



ESG Performance Report for Listed Companies in 2025

THE UNION MOSAIC INDUSTRY PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : THE UNION MOSAIC INDUSTRY PUBLIC COMPANY LIMITED Symbol : UMI
Market : SET Industry Group : Property & Construction Sector : Construction Materials

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

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

The Company manages its environmental operations under policies and guidelines aimed at minimizing environmental impact, enhancing resource efficiency, and supporting the **Circular Economy framework**. By adhering to the **3R principles (Reduce, Reuse, Recycle)**, the Company's approach covers energy, water, waste, air quality, noise, and greenhouse gas (GHG) management, while considering impacts on surrounding communities and ensuring compliance with applicable laws and regulations.

● **Energy Management:**

The Company manages electricity and fuel consumption through energy monitoring, regular maintenance of equipment and machinery, and continuous efficiency improvements. Clean energy adoption is supported through the installation and maintenance of solar rooftop systems.

● **Water Resources and Quality:**

The Company operates a wastewater treatment system and reuses **100%** of treated water within its production processes, resulting in zero discharge to public water bodies. This approach reduces raw water consumption and mitigates risks to external water sources, with water quality monitored in accordance with regulatory requirements.

● **Waste Management:**

The Company implements waste segregation, control, and disposal in compliance with relevant laws and standards, while promoting resource recovery and waste reduction. Innovation and quality control are applied to support the use of recycled materials in products. The **Living Green** product line contains approximately **85%** recycled materials, supporting resource efficiency and Circular Economy principles.

● **Air Quality and Noise:**

The Company monitors and controls emissions and dust from production processes, as well as noise from machinery and plant operations, to ensure compliance with regulatory requirements. Pollution control systems are regularly maintained to support effective environmental management.

● **Climate Change:**

The Company supports greenhouse gas (GHG) reduction through energy efficiency measures, clean energy adoption, and efficient resource management. Environmental performance is strengthened through relevant certifications and initiatives, including Green Industry Level 4 (Green Culture) and participation in the LESS (Low Emission Support Scheme). The Company also conducts Corporate Carbon Footprint (CFO) and Product Carbon Footprint (CFP) assessments to support a systematic approach to GHG reduction.

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year : Yes

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

Over the past year, the Company reviewed and refined its environmental policy to make it clearer and more specific, with emphasis on the following areas: (1) the efficient use of natural resources, energy, electricity, and water; (2) stronger support for greenhouse gas (GHG) reduction; (3) systematic waste management, including waste reuse to reduce impacts on communities and the environment; (4) continued promotion of environmental activities and employee participation to strengthen corporate culture; and (5) regular monitoring, review, and evaluation of the policy for continuous improvement.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

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

Compliance with energy management principles and standards

Energy management principles and standards : Other : Environmental laws and regulations

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Environmental Quality Management in the Plant

The Company conducts annual environmental monitoring in accordance with the requirements of the Ministry of Industry, the Ministry of Natural Resources and Environment, the Ministry of Public Health, and other relevant regulatory authorities. Monitoring results for the past year were fully compliant with applicable standards, covering:

- stack emission monitoring;
- noise level measurement;
- lighting and heat exposure assessment; and
- monitoring of particulate matter and chemical substances.

The results indicate that plant operations remained within safe levels and did not impact surrounding communities.

Chemical Management Plan

- Control the procurement, storage, and use of chemicals and hazardous substances in compliance with applicable laws and regulations;
- Submit required declarations for controlled hazardous substances (e.g., Wor.Or./Or.Kor.7 forms);
- Prepare annual hazardous substance storage safety reports (e.g., Bor.Chor.6);
- Establish measures to prevent leakage, exposure, and chemical-related emergencies; and
- Regularly review safety data and inspect storage areas.

The Company has effectively managed chemicals and hazardous substances in compliance with legal requirements, with no adverse impacts on employees, communities, or the environment.

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company implements its Energy Management Plan to improve energy efficiency and reduce environmental impacts. The plan covers electricity and fuel consumption in production processes and supporting systems. Quantitative targets have been set against the 2022 base year, and performance is continuously monitored against these targets (details are provided in the target table).

Key measures under the plan include:

- improving the efficiency of kilns and core production systems;
- carrying out preventive maintenance (PM) to reduce losses and improve energy efficiency;
- selecting energy-saving motors and high-efficiency equipment, as well as upgrading machinery where appropriate;
- encouraging all functions to participate in energy reduction through internal communication and performance monitoring; and
- supporting the use of renewable and clean energy through the Solar Rooftop project, together with performance monitoring, planned maintenance, and consideration of further expansion, as appropriate.

The Company also monitors key energy indicators, such as electricity and fuel consumption per unit of production, and reviews performance at least annually to support continuous improvement in energy efficiency.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
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Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2022 : purchased electricity for consumption 44,000.00 Megawatt-Hours	2025 : Reduced by 10%
Reduction of electricity purchased and fuel consumption	2022 : energy consumption 406,000.00 Megawatt-Hours	2025 : Reduced by 10%
Increase of electricity consumption from renewable energy sources	2022 : electricity consumption from renewable sources 0.00 Megawatt-Hours	2025 : Increased by 4,400.00 Megawatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Over the past year, the Company implemented energy management measures in line with its established plan and continuously monitored performance through key energy indicators. In 2025, purchased electricity amounted to **approximately 34,500 MWh**, representing a decrease of **approximately 21%** from the 2022 base year of approximately 43,900 MWh. At the same time, total energy consumption, including electricity and fuel, was **approximately 339,000 MWh**, down **approximately 17%** from **approximately 406,000 MWh** in the 2022 base year.

The Company also supported clean energy use through the Solar Rooftop project at the UMI-2 plant. In 2025, renewable electricity consumption was **approximately 4,900 MWh**, accounting for **approximately 14%** of total electricity consumption. This exceeded the target of **approximately 4,400 MWh** and helped reduce greenhouse gas emissions by **approximately 2,446 tCO₂e**. Based on ongoing monitoring of energy indicators, the Company observed a downward trend in energy consumption per unit of production and achieved energy savings through machinery improvement projects implemented across several parts of the production process.

Overall, the Company's energy management performance in 2025 exceeded all established targets, reflecting continued progress in improving energy efficiency and promoting the practical use of clean energy.

The Company and its subsidiaries participated in the Low Emission Support Scheme (LESS) of the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) and received certification for greenhouse gas emission reductions achieved through energy efficiency improvement activities within the certified scope.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours) ⁽¹⁾	42,245,464.00	40,692,532.00	39,400,367.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	43,063.67	42,565.41	41,826.29

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

Remark: ⁽¹⁾ Energy data covers only manufacturing operations, which are the Company's primary energy-intensive activities.

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	4.12000000	4.45000000	4.35000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	171,044,504.00	144,339,173.00	136,394,122.00
Percentage of total electricity expense to total expenses (%) ^(**)	6.32	5.78	5.70
Percentage of total electricity expense to total revenues (%) ^(**)	6.22	5.57	5.45
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	174,357.29	150,982.40	144,792.06

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	99,251.00	93,605.00	88,247.00
Natural gas (Standard Cubic Feet)	1,162,771,173.00	1,052,744,185.00	1,044,826,047.00
LPG (Kilograms)	213,065.00	61,425.00	41,958.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	522,133,574.00	394,604,540.00	336,623,861.00
Percentage of total fuel expense to total expenses (%) ^(**)	19.28	15.80	14.08
Percentage of total fuel expense to total revenues (%) ^(**)	19.00	15.23	13.46

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	396,760.00	356,417.00	339,142.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.14434173	0.13753482	0.13561313

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	0.06000000	0.06000000	0.05000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	2
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

1. Reduce water use in the production process in accordance with the 3Rs principle: Reduce, Reuse, and Recycle
2. Regularly monitor and record raw water and tap water consumption to reduce losses
3. Control and maintain the wastewater treatment system to ensure efficiency before water is reused
4. Record wastewater treatment system performance in accordance with legally required forms, such as Thor.Sor. 1 and Thor.Sor. 2
5. Report results to relevant government authorities and manage water use in compliance with environmental requirements

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2022 : Water withdrawal 3.80 million cubic meters.	2027 : Reduced by 20% million cubic meters.

