Position : Independent Director
Audit Committee member
Good Corporate Governance Committee member
Nomination Committee member

Education :
- Master of Engineering (Structural Engineering), West Virginia University, United State of America
- Master in Business Administration (Executive MBA), Kasetsart University
- Bachelor of Engineering (Civil Engineering), Chulalongkorn University

Date of appointment : November 25th, 2005

Number of years as the director : 19 Years 10 Months (over 9 Years)

Number of terms as the director : 6 Terms

Experiences :

2005 – Present	Independent Director of Muramoto Electron (Thailand) Public Company Limited
1997 – Present	Executive Director, Chaophaya Terminal International Company Limited
2015 – 2022	Advisor at Ministry of Foreign Affairs Kingdom of Thailand
2016 – 2017	Advisor to Chulabhorn Hospital

Training courses : None

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	7,250 (0.03%)
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Directors	Meeting 4 of 4 times (100%)
Audit Committee	Meeting 4 of 4 times (100%)
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)
Nomination Committee	Meeting 2 of 2 times (100%)

Take the position in other listed companies :
None

Take the position in other non-listed companies :
Executive Director, Chaophaya Terminal International Company Limited

Take the position as the director or management in other companies that could lead to potentiazl conflict of interest or compete the business with the Company :
None

8 MRS. WEENA SUKSAWASDI NA AYUTHAYA

Position : Independent Director

Nationality	Age	Profile
Thai	55	

Position : Independent Director
Audit Committee member
Good Corporate Governance Committee member
Nomination Committee member

Education :
- MBA in Finance, University of Missouri-Kansas City, U.S.A.
- MBA in Business Administration, Assumption University
- Bachelor of Accountancy, Chulalongkorn University

Date of appointment : August 8th, 2025

Number of years as the director : 2 Months

Number of terms as the director : 1 Term

Experiences :

2025 – Present	Independent Director of Muramoto Electron (Thailand) Public Company Limited
2018 – Present	Member of the Risk Management Committee, Executive Vice President, CFO – Accounting & Finance of Bound and Beyond Public Company Limited

Training courses :

2011	Director Certification Program (DCP 154/2011) Thai Institute of Directors
2010	Director Accreditation Program (DAP 2010) Thai Institute of Directors

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Directors	Meeting 2 of 2 times (100%)
Audit Committee	Meeting 2 of 2 times (100%)
Good Corporate Governance Committee	Meeting 1 of 1 times (100%)
Nomination Committee	Meeting 1 of 1 times (100%)

Take the position in other listed companies :

Executive Vice President, CFO of Bound and Beyond Public Company Limited

Take the position in other non-listed companies :

None

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :

None

MR. SHIGERU TAKAMATSU

Position : Chairman of Board of Executive (COO)

Nationality	Age	Profile
Japanese	67	

Position : Chairman of Board of Executives (COO)
Chairman of Sustainability Committee

Education : Machinery course, Hyogo Technical High School, Japan

Date of appointment : February 12th, 2021

Number of years as the executive : 4 Years 7 Months

Number of terms as the executive : 1 Term

Experiences :

2025 – Present	Director of Muramoto Manufacturing Europe s.r.o. (Czech)
2021 – Present	Chairman of Board of Executives (COO) of Muramoto Electron (Thailand) Public Company Limited
2014 – Present	Director of Muramoto Industry Company Limited (Japan)
1977 – 2013	Muramoto Industry Company Limited (Japan)

Training courses : None

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Executives	Meeting 12 of 12 times (100%)
Sustainability Committee	Meeting 1 of 1 times (100%)

Take the position in other listed companie :

None

Take the position in other non-listed companies :

Director of Muramoto Industry Co., Ltd. (Japan)
Director of Muramoto Manufacturing Europe s.r.o. (Czech)

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :

None

MR. YUJI KANKE

Position : Executive Committee

Nationality	Age	Profile
Japanese	59	

Position : Executive Committee member
Sustainability Committee member

Education : Mechanical Engineering, Kobe Murano Technical High School, Japan

Date of appointment : November 25th, 2016

Number of years as the executive : 8 Years 10 Months

Number of terms as the executive : 2 Terms

Experiences :

2016 – Present	Executive Committee of Muramoto Electron (Thailand) Public Company Limited
1987 – 2016	Muramoto Industry Company Limited (Japan)

Training courses : None

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Executives	Meeting 12 of 12 times (100%)
Sustainability Committee	Meeting 1 of 1 times (100%)

Take the position in other listed companie :

None

Take the position in other non-listed companies :

None

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :