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the Company reduced total water consumption by **approximately 22%** compared to the base year, exceeding the 2030 target of 20%. Treated water quality remained in full compliance with legal requirements throughout the year, **with zero wastewater discharge to external water sources, consistent with the previous year.**

The Company and its subsidiaries will continue to review and adjust targets as appropriate, taking into account actual performance and water reduction potential. Efforts will be maintained to ensure continuous and effective water conservation going forward.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	4,561,393.00	3,698,950.00	2,995,523.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	4,649.74	3,869.19	3,179.96
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	1.66	1.43	1.20

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	4,561,393.00	3,698,950.00	2,995,523.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	4,092,428.00	3,204,731.00	2,528,712.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	1.65943983	1.42735739	1.19782349

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	4,320,998.74	4,727,497.01	4,011,918.00
Total water withdrawal expense from third-party water (Baht)	934,607.50	1,138,975.45	976,314.00
Total water withdrawal expense from other sources (Baht)	3,386,391.24	3,588,521.56	3,035,604.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.16	0.19	0.17
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.16	0.18	0.16
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	4,404.69	4,945.08	4,258.94

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type : Company
Total number of disclosure boundaries : 2
Actual number of disclosure boundaries : -
Data disclosure coverage (%) : 0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

- Segregate waste into categories, including non-hazardous and hazardous waste
- Reduce waste at the source in accordance with the 3Rs principle: Reduce, Reuse, and Recycle
- Control the storage, transportation, and disposal of waste in compliance with applicable laws and regulations
- Prepare consent documentation between waste generators and licensed hazardous waste contractors, as required by law
- Report waste management data (Wor.Or. 2) through the iSingleForm system and continuously monitor related activities

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2022 : non-hazardous waste 30,000.00 Tonne	2025 : Reduced by 5% or 1,500.00 Tonne	• Reuse

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The Company and its subsidiaries implement systematic waste management, with a focus on reducing waste at the source alongside continuous resource recovery in accordance with the **3Rs principle (Reduce, Reuse, Recycle)**.

Performance results show that total non-hazardous waste has steadily declined, from approximately 30,000 tonnes in 2022 to approximately 28,000 tonnes in 2025, representing a reduction of **approximately 7%**. This reflects improved production control and effective waste reduction at the source. The Company continues to promote reuse and recycling, particularly by returning tile scraps from the production process back into manufacturing to reduce the use of new raw materials. A decrease in the proportion of reused waste in certain periods is attributable to improved production efficiency, which has reduced waste generation at the source.

In addition, the Company has received certification under the Low Emission Support Scheme (LESS) from the relevant government agency, reflecting its commitment to reducing environmental impacts and operating in a sustainable manner.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	12,406,868.00	13,349,971.00	14,507,239.00
Total non-hazardous waste (kilograms)	12,373,178.00	13,305,451.00	14,458,433.00
Total hazardous waste (kilograms)	33,690.00	44,520.00	48,806.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	4.51	5.15	5.80
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	4.50	5.13	5.78
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.01	0.02	0.02

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	N/A	N/A	13,071,354.00
Reused/Recycled non-hazardous waste (Kilograms)	N/A	N/A	13,043,823.00
Reused/Recycled hazardous waste (Kilograms)	N/A	N/A	27,531.00
Percentage of total reused/recycled waste to total waste generated (%)	N/A	N/A	90.10
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	N/A	90.22
Percentage of reused/recycled hazardous waste to hazardous waste (%)	N/A	N/A	56.41

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	2
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

- Reduce natural gas consumption in the production process by improving combustion efficiency and heat utilization
- Reduce electricity consumption by enhancing the efficiency of machinery, equipment, and supporting systems
- Reduce fuel use in internal logistics and plant operations by promoting the use of electric forklifts and clean energy equipment
- Support increased adoption of renewable and clean energy, such as solar rooftop installation
- Promote waste segregation and resource recovery to reduce greenhouse gas (GHG) emissions from waste management

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

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

Setting net-zero greenhouse gas emissions targets⁽²⁾

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
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Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2022 : Greenhouse gas emissions 92,351.11 tCO ₂ e	2030 : Reduced by 25% in comparison to the base year	2065 : Reduced by 90% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None

Remark: ⁽²⁾ The Company is preparing to participate in the Net Zero program of the Thailand Greenhouse Gas Management Organization (TGO).

Setting carbon neutrality targets⁽³⁾

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2022 : Greenhouse gas emissions 92,351.11 tCO ₂ e	2050 : Reduced by 100% tCO ₂ e	None

Remark: ⁽³⁾ The Company is considering relevant certification programs to strengthen its greenhouse gas management.

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The Company and its subsidiaries (the Group), through T.T. Ceramic PCL (TTC), a subsidiary, have implemented a systematic greenhouse gas management approach by preparing Carbon Footprint of Products (CFP) and Carbon Footprint for Organization (CFO) assessments. This process was supported by consulting services from Green Styles Co., Ltd. and independently verified by ECEE Co., Ltd. in accordance with the criteria of the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO).

In 2025, **TTC received CFP certification for five products**, with product greenhouse gas emissions of 17.3, 15.7, 17.2, 15.3, and 15.7 kgCO₂e per unit, respectively. This reflects effective and consistent control of greenhouse gas emissions throughout the production process. Further details are available on the Thailand Carbon Label website: <https://thaicarbonlabel.tgo.or.th/>. In addition, TTC received CFO certification for 2024, with combined Scope 1 and Scope 2 greenhouse gas emissions of 27,083 tCO₂e per year, as verified by ECEE Co., Ltd.

The Group reduced greenhouse gas emissions by **17.65%** from the 2022 base year, equivalent to a total reduction of **16,301 tCO₂e**. Verification of the 2025 CFO data is currently underway, with completion and certification expected

within the fourth quarter of 2026. Full results and detailed documentation will be disclosed on the corporate website (<https://www.umi-tiles.com/>) to provide stakeholders with transparent and up-to-date information, supporting the Group's long-term commitment to Carbon Neutrality and Net Zero goals.

The Group has also obtained Green Industry certifications at Level 2 (Green Activity) and Level 4 (Green Culture), reflecting its continued commitment to conducting business in parallel with environmental stewardship.



Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	86,689.00	78,693.00	76,050.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	67,463.00	60,815.00	58,799.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	19,226.00	17,878.00	17,251.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.031538	0.030366	0.030410
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	88.37	82.31	80.73
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.01270000	0.12800000	0.12700000

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : ECEE Company Limited

Reference link for the greenhouse-gas verifier entity : <https://thaicarbonlabel.tgo.or.th/index.php?lang=TH&mod=Y0hKdlpIVmpkSE5mWWhCd2NtOTJZV3c9&keyword=%E0%B8%97%E0%B8%B5.%E0%B8%97%E0%B8%B5>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
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	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : THE UNION MOSAIC INDUSTRY PUBLIC COMPANY LIMITED Symbol : UMI
Market : SET Industry Group : Property & Construction Sector : Construction Materials

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

- Social and human rights policy and guidelines : No
- Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The Company is committed to conducting business in accordance with internationally recognized human rights principles. It places importance on protecting labor rights, promoting fairness in the workplace, and preventing discrimination. Clear practices have been established to prohibit child labor and forced labor, while ensuring fair and equal treatment of migrant workers. Employment is carried out legally, with no retention of personal identification documents. The Company does not discriminate on the basis of gender, race, or religion, and promotes a workplace culture based on mutual respect. It also places strong emphasis on occupational health and safety through hazard prevention measures, safety risk assessments, and ongoing training to improve workplace safety.

Key Principles and Practices

- **Employee Rights:** Employees are treated fairly and equally. Compensation and benefits are provided in accordance with the law, freedom of association and collective bargaining are respected, and career development opportunities are encouraged.
- **Migrant Workers and Vulnerable Groups:** Fair and non-discriminatory treatment is ensured. Employment is lawful, personal identification documents are not retained, and access to grievance or assistance channels is appropriately supported.
- **Child Labor:** The Company does not employ or support the employment of individuals under 18 years of age, and applicant age and qualifications are verified in accordance with established procedures.
- **Forced Labor:** The Company does not tolerate forced labor, human trafficking, or any form of confinement, and supports voluntary work under safe and fair conditions.
- **Occupational Health and Safety:** Safe and hygienic working conditions are provided, with safety risk assessments, training, and measures to promote employees physical and mental well-being.
- **Non-Discrimination and Anti-Harassment:** The Company does not discriminate on the basis of gender, age, race, religion, belief, disability, sexual orientation, political opinion, or any other status, and does not tolerate any form of harassment.
- **Consumer and Customer Rights:** Products and services are provided with quality and safety standards. Information is communicated accurately and clearly, and personal data is protected in compliance with applicable laws, such as the PDPA, with complaint channels and follow-up processes in place.
- **Community and Environmental Rights:** The Company respects the rights of surrounding communities, listens to stakeholder views, minimizes environmental impacts, and supports sustainable community development.
- **Supplier Rights:** Suppliers are treated fairly and transparently. Procurement processes are traceable, fair competition is promoted, and suppliers are encouraged to comply with applicable laws and human rights principles.

The Company also provides appropriate grievance and whistleblowing channels, with measures to protect confidentiality and prevent retaliation, in order to strengthen confidence in the effective implementation of its human rights practices.

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

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

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

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

The Company has not yet formally established a systematic Human Rights Due Diligence (HRDD) process. However, certain related practices have already been implemented, including compliance with labor laws, the provision of safe working conditions, grievance handling through designated channels, and supplier selection based on business ethics principles.

The Company is currently studying relevant approaches and assessing the suitability of developing an HRDD process aligned with its business nature, with plans to gradually incorporate relevant principles into its operations in the future.

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	: Company
Total number of disclosure boundaries	: 2
Actual number of disclosure boundaries	: 2
Data disclosure coverage (%)	: 100.00

Information on employees and labor management plan

Employees and labor management plan

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

The Company places importance on fair treatment of employees and workers by managing labor practices in line with labor laws and human rights principles. Key areas are as follows:

1. Fair and equitable employment and termination:

The Company conducts recruitment, selection, appointment, transfer, and termination based on principles of equality, transparency, and fairness, without discrimination, and in compliance with labor laws and relevant internal requirements. Employment terms and benefits are clearly defined, and termination decisions are made based on appropriate reasons, facts, and established procedures.

2. Fair compensation and benefits:

The Company provides an appropriate and fair compensation and benefits structure in compliance with legal requirements. Wages are paid on time, including overtime pay and other benefits in accordance with relevant conditions, to support quality of life and fairness in the workplace. Key practices include:

- **Performance-based compensation:** Annual bonuses are paid based on Company performance and individual performance evaluations, which are conducted twice a year.
- **Annual salary adjustment:** Consideration is given to relevant economic factors, such as inflation and labor market conditions.
- **Retirement savings benefits (Provident Fund: PVD):** The Company supports employees long-term financial security. Employees may choose a contribution rate ranging from 3% to 15% of salary, and the Company provides additional contributions in accordance with the prescribed conditions.

Length of Service	Employer Contribution Rate (%)
0 - 5 years	3
More than 5 years	4

3. Employee development:

The Company promotes continuous learning and the development of skills necessary for work through various forms of training, aligned with employees roles and the direction of the organization, to strengthen capability and career growth.

4. Employee relations and engagement:

The Company seeks to foster a positive working environment, promote internal communication, and encourage employees to share opinions and suggestions through appropriate channels, in order to strengthen engagement and collaboration.

5. Migrant workers:

The Company treats migrant workers fairly and equally, employs them lawfully, does not retain personal identification documents, and supports appropriate access to welfare and grievance channels.

6. Child labor:

The Company has a policy against child labor and does not tolerate any form of child labor. Age and qualifications are verified during the recruitment process, and compliance with these requirements is continuously monitored.

7. Occupational health and safety:

The Company places importance on occupational health and safety through hazard prevention measures, safety risk assessments, and ongoing safety training. It also promotes employee well-being in order to reduce work-related risks.

The Company also provides appropriate channels for employee suggestions and complaints to support a fair working environment and to continuously monitor labor and human rights issues.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Maintain zero high-severity workplace accidents resulting in disability or fatality.	-	2025: 0
• Promoting employee relations and participation	Number of engagement and well-being initiatives	-	2025: Ongoing throughout the year

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

In 2025, the Company successfully achieved its human resource management objectives, with key performance highlights as follows:

1. **Occupational Health and Safety:** The Company maintained zero high-severity workplace accidents resulting in disability or fatality. This success was driven by strict adherence to safety standards and continuous safety awareness training for all personnel levels.
2. **Employee Engagement and Relations:** The Company implemented the "Healthy & Happy Workplace" project to promote holistic well-being and engagement. Key initiatives included regular exercise programs, monthly birthday celebrations, and annual festive events to foster a positive work environment. Furthermore, the Company presented recognition awards to employees demonstrating exceptional integrity (such as returning lost property) to reinforce a corporate culture of honesty.
3. **Awards and Recognitions:** Reflecting its commitment to transparent and systematic management, the Company and its subsidiaries received the "**Industrial Environmental Governance Award**" from the Saraburi Provincial Industry Office. This accolade underscores the Group's operational standards in being responsible towards its employees, the environment, and the surrounding communities.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	981	956	942
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	981	956	942
Male employees (persons)	531	510	510
Percentage of male employees (%)	54.13	53.35	54.14
Female employees (persons)	450	446	432
Percentage of female employees (%)	45.87	46.65	45.86

Number of employees categorized by age

	2023	2024	2025
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	2023	2024	2025
Total number of employees under 30 years old (Persons)	83	85	103
Percentage of employees under 30 years old (%)	8.46	8.89	10.93
Total number of employees 30-50 years old (Persons)	565	547	518
Percentage of employees 30-50 years old (%)	57.59	57.22	54.99
Total number of employees over 50 years old (Persons)	333	324	321
Percentage of employees over 50 years old (%)	33.94	33.89	34.08

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	47	49	56
Percentage of male employees under 30 years old (%)	8.85	9.61	10.98
Total number of male employees 30-50 years old (Persons)	268	255	255
Percentage of male employees 30-50 years old (%)	50.47	50.00	50.00
Total number of male employees over 50 years old (Persons)	216	206	199
Percentage of male employees over 50 years old (%)	40.68	40.39	39.02

Number of female employees categorized by age

	2023	2024	2025
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	2023	2024	2025
Total number of female employees under 30 years old (Persons)	36	36	47
Percentage of female employees under 30 years old (%)	8.00	8.07	10.88
Total number of female employees 30-50 years old (Persons)	297	292	263
Percentage of female employees 30-50 years old (%)	66.00	65.47	60.88
Total number of female employees over 50 years old (Persons)	117	118	122
Percentage of female employees over 50 years old (%)	26.00	26.46	28.24

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	2	2	2
Percentage of disabled workers to total employment (%)	0.20	0.21	0.21
Total number of employees with disabilities (Persons)	2	2	2

	2023	2024	2025
Percentage of disabled employees to total employees (%)	0.20	0.21	0.21
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	393,344,939.84	417,213,020.24	417,793,035.20
Average of remuneration of employees (Baht/persons)	400,963.24	436,415.29	443,517.02

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company provides a Provident Fund (PVD) as a voluntary employee benefit to promote long-term savings and support employees financial security after retirement. The fund is managed by a licensed asset management company in accordance with applicable laws. The Company monitors fund management and investment performance, as appropriate, and periodically reviews relevant approaches.

In addition, the Company promotes the development of knowledge among the fund committee and related personnel in areas such as provident fund management, investment, and applicable regulations, as appropriate. This is to support good governance, transparency, and effective oversight in safeguarding members interests.

Overview of methods for determining employee and employer contribution Rates

Employees may choose a contribution rate ranging from 3% to 15% of their salary. The Company contributes based on length of service, at a rate of 3% for employees with 05 years of service and 4% for those with more than 5 years of service.

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	762	729	695
Number of employees joining in PVD (persons)	565	550	588
Number of PVD members / Total employees (%)	57.59	57.53	62.42
Number of PVD members / Total eligible employees (%)	74.15	75.45	84.60

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	8,148,343.00	9,151,246.00	9,374,994.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
THE UNION MOSAIC INDUSTRY PUBLIC COMPANY LIMITED	Yes	942	695	588	62.42	84.60

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

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

Providing education or information on selecting appropriate investment policies

The Company has established practices for communicating and promoting information on the Provident Fund (PVD) to employees who have not yet enrolled, on a periodic basis through designated channels such as the intranet and email. This is to ensure that employees understand the benefits of savings, the enrollment process, and the necessary information to support their decision to join the fund.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	No	Yes
Average employee training hours (Hours / Person / Year)	17.41	20.27	17.44
Total amount spent on employee training and development (Baht)	657,867.00	689,771.00	379,315.06
Percentage of training and development expenses to total expenses (%) ^(*)	0.000243	0.000276	0.000159
Percentage of training and development expenses to total revenue (%) ^(*)	0.000239	0.000266	0.000152

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	2,585,856.00	2,520,960.00	2,275,048.00
Total number of hours worked by employees (Hours)	1,869,504.00	1,827,072.00	1,656,128.00

	2023	2024	2025
Total number of hours work by non-employee (Hours)	716,352.00	693,888.00	618,920.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	3	7	4
Total number of employees that lost time injuries for 1 day or more (Persons)	3	7	4
Percentage of employees that lost time injuries for 1 day or more (%)	0.31	0.73	0.42
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	1.60	3.83	2.42
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.32	0.77	0.48

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	2	97	109

	2023	2024	2025
Proportion of voluntary resignations (%)	0.20	10.15	11.57

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Labor union

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to

customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company places importance on managing relationships with customers and consumers as key stakeholders. A systematic customer management approach has been established, covering responsible production and service delivery, accurate and transparent communication of product and service information, customer satisfaction development, long-term relationship building, and the protection of customers personal data in compliance with applicable laws and relevant practices.