None

MR. SEIJI KUBOSAKA

Position : Executive Committee

Nationality	Age	Profile
Japanese	47	

Position : Executive Committee member
Sustainability Committee member

Education : Mechanical Engineering, Hyogo Technical High School, Japan

Date of appointment : October 1st, 2024

Number of years as the executive : 1 Year

Number of terms as the executive : 1 Term

Experiences :

2024 – Present	Executive Committee of Muramoto Electron (Thailand) Public Company Limited
2010 – Present	Muramoto Electron (Thailand) Public Company Limited
2009 – 2010	Muramoto Industry Company Limited (Japan)
2006 – 2009	Dalian Muramoto Electronics Co., Ltd. (China)
1997 – 2006	Muramoto Industry Company Limited (Japan)

Training courses : None

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Meeting attendance in 2025 :

Board of Executives	Meeting 12 of 12 times (100%)
Sustainability Committee	Meeting 1 of 1 times (100%)

Take the position in other listed companie :

None

Take the position in other non-listed companies :

None

Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company :

None

MS. VIPAVEE LERTCHAIPRASERT

Position : Accounting Supervision

Nationality	Age	Profile
Thai	32	

Position : Accounting Supervision
Education : Bachelor of Accountancy, Kasetsart University
Date of appointment : March 21st, 2024
Working period : 1 Year 6 Months
Experiences :

2023 – Present	Company Secretary and Accounting and Finance Department Manager of Muramoto Electron (Thailand) Public Company Limited
2022 – 2023	BTS Group Holdings Public Company Limited
2015 – 2022	KPMG Phoomchai Audit Ltd.

Training courses :

2025	- Introduction to IFRS S1 and IFRS S2
2024	- Issue that Revenue Department audit from Financial Statements and notes to Financial statements - Tax update and DBD e-filing - ACMF-ISSB Virtual Technical Training on the IFRS Sustainability Disclosure Standard for corporate preparers. - KPMG Business Leaders' summit 2024 : Ignite your business with innovation. - Transfer Pricing Audit
2023	- Tax hot topics for the first 6 months of 2023 - Accountants must do for the Financial Statements and accounting entries. - Future of tax and legal

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

MS. VIPAVEE LERTCHAIPRASERT

Position : Company Secretary

Nationality	Age	Profile
Thai	32	

Position : Company Secretary
Education : Bachelor of Accountancy, Kasetsart University
Date of appointment : February 21st, 2023
Working period : 2 Years 7 Months

Experiences :

2023 – Present	Company Secretary and Accounting and Finance Department Manager of Muramoto Electron (Thailand) Public Company Limited
2022 – 2023	BTS Group Holdings Public Company Limited
2015 – 2022	KPMG Phoomchai Audit Ltd.

Training courses :

2025	- Corporate Governance and Business Ethics SGS (Thailand) Limited.
2024	- Company Reporting Program (CRP 37/2024) Thai Institute of Directors
	- Prevention and suppression inappropriate behavior of listed company The Stock Exchange of Thailand (SET)
	- How to prepare ESG data? for analysts and investors' interesting (Batch2) The Stock Exchange of Thailand (SET)
2023	- Company Secretary Program (CSP 137/2023) Thai Institute of Directors
	- Insight in SET for growth and sustainability in the capital market (Batch2) The Stock Exchange of Thailand (SET)
	- ESG Risks Management workshop The Stock Exchange of Thailand (SET)

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

CO2

Expertise Visualization

Specialization of the Board of directors and Executives including Good corporate governance is talent and success in the field of academic and attending expert-level meetings organized by the government. Which not refer to the ability and the whole experience of the Board of directors and Executives including Good corporate governance in anyway.

No.	Expertise	MR. YOICHI MURAMOTO Chairman, Authorized Director, SIMA's Director	MR. TAKASHI MAEJIMA Vice Chairman SIMA's Director	MR. TATSUYA AWAZU Director, Authorized Director, SIMA's Director	MR. ICHIRO NISHIMURA Director Authorized Director, CFO
1.	Leadership	●	●	●	●
2.	Corporate Management	●	●	●	●
3.	Strategic Management	●			
4.	Financial Management	●	●		●
5.	HR Management	●		●	●
6.	Sustainability	●	●	●	●
7.	Corporate Social Responsibility	●	●	●	●
8.	Production	●	●	●	
9.	Governance/Compliance	●	●	●	●