The Company also provides appropriate and accessible channels for customer and consumer feedback and complaints. Information received through these channels is analyzed and used to continuously improve product quality, services, and operating processes, with the aim of enhancing customer experience and building long-term trust.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	overall customer satisfaction level	-	2025: overall customer satisfaction of not less than 80% of respondents
• Protection of customer personal information	compliance with the Personal Data Protection Act (PDPA)	-	2025: no significant customer personal data breaches

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Customer satisfaction in 2025 was above 80% based on responses to the customer satisfaction survey, in line with the Company's target.

In addition, the Company places importance on the protection of customers personal data and has implemented appropriate personal data protection measures. No significant incidents involving customer personal data breaches were identified during the year.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 022487007

Fax : 022487005

Email : info@umi-tiles.com

Company's website : <https://www.umi-tiles.com/>

Address : 65 Chamnan Phenjati Business Center 29th FL., Rama 9 Rd.,
Huaikhwang Bangkok 10310

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Employment and professional skill development, implemented by the company over the past year Education, Religion and culture, Forests and natural resources, Disadvantaged and vulnerable groups, Water and sanitation management

The Company recognizes the importance of living alongside communities and society in a supportive and sustainable manner. It is committed to conducting business while creating shared value for stakeholders surrounding its operating sites and for society as a whole. To this end, the Company has established a community and social management plan based on listening to community needs, promoting quality of life, conserving natural resources and the environment, and supporting activities that benefit the public. Its efforts cover seven key areas as follows:

- **Local employment and vocational training:**

Promoting the employment of local people and supporting vocational skill development to improve quality of life, generate income, and strengthen the local economy.

- **Educational support:**

Providing scholarships, educational materials, and skill development programs for children and youth in the community to promote access to quality education.

- **Support for religious and cultural activities:**

Supporting religious and local cultural activities to help preserve traditions, strengthen community unity, and foster positive community relations.

- **Tree planting and environmental restoration:**

Conducting tree planting and green area restoration activities to conserve natural resources, enhance ecological balance, and promote sustainable environmental stewardship.

- **Support for disadvantaged groups:**

Providing support for vulnerable groups in society, such as the elderly, orphans, and persons with disabilities, in order to improve quality of life and promote a caring society.

- **Sustainable water management:**

Promoting efficient water use and the conservation of local water resources to support sustainable and efficient water management.

- **Sustainable coexistence with the community:**

Providing farmland to local farmers free of charge to support livelihoods and stable income, reduce farming costs, and promote sustainable living within the community.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Forests and natural resources	Support ecosystem restoration through tree planting and green space expansion at least once a year.	-	2025: Ongoing throughout the year
• Others : Education and Social Development	Support educational opportunities and promote well-being for youth and surrounding communities.	-	2025: Ongoing throughout the year

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

In 2025, the Company successfully integrated its business operations with sustainable community development across economic, social, and environmental dimensions. This commitment was recognised by the "Industrial Environmental Governance Award," reflecting the trust and acceptance gained from local communities and government agencies.

Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
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	2023	2024	2025
Donations / Grants (Baht)	358,000.00	396,000.00	238,000.00

Non-financial benefits⁽¹⁾

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

	2023	2024	2025
Community support within and beyond the Company's operating areas (Operating areas)	1.00	1.00	1.00

Remark: ⁽¹⁾ 1 represents coverage across the Company's overall operating areas

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	358,000.00	396,000.00	238,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.013218	0.015860	0.009952
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.013024	0.015281	0.009517

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

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ESG Performance

Company Name : THE UNION MOSAIC INDUSTRY PUBLIC COMPANY LIMITED Symbol : UMI
Market : SET Industry Group : Property & Construction Sector : Construction Materials

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors plays a key role in establishing, overseeing, and promoting the Company's good corporate governance. The Board has considered and approved the Company's corporate governance policy as a framework to guide business direction with transparency, accountability, stakeholder consideration, and alignment with the principles of good corporate governance for listed companies.

The Board also reviews the corporate governance policy on a regular basis to ensure alignment with good governance practices, international standards, and relevant regulatory requirements. In addition, the Board oversees the communication of the policy to management and employees at all levels and monitors its proper implementation to ensure that the Company continues to conduct its business in accordance with good governance principles.

Policy and guidelines related to the board of directors

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

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

Nomination of directors

The Board of Directors places importance on maintaining an appropriate board composition aligned with the Company's business nature and strategic direction. Director nomination and selection are based on qualifications that meet the Company's needs, including knowledge, skills, experience, and expertise relevant to the ceramic industry, manufacturing, management, and corporate governance. Board diversity and the overall balance of the Board are also taken into consideration.

The Company has established a director nomination process under which the Board of Directors collectively considers and selects candidates based on appropriate qualifications at the relevant time. Candidates may be nominated by the Board, shareholders, or relevant business networks, prior to being proposed to the shareholders meeting for approval. The Company verifies qualifications and prohibited characteristics in accordance with applicable laws, considers potential conflicts of interest, and assesses independence qualifications for independent directors. Shareholders are also provided with the opportunity to propose agenda items and nominate candidates for directorship within a specified period.

In accordance with the Public Limited Companies Act and the Company's Articles of Association (Article 21), at each Annual General Meeting of Shareholders, one-third of the directors shall retire by rotation. Retiring directors are eligible

for re-election, subject to the Boards consideration prior to submission for shareholders approval. *(Details of the Board composition are provided in Section 7.2: Information on the Board of Directors, 56-1 one report.)*

Determination of director remuneration

The Company has established a directors remuneration policy to ensure that remuneration is appropriate and reasonable, and aligned with the roles, responsibilities, and workload of each director position, while taking into account fairness, transparency, and good corporate governance principles.

Directors remuneration is considered by the Board of Directors as a whole, based on the Companys performance and the appropriateness of the remuneration structure, before being proposed to the shareholders meeting for approval. Remuneration is paid in accordance with applicable legal requirements. Where not otherwise specified in the Companys Articles of Association, approval by the shareholders meeting must be obtained by a vote of not less than two-thirds of the total votes of shareholders attending the meeting.

The remuneration structure comprises monthly remuneration, additional remuneration based on duties or positions (such as the Chairman and Audit Committee members), and meeting allowances in the event of additional meetings. The Company does not provide any other benefits to directors, except for salaries paid to directors serving in executive positions, which have already been disclosed in the Annual Report.

Independence of the board of directors from the management

The Company has established a policy requiring the Board of Directors to perform its duties independently from management to ensure careful, transparent, and effective oversight in the best interests of the Company and its shareholders. Independent directors are appointed in accordance with regulatory requirements, and their independence qualifications and potential conflicts of interest are reviewed both prior to appointment and throughout their tenure. Directors are required to disclose any conflicts of interest and abstain from voting or participating in the consideration of matters in which they or their related persons have an interest. Directors may also request additional information from management as necessary for their consideration, and meetings of directors only, without management presence, may be held when appropriate. *(Details of the qualifications and independence criteria for independent directors are provided in Section 7.2: Information on the Board of Directors, 56-1 one report.)*

Director development

The Company supports directors in obtaining the information and knowledge necessary for the effective discharge of their duties. This includes plant visits, training on directors roles and responsibilities, and participation in seminars organized by the Stock Exchange of Thailand and external organizations. These activities help enhance directors knowledge in line with changing business conditions and strengthen the effectiveness of the Companys governance.

Board performance evaluation

The Board regularly holds discussions to monitor the Companys performance and review directors practices in order to enhance board effectiveness and support organizational management in line with the Companys objectives and strategy.

Corporate governance of subsidiaries and associated companies

The Board of Directors places importance on overseeing subsidiaries and associates to ensure that all companies within the Group operate in accordance with good corporate governance principles, applicable laws, and relevant regulations. A policy on the governance of subsidiaries and associates has been established as a framework for appropriate supervision, control, and performance monitoring.

Under this policy, the Company appoints qualified individuals to serve as directors, executives, or authorized persons in subsidiaries and associates in proportion to its shareholding. Such appointments are subject to the consideration and approval of the Board of Directors to ensure alignment with the direction of the parent company.

Subsidiaries and associates are required to comply with **the Company's policies, Business Code of Conduct**, internal control systems, and disclosure requirements to ensure consistency in governance practices, mitigate risks, and enhance transparency. This includes compliance with requirements relating to connected transactions, related party transactions, acquisitions or disposals of assets, and the disclosure of material information.

In terms of monitoring and internal control, the Company regularly monitors and evaluates the performance of subsidiaries and associates through reporting and risk management systems. Subsidiaries and associates are required to report financial, operational, compliance, and key risk information to the Board of Directors of the parent company on a regular basis.

Where any risks or operations are identified that may impact the Company or the Group, the Board of Directors will consider appropriate actions, including review, guidance, or corrective measures, to ensure that subsidiaries and associates operate in line with the Group's policies and objectives effectively.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

The Company has established policies and practices for shareholders in accordance with good corporate governance principles. It respects and protects the fundamental rights of shareholders on an equitable basis, promotes the exercise of shareholder rights to attend and vote at meetings, propose agenda items and director nominations, receive accurate, sufficient, and timely information, and obtain returns as provided by law.

The Company also implements measures to facilitate transparency and shareholder engagement, including the advance disclosure of meeting information, communication channels for shareholders and investor relations, channels for suggestions and complaints, opportunities to raise questions and express opinions at meetings, and oversight of conflicts of interest and connected transactions in accordance with applicable requirements.

Employee

The Company has established policies and practices for employees to promote quality of life, provide a safe and fair working environment, and support employee development. These policies are based on equal treatment and non-discrimination throughout recruitment and human resource management processes, while respecting the rights and dignity of all employees.

The Company implements measures to support employees comprehensively, including welfare arrangements, health and safety care, and training and development programs, as appropriate. Employee performance is assessed based on clear and transparent criteria to support fair consideration of compensation and benefits in line with roles and responsibilities.

In addition, the Company promotes employee communication and participation by providing channels for suggestions, complaints, and whistleblowing in accordance with the Company's procedures. Reports are reviewed and addressed as appropriate. Employee satisfaction and engagement surveys are also conducted periodically, and the results are used to continuously improve human resource management.

Customer

The Company has established policies and practices for customers based on a commitment to delivering quality products and services in a transparent and fair manner, with the aim of building customer satisfaction, trust, and long-term relationships. The Company provides services courteously and professionally, offers accurate and clear product and service information without causing misunderstanding, and fully discloses relevant conditions, limitations, and customer rights. The Company also respects customer rights and privacy and complies with applicable personal data protection laws.

In communicating product and service information, the Company verifies the accuracy of information before disclosure and communicates through appropriate channels, such as catalogues and product documents, the Company's website, and product presentations by sales staff. Information across these channels is reviewed and updated periodically to ensure accuracy, timeliness, and consistency with the actual products.

In addition, the Company provides channels for customer feedback and complaints and handles them fairly and transparently. Appropriate after-sales support is also provided, and the information received is used to continuously improve product and service quality.

Business competitor

The Company operates in accordance with the principles of fair and transparent competition and avoids any conduct that may result in monopoly or anti-competitive practices, such as price fixing, market allocation, or collaboration with other business operators in a manner that violates competition law. The Company does not seek, use, or disclose competitors' confidential information through improper means and respects competitors' rights and intellectual property. Competition is therefore conducted constructively on the basis of product and service quality.

In 2025, the Group identified no disputes or issues relating to unfair competition and entered into no agreements or arrangements with other business operators that could be considered monopolistic or anti-competitive.

The Company may consider cooperation with competitors within the framework of applicable laws, where appropriate, in order to enhance industry standards and contribute to social benefits.

Business partner

The Company has established policies and practices for business partners based on principles of transparency, fairness, and shared responsibility. Business partners are selected using clear and non-discriminatory criteria, taking into account quality, capability, and alignment with the Company's values.

The Company also encourages business partners to operate ethically and sustainably in line with its Business Code of Conduct and supply chain management practices. Relevant requirements on quality, safety, and environmental practices are communicated on an ongoing basis. The Company collaborates with and provides guidance to business partners when issues related to quality or consistency of raw materials arise, with the aim of jointly improving product quality, reducing waste in production processes, and strengthening supply continuity for the mutual benefit of both the Company and its business partners.

The Company monitors and evaluates the performance of its business partners, as appropriate, to support continuous improvement and promote ethical and sustainable procurement throughout the supply chain.

Creditor

The Company treats creditors based on the principles of responsibility, transparency, and fairness to maintain long-term credibility. Strict adherence to financial agreements and conditions ensures accurate, complete, and timely debt repayments. These practices are integrated with prudent capital and risk management, encompassing liquidity planning, financial monitoring, and contingency development for debt servicing risks.

Creditors receive accurate and timely information to support their assessment and planning processes. Open communication channels facilitate cooperation in resolving potential issues, while avoiding actions that could damage

reputation or violate agreements. This commitment maintains the Company's high corporate standards and institutional credibility.

Government agencies

The Company conducts all interactions with government agencies and regulatory bodies under a strict framework of laws, rules, and applicable regulations. This commitment ensures transparency and fairness in all coordination efforts. Employees must adhere to legal and ethical standards when engaging with the public sector, maintaining honest and appropriate communication at all times.

Potential conflict of interest situations are strictly managed through mandatory reporting and review processes. These measures align with the Company's comprehensive Anti-Bribery and Anti-Corruption Policy across all operations. Appropriate cooperation is extended to government initiatives that benefit society, communities, and the environment. Open communication channels allow for the receipt of feedback, suggestions, or complaints from public agencies and stakeholders, enabling the Company to respond and continuously improve its operational standards.

Community and society

The Company operates with a core commitment to managing both direct and indirect impacts on the community, society, and the environment. Business strategies focus on creating Shared Value (CSV) with stakeholders to foster balanced and sustainable growth. Operational measures strictly uphold community rights and local cultures, ensuring respect for traditional ways of life and beliefs. Active community engagement remains a priority to build mutual understanding and maintain strong, long-term relationships.

Social responsibility initiatives are implemented through diverse support programmes, including the donation of construction materials, financial contributions, reforestation projects, and participation in local community events. Educational support is also extended through scholarships for employees' children to promote youth potential and lifelong learning.

In environmental management, the Company strives for resource efficiency, waste reduction, and the mitigation of operational impacts. Emission controls are maintained at levels significantly below legal standards, supported by accident prevention protocols and effective response plans for environmental incidents. Collaboration with government agencies and relevant parties ensures appropriate action when necessary. Furthermore, the Company continuously cultivates an ESG-oriented mindset among employees at all levels to integrate social and environmental responsibility into the corporate culture.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors prioritises ethical business operations through the establishment and approval of a formal Business Code of Conduct. This framework guides directors, executives, and employees in maintaining integrity, transparency, and responsibility toward all stakeholders. The Code applies to every entity within the Group, requiring strict compliance at all levels of personnel. Its scope encompasses internal governance policies and ethical practices across the entire corporate value chain.

Key provisions within the Code address critical areas, including the prevention of conflicts of interest, anti-corruption measures, and legal compliance. It further dictates the appropriate use and protection of corporate assets, information security, and fair business competition. Social and environmental considerations, such as human rights protection, occupational health and safety, and long-term sustainability, are also integrated into these standards.

The Company's commitment to these ethical foundations is reflected in its performance. **Throughout the past year, no instances of ethical misconduct or violations of the Business Code of Conduct were identified.**

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The Company establishes strict guidelines to prevent conflicts of interest, ensuring business operations remain fair, transparent, and unbiased. All directors, executives, and employees are prohibited from using their positions for personal gain and must avoid actions that create conflicts between personal interests and those of the Company. Immediate disclosure to a direct supervisor or the Managing Director is mandatory upon identifying a potential conflict of interest. This allows for the timely development of appropriate preventive or corrective measures. In cases involving the Managing Director, disclosure must be made to the Chairman of the Board, potentially facilitated through the Company Secretary, for formal review and resolution.

Employees must refrain from entering into transactions with the Company if they or their close associates have a vested interest, unless explicit approval is granted through official corporate procedures. Furthermore, the Company avoids business dealings with individuals or entities directly or indirectly related to employees. Such transactions are permitted only after full disclosure and formal approval, maintaining transparency and mitigating conflict of interest risks.

Anti-corruption

The Company maintains a strict policy of transparency, prohibiting all forms of fraud, bribery, and corruption, whether direct or indirect. Directors, executives, and employees at all levels are strictly forbidden from soliciting, receiving, or offering bribes to business partners, government officials, politicians, customers, or any third party. This prohibition extends to political neutrality, as the Company does not provide support to any political parties or individuals and strictly prohibits the use of corporate resources for political purposes.

To ensure effective compliance, the Company promotes ethics and anti-corruption awareness through consistent internal communication and engagement activities. These initiatives empower employees to understand and adhere to all relevant policies and operational guidelines correctly.

Whistleblowing and Protection of Whistleblowers

The Company provides formal channels for reporting misconduct, including fraud, legal violations, internal regulation breaches, or ethical misconduct. All stakeholders may submit information through the following designated channels:

- Email: whistleblowing@umi-tiles.com
- Company Call Center

All reports undergo a screening process and are managed based on the nature of the issue by Human Resources, the Company Secretary, or the Internal Audit department. Significant or high-risk cases are escalated to the Audit Committee to ensure transparency and impartiality throughout the investigation.

The Company is committed to maintaining strict confidentiality and providing full protection to whistleblowers. Measures are in place to prevent any form of retaliation, intimidation, or unfair treatment. Furthermore, the Company ensures that all reports are investigated thoroughly, with progress updates provided within a timeframe appropriate to the complexity of the matter.