No.	Expertise	MR.AKIRA TATSUMI Director, SIMA's President	MR. WANCHAI UMPUNGART Independent Director	MR. NOP ROJANAVANICH Independent Director	MRS. WEENA SUKSAWASDI NA AYUTHAYA Independent Director
1.	Leadership	●	●	●	●
2.	Corporate Management	●	●	●	●
3.	Strategic Management	●	●	●	●
4.	Financial Management	●	●	●	●
5.	HR Management	●			
6.	Sustainability	●	●	●	●
7.	Corporate Social Responsibility	●	●	●	●
8.	Production	●			
9.	Governance/Compliance	●	●	●	●

No.	Expertise	MR. SHIGERU TAKAMATSU Chairman of Board of Executive (COO)	MR. YUJI KANKE Executive Committee	MR. SEIJI KUBOSAKA Executive Committee	MS. VIPAVEE LERTCHAIPRASERT Company Secretary, Accounting Supervision
1.	Leadership	●	●	●	●
2.	Corporate Management	●	●	●	●
3.	Strategic Management	●	●		●
4.	Financial Management				●
5.	HR Management	●			
6.	Sustainability	●	●	●	
7.	Corporate Social Responsibility	●	●	●	
8.	Production	●	●	●	
9.	Governance/Compliance	●	●	●	●

Attachment 2 Details of the Directors of Subsidiary

Sima Technology Co., Ltd., which is Subsidiary of Muramoto Electron (Thailand) Public Company Limited there are Directors as of September 30th, 2025 as follows :

No.	Directors of subsidiary *		Position
1.	Mr. Akira	Tatsumi	President and Authorized Director
2.	Mr. Yoichi	Muramoto	Director and Authorized Director
3.	Mr. Tatsuya	Awazu	Director and Authorized Director
4.	Mr. Takashi	Maejima	Director and Authorized Director
5.	Mr. Kazunobu	Kawabe	Director and Authorized Director

** The profile of Directors is presented in attachment 1.*

Attachment 3 Details of the Heads of the Internal Audit

MS. MARISSA PAYAKAMAT

Position : Internal Audit Manager

Nationality	Age	Profile
Thai	32	

Position : Internal Audit Manager

Education : Bachelor Degree Administration Program in Accounting, Southeast Asia University

Date of appointment : July 1st, 2025

Working period : 3 Months

Experiences :

2025 – 2025	Internal Audit Manager of Muramoto Electron (Thailand) Public Company Limited
2019 – 2025	DTGO Corporation Company Limited
2018	Stone One Public Company Limited
2015 – 2018	Loxley Public Company Limited

Training courses :

- Prepared Course for Certified Internal Auditor (Pre-CIA)
- Data Analytics Bootcamp
- Dashboard Design Principles
- Power BI Essentials
- Hands-On Power BI
- SQL for Data Analytics
- Exploratory Data Analysis with Excel
- Driving Business Impact with Data
- Microsoft Excel Macro and VBA
- Microsoft Excel Advanced
- Microsoft Power Query
- Microsoft Excel Advanced PivotTable & PivotChart
- Infographic Presentation Design (PowerPoint)
- Internal Audit of the Purchasing System and Payables
- Data Analytics Foundation for Internal Audit
- Fraud Investigation skills & techniques
- Fraud Audit
- Accounting Standard for Internal Auditors
- Technology Advancement and Associated Risks
- Internal Audit New World
- Ethical Audit
- Audit Working Paper and Audit Evidence
- Internal Audit Procedures

Shareholding of ordinary shares as at September 30th, 2025 :

Held personnally	None
Held by spouse or minor children	None

Attachment 4 Assets for business operation and details of asset appraisal

Details of Assets for business operation is presented in page 36.

The Group has no asset appraisal.

Attachment 5 Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Good Corporate Governance Policy and Guidelines and Code of Business Conduct disclosure on the Company's Website (www.metco.co.th) under sustainability section > ESG > Governance

Attachment 6 Report of the Audit Committee

The Audit Committee's report is presented in page 11 - 12.

CERTIFICATE

ISO 9001

ISO 9001:2015
Certificate TH21/14213

ISO 9001:2015
Certificate TH21/14230

ISO 9001:2015
Certificate TH21/14232

IATF 16949

IATF 16949:2016
Certificate TH06/2833.03

IATF 16949:2016
Certificate TH06/2833.01

IATF 16949:2016
Certificate TH06/2833.02

ISO 14001:2015
Certificate TH15/9055

ISO 45001:2018
Certificate TH20/13558

ISO 14064-1:2018
Green Gas Verification Statement
Statement TH24/00000258GG
(Period : 1st October 2024 - 30th September 2025)

Certificate of Green Industry
Level 4

3Rs Award

Certificate of CSR-DIW
Continuous Award
(10th Consecutive Year)

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MURAMOTO ELECTRON (THAILAND) PUBLIC COMPANY LIMITED
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