Prevention of Misuse of Inside Information

The Company establishes strict guidelines to prevent the unauthorised use of inside information for personal or third-party gain. Directors, executives, and employees are prohibited from disclosing or using non-public information, including trading the Company's securities based on such material. Personnel with access to sensitive information—specifically those in Finance and Accounting, the Company Secretary office, and Investor Relations—must report any transactions involving Company securities within three business days to the Company Secretary or the designated unit. In cases where the Company Secretary performs a transaction, a report must be submitted to the Chairman of the Board within the same timeframe.

A mandatory "blackout period" is enforced, requiring personnel to refrain from trading Company securities for 30 days prior to the public disclosure of financial statements or other material information. Trading may resume only after a minimum of 24 hours following the formal public announcement.

All relevant personnel are instructed to exercise extreme caution in the storage, handling, and transmission of inside information to prevent leaks. The Company maintains robust oversight measures to monitor and address potential conflicts of interest and insider trading violations. Any breach of these policies is considered a serious disciplinary offence, subject to maximum disciplinary action and legal proceedings where applicable.

Gift giving or receiving, entertainment, or business hospitality

The Company establishes clear guidelines regarding the giving or receiving of gifts, entertainment, and business hospitality to prevent improper benefits. These measures ensure that business decisions remain independent and free from conflicts of interest. Directors, executives, and employees must avoid providing or accepting gifts or hospitality of excessive value or anything that could be interpreted as a business inducement.

In circumstances where such offerings are unavoidable, individuals are required to report and follow established corporate procedures for transparency and auditability. This includes the appropriate return or disposal of such items as deemed necessary. Non-compliance with these guidelines will result in disciplinary action in accordance with the Company's internal regulations.

Compliance with laws, regulations, and rules

The Company is committed to operating with integrity, transparency, and accountability. All directors, management, and employees are required to strictly adhere to the laws, rules, and regulations governing business operations. This fundamental commitment ensures that all duties are performed with the highest standards of accuracy and ethical correctness.

Information and assets usage and protection

The Company establishes strict guidelines for the appropriate, honest, and responsible use of corporate assets and resources. All directors, executives, and employees are tasked with safeguarding these assets against loss, damage, or unauthorised use. This protection extends to inside information, confidential data, and intellectual property, which must not be disclosed to third parties or used for personal gain without formal authorisation.

Any identified misuse of corporate assets or information must be reported immediately to a direct supervisor or the relevant department. Such reporting enables timely investigation and the implementation of measures to prevent further damage to the Company.

Anti-unfair competitiveness

The Company adheres to the principles of fair and transparent competition in full compliance with relevant trade competition laws. Collusion with competitors that leads to monopolies or restricted competition is strictly prohibited. Furthermore, the Company forbids the improper acquisition or use of competitors' information, ensuring all market activities align with established ethical guidelines and competition policies.

Information and IT system security

The Company prioritises the security of its information assets and information technology (IT) systems. Robust guidelines are integrated into the Business Code of Conduct and specific IT operational frameworks to guide personnel at all levels. All employees must strictly comply with information security policies and cybersecurity measures to prevent unauthorised access, data leaks, loss, or misuse. Any identified security incidents or potential risks must be reported immediately to the designated departments.

During 2025, the Company enhanced employee awareness through training and e-learning programmes. These initiatives covered personal data protection, cyber-attack prevention, and response strategies for threats such as phishing. Monitoring results for the year confirmed that no significant information security breaches or personal data violations occurred. Furthermore, the Company received no related complaints or legal actions.

Environmental management

The Company implements environmental management within a comprehensive sustainability framework, focusing on mitigating business-related impacts and maximising resource efficiency. Operational measures prioritise waste reduction and impact mitigation throughout the production process. All emissions and waste discharges are strictly controlled to remain within applicable regulatory standards, supported by the proactive use of eco-friendly materials.

Accident prevention protocols and environmental response plans are established to address potential incidents that could affect the environment or surrounding communities. Furthermore, the Company consistently cultivates ESG awareness among employees, fostering a corporate culture of environmental stewardship and continuous participation in sustainability initiatives.

Human rights

The Company prioritises respect for human rights and human dignity through fair and non-discriminatory personnel management. All employment processes from recruitment to daily operations are conducted without regard to gender, age, race, religion, beliefs, education level, or social status. Fair internal channels are established to allow employees to submit suggestions or grievances in accordance with corporate procedures.

This commitment to ethical standards extends to the Company's procurement activities. Sustainable procurement practices are integrated into operations to encourage business partners to operate responsibly, respect human rights, and strictly prohibit illegal labour. These collective efforts aim to elevate human rights standards across the entire corporate supply chain.

Safety and occupational health at work

The Company prioritises occupational health and safety to ensure a secure and appropriate working environment for all personnel. Operational strategies focus on health oversight, safety standards, and environmental conditions, alongside the proactive prevention of workplace accidents. These measures aim to mitigate operational risks and enhance the overall quality of life for employees.

Safety communication and educational programmes are consistently provided to empower the workforce with essential knowledge. Furthermore, the Company maintains accessible channels for employees to report safety concerns, facilitating continuous review and improvement of safety protocols.

Customer Data Protection and Privacy

The Company prioritises the confidentiality and security of customer personal data, ensuring full compliance with the Personal Data Protection Act B.E. 2562 (2019) and the Corporate Privacy Policy published on its official website. Formal procedures are established for data collection, usage, and disclosure, including designated channels for personal data grievances. These measures provide customers, service users, and stakeholders with the assurance that their personal information is managed appropriately and securely. Detailed provisions are accessible via the Privacy Policy section on the corporate website.

In 2025, **the Company identified no complaints or incidents regarding the violation of customer personal data.**

Furthermore, no instances of non-compliance with the Personal Data Protection Act B.E. 2562 (2019) were reported, reflecting the effectiveness of internal data governance.

Promotion of compliance with the business code of conduct

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

The Company requires all directors, executives, and employees to acknowledge, study, and strictly adhere to the Business Code of Conduct. For the Board of Directors, the Code is communicated through formal presentations and reviews during Board meetings. The official resolution to adopt this framework ensures that directors remain fully informed and ethically aware in their governance roles.

Executives and employees engage with the Business Code of Conduct through a comprehensive learning process, encompassing both on-site training and internal online platforms. Following these sessions, mandatory post-tests are conducted to verify understanding. The Company sets a clear target of 100% participation and completion for all executives and employees. This structured approach ensures that ethical awareness and practical application are deeply integrated into the Company's operational culture.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

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

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

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

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

During 2025, the Company reviewed and enhanced its corporate governance and internal control documentation to ensure alignment with best practices and improve operational clarity. This initiative involved standardizing structures and terminology, categorizing content to cover all critical governance aspects, and strengthening the integration of related operational guidelines. These improvements aim to provide a practical, transparent, and auditable governance framework.

Implementation of the CG Code for listed companies

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

The Company adopts the Corporate Governance Code for Listed Companies 2017 (CG Code), established by the Securities and Exchange Commission (SEC), as its primary framework for governance policies and practices. The Board of Directors has reviewed and approved a Corporate Governance Policy encompassing all eight key principles recommended by the SEC, tailored to the Company's scale, business nature, and specific context.

Certain sub-guidelines have yet to be implemented, specifically the requirement for the Chairman of the Board to be an Independent Director and the establishment of a formal Nomination and Remuneration Committee.

The Board of Directors maintains that the current governance structure and processes remain appropriate and effective. All Board members actively participate in the deliberation, policy-making, and oversight of significant corporate matters. These collective responsibilities are exercised with due care and completeness, consistently upholding the core principles of good corporate governance.

Other corporate governance performance and outcomes

The Group received the **"Industrial Environmental Governance Award"** from the Saraburi Provincial Industry Office. This accolade underscores a steadfast commitment to environmental integrity and transparent, auditable management practices. Such recognition reflects the Group's continuous efforts to align industrial operations with high ethical and environmental standards.

UMI GROUP

รับโล่รางวัลสถานประกอบการโรงงาน
ที่ผ่านเกณฑ์การประเมินธรรมาภิบาลสิ่งแวดล้อมอุตสาหกรรม
ประจำปีงบประมาณ พ.ศ. 2568



Corporate Governance Structure

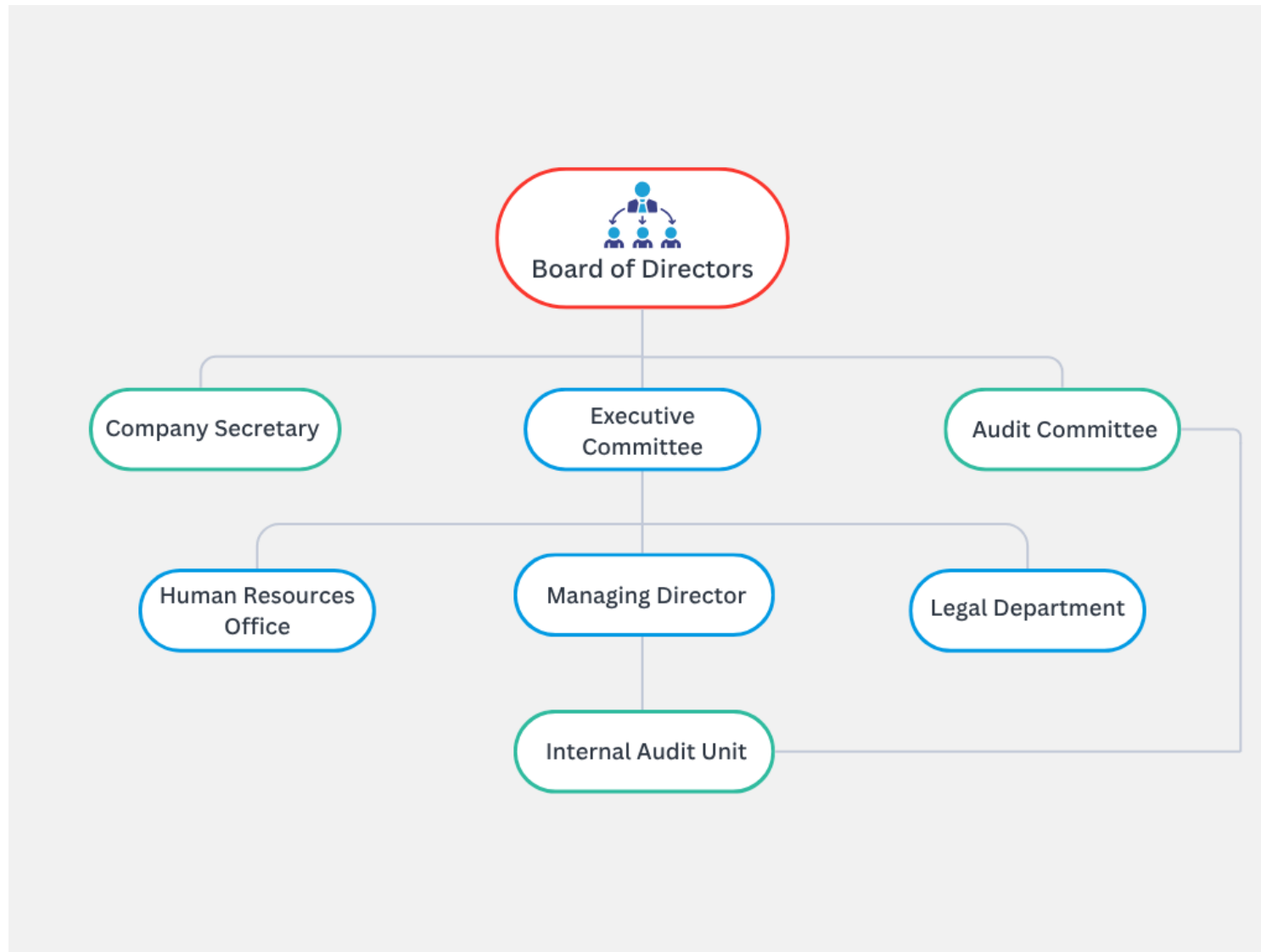
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	12		12		12	
	8	4	8	4	8	4
Executive directors	5		5		5	
	3	2	3	2	3	2
Non-executive directors	7		7		7	
	5	2	5	2	5	2
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	3		3		3	
	2	1	2	1	2	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	66.67	33.33	66.67	33.33	66.67	33.33
Executive directors	41.67		41.67		41.67	
	25.00	16.67	25.00	16.67	25.00	16.67
Non-executive directors	58.33		58.33		58.33	
	41.67	16.67	41.67	16.67	41.67	16.67
Independent directors	33.33		33.33		33.33	
	25.00	8.33	25.00	8.33	25.00	8.33
Non-executive directors who have no position in independent directors	25.00		25.00		25.00	
	16.67	8.33	16.67	8.33	16.67	8.33

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	66		67		68	
	67	63	68	64	69	65

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Captain SERANEE PHENJATI Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 87,267,583 Shares (10.432407 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 63,000 Shares (0.007531 %) 	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>9 Mar 1994</p>	<p>Finance, Data Analysis, Banking, Economics, Finance & Securities</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. METHAWEE LAOWIWATWONG Gender: Male Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 18,795,000 Shares (2.246849 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>9 Mar 1994</p>	<p>Transportation & Logistics, Business Administration, Commerce, Construction Materials, Construction Services</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mrs. NIPANAN TANTRANONT Gender: Female Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 77,676,534 Shares (9.285845 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 5,698,750 Shares (0.681257 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>9 Mar 1994</p>	<p>Law, Commerce, Construction Materials, Property Development, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. SIVAPORN DARDARANANDA Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	23 Apr 2004	Banking, Finance & Securities, Finance, Engineering, Corporate Social Responsibility
<p>5. Mr. MARUT MANGKLABRUKS Gender: Male Age : 81 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	23 Apr 2004	Industrial Materials & Machinery, Steel, Corporate Management, Budgeting, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. NOPPARAT RUNGUTHAISIRI Gender: Female Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p>	<p>28 Apr 2006</p>	<p>Accounting, Business Administration, Internal Control, Leadership, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. VORAVAT TANTRANONT Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,698,750 Shares (0.681257 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 77,676,534 Shares (9.285845 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	28 Apr 2006	Law, Construction Materials, Commerce, Marketing, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. KRIT PHANRATANAMALA Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director</p>	<p>28 May 2006</p>	<p>Corporate Management, Internal Control, Business Administration, Governance/ Compliance, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Ms. PAVARISA PHENJATI Gender: Female Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Architecture and Applied Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,360,000 Shares (0.401671 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	28 Apr 2017	Marketing, Brand Management, Media & Publishing, Tourism & Leisure, Fashion

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Ms. PAWEENA LAOWIWATWONG Gender: Female Age : 79 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 52,743,600 Shares (6.305236 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	30 Apr 2019	Accounting, Finance, Construction Materials, Leadership, Business Administration
<p>11. Mr. SUPOI KAEWMANEE Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	30 Apr 2019	Law, Accounting, Economics, Finance, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
12. Mr. SUTIN YOUTHANAVARAPORN Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : MBA Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	1 Jan 2022	Economics, Construction Materials, Marketing, Finance, Business Administration

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors

Board of Directors



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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Captain SERANEE PHENJATI	Chairman of the board of directors		✓		✓	✓
2. Mr. METHAWEE LAOWIWATWONG	Director		✓		✓	✓
3. Mrs. NIPANAN TANTRANONT	Director		✓		✓	✓
4. Mr. SIVAPORN DARDARANANDA	Director		✓	✓		✓
5. Mr. MARUT MANGKLABRUKS	Director	✓				✓
6. Mrs. NOPPARAT RUNGUTHAISIRI	Director		✓	✓		✓
7. Mr. VORAVAT TANTRANONT	Director	✓				✓
8. Mr. KRIT PHANRATANAMALA	Director		✓	✓		✓
9. Ms. PAVARISA PHENJATI	Director	✓				✓
10. Ms. PAWEENA LAOWIWATWONG	Director	✓				✓
11. Mr. SUPOI KAEWMANEE	Director		✓	✓		✓
Total (persons)		5	7	4	3	12

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
12. Mr. SUTIN YOUTHANAVARAPORN	Director	✓				✓
Total (persons)		5	7	4	3	12

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	25.00
2. Fashion	1	8.33
3. Banking	2	16.67
4. Finance & Securities	2	16.67
5. Industrial Materials & Machinery	1	8.33
6. Steel	1	8.33
7. Construction Materials	5	41.67
8. Construction Services	1	8.33
9. Property Development	1	8.33
10. Commerce	3	25.00
11. Media & Publishing	1	8.33
12. Tourism & Leisure	1	8.33
13. Transportation & Logistics	1	8.33

Skills and expertise	Number (persons)	Percent (%)
14. Law	3	25.00
15. Marketing	3	25.00
16. Accounting	3	25.00
17. Finance	6	50.00
18. Corporate Social Responsibility	1	8.33
19. Sustainability	1	8.33
20. Data Analysis	1	8.33
21. Brand Management	1	8.33
22. Corporate Management	2	16.67
23. Engineering	1	8.33
24. Leadership	4	33.33
25. Internal Control	2	16.67
26. Budgeting	1	8.33
27. Governance/ Compliance	1	8.33
28. Business Administration	7	58.33

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

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

	2023	2024	2025
Chairman is a member of the executive board or taskforce	No	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	No	No

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Others : Independent directors represent one-third of the total number of directors on the Board.

The Company has established checks and balances between the Board of Directors and management by assigning the Board responsibility for setting policies, direction, strategy, and overseeing the Companys overall operations, while management is responsible for day-to-day operations within clearly delegated authority.

In addition, the Board comprises 4 independent directors out of a total of 12 directors, representing one-third of the Board. This helps strengthen independence in the consideration, review, and provision of opinions on significant matters, and supports an appropriate and transparent balance of decision-making power between the Board and management in line with good corporate governance principles.

Information on the roles and duties of the board of directors

Board charter : Have

Roles and Responsibilities of the Board of Directors

The Company has clearly defined the roles, duties, and responsibilities of the Board of Directors to ensure effective and transparent oversight of the Companys operations in compliance with applicable laws, the Companys objectives, Articles of Association, and shareholders resolutions. The key roles and responsibilities of the Board of Directors are as follows:

1. Establishing policies and strategic direction, and overseeing management to ensure effective and efficient implementation, with the aim of maximizing the Companys economic value and shareholders returns
2. Performing duties with honesty, integrity, and due care in compliance with laws, the Companys objectives, Articles of Association, and shareholders resolutions, while safeguarding the Companys interests and maintaining accountability to shareholders
3. Monitoring the Companys operations and management performance on a regular basis to ensure effectiveness

4. Ensuring that the Company has appropriate internal audit measures, effective internal control systems, risk management processes, and reliable financial reporting
5. Preventing conflicts of interest and improper transactions in related party transactions
6. Overseeing the establishment of anti-corruption policies and practices, including clear whistleblowing mechanisms, and ensuring communication and implementation across all levels of the organization and with external stakeholders

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Risk management
- Director and executive nomination
- Remuneration
- Corporate governance

Scope of authorities, role, and duties

The Board of Directors as a whole is responsible for considering, reviewing, and overseeing key matters relating to risk governance, the nomination of directors and senior executives, remuneration determination, and corporate governance, in order to ensure that the Company's governance practices are conducted effectively, transparently, and in accordance with good corporate governance principles.

Reference link for the charter

-

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. To review that the Company's financial reporting is accurate and adequately disclosed.
2. To review that the Company has appropriate and effective internal control and internal audit systems, and to consider the independence of the internal audit function, including approving the appointment, transfer, or termination of the head of the internal audit unit or any other unit responsible for internal audit activities.
3. To review the Company's compliance with the Securities and Exchange Law, the regulations of the Stock

Exchange of Thailand, and other laws relevant to the Company's business.

4. To consider, select, and propose the appointment and termination of the external auditor, as well as to determine the auditor's remuneration, and to hold a meeting with the auditor without the presence of the management at least once a year.

5. To consider connected transactions or transactions that may give rise to conflicts of interest, ensuring that such transactions comply with applicable laws and the regulations of the Stock Exchange of Thailand, and that they are reasonable and for the best interests of the Company.

6. To prepare the Audit Committee Report for disclosure in the Company's annual report, which shall be signed by the Chairman of the Audit Committee and include at least the following information:

(a) The opinion on the accuracy, completeness, and reliability of the Company's financial reports.

(b) The opinion on the adequacy of the Company's internal control system.

(c) The opinion on the Company's compliance with the Securities and Exchange Law, the regulations of the Stock Exchange of Thailand, and other laws relevant to the Company's business.

(d) The opinion on the appropriateness of the external auditor and the auditor's remuneration.

(e) The opinion on transactions that may involve conflicts of interest.

(f) The number of Audit Committee meetings held and the attendance of each member.

(g) Overall opinions or observations obtained from the performance of duties in accordance with the Audit Committee Charter.

(h) Any other matters that the Audit Committee deems appropriate to inform shareholders and investors, within the scope of duties and responsibilities assigned by the Board of Directors.

7. To perform any other duties as assigned by the Board of Directors or as required by applicable laws.

Reference link for the charter

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Executive Committee

Role

- Others
- Management and Operational Oversight

Scope of authorities, role, and duties

The Executive Committee acts as the Company's highest management body, responsible for overseeing operations in accordance with the policies and directions established by the Board of Directors. The Committee plays an important role in driving the organization to achieve its business objectives, including profitability, sales growth, and strengthening the Company's competitiveness in the building materials industry, through both short- and long-term strategic planning, effective resource management, as well as oversight of risk management and sustainability-related operations.

The Executive Committee also reviews and screens management proposals and submits policies, strategies, investment plans, business expansion plans, and budgets to the Board of Directors for consideration. In addition, the Committee monitors the Company's performance to ensure that operations are carried out in line with the established policies and objectives, supporting the Company's sustainable long-term growth.

Reference link for the charter

-

Sustainability Committee

Role

- Sustainability development

Scope of authorities, role, and duties

1. To establish sustainability policies and targets, and to review them to ensure alignment with the Company's sustainable business practices across environmental, social, governance, and economic dimensions, while taking into account all stakeholder groups.
2. To establish key principles and practices relating to sustainability that are appropriate for the Company, and to appoint a sustainability working team as deemed appropriate.
3. To communicate policies and operational guidelines to the working team, participate in meetings to provide direction, and monitor and evaluate performance within the specified timeframe to ensure successful implementation.
4. To support, promote, and consider plans and budgets for the Company's sustainability activities.
5. To propose plans and report significant performance results that are beneficial to the Company to the Board of Directors on a regular basis.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mrs. NOPPARAT RUNGUTHAISIRI^(*)</p> <p>Gender: Female</p> <p>Age : 74 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	28 Apr 2006	Accounting, Business Administration, Internal Control, Leadership, Finance
<p>2. Mr. KRIT PHANRATANAMALA</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	28 Apr 2006	Corporate Management, Internal Control, Business Administration, Governance/ Compliance, Sustainability
<p>3. Mr. SUPOI KAEWMANEE^(*)</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	30 Apr 2019	Law, Accounting, Economics, Finance, Leadership

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Ms. PAWEENA LAOWIWATWONG Gender: Female Age : 79 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	1 Apr 2016
2. Mr. MARUT MANGKLABRUKS Gender: Male Age : 81 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Apr 2016
3. Mr. VORAVAT TANTRANONT Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Apr 2016

List of committee members	Position	Appointment date of executive committee member
<p>4. Ms. PAVARISA PHENJATI Gender: Female Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Architecture and Applied Economics Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2016</p>
<p>5. Mr. SUTIN YOUTHANAVARAPORN Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : MBA Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2016</p>
<p>6. Mr. Somboon Uranukul Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>1 Jan 2021</p>
<p>7. Ms. Ratirat Laowiwatwong Gender: Female Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2016</p>

List of committee members	Position	Appointment date of executive committee member
8. Ms. Kiratcha Laowiwatwong Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Apr 2016

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

Other Subcommittees

Subcommittee name	Name list	Position
Sustainability Committee	Mr. SUTIN YOUTHANAVARAPORN	The chairman of the subcommittee
	Mr. Somboon Uranukul	Member of the subcommittee
	Ms. Ratirat Laowiwatwong	Member of the subcommittee
	Ms. Kiratcha Laowiwatwong	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Ms. PAWEENA LAOWIWATWONG</p> <p>Gender: Female</p> <p>Age : 79 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chairman of the Executive Committee</p> <p>(The highest-ranking executive)</p>	1 Apr 2016	Accounting, Finance, Construction Materials, Leadership, Business Administration
<p>2. Mr. Somboon Uranukul</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Vice Chairman of the Executive Committee</p> <p>(The highest-ranking executive)</p>	1 Jan 2021	Engineering, Construction Materials, Business Administration, Corporate Management, Risk Management
<p>3. Mr. SUTIN YOUTHANAVARAPORN</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : MBA</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Executive Director / Managing Director</p> <p>(The highest-ranking executive)</p>	1 Jan 2022	Economics, Construction Materials, Marketing, Finance, Business Administration

List of executives	Position	First appointment date	Skills and expertise
4. Ms. Ratirat Laowiwatwong ^{(*)(**)} Gender: Female Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Assistant Managing Director (The highest-ranking executive)	1 May 2023	Accounting, Finance, IT Management, Strategic Management, Procurement
5. Ms. Kiratcha Laowiwatwong Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director Corporate Human Resource Office (The highest-ranking executive)	1 Sep 2016	Economics, Human Resource Management, Governance/ Compliance, Corporate Social Responsibility, Corporate Management

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

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

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

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

Remuneration policy for executive directors and executives

1. Senior Executive Remuneration Policy

The Board of Directors has established a remuneration policy for senior executives, taking into consideration the appropriateness of their roles, responsibilities, workload, the size and nature of the Company's business, as well as the level of competition in the industry. The policy is intended to attract, retain, and motivate capable personnel to perform effectively in alignment with the Company's long-term goals and strategy.

In determining remuneration, the Company considers organizational performance, individual performance, knowledge, capabilities, experience, and the ability to create value for the Company. The Board of Directors reviews the appropriateness of the remuneration structure and criteria on an annual basis to ensure transparency, fairness, and alignment with good corporate governance principles.

2. Criteria for Determining the Remuneration of the Managing Director (MD) and Senior Executives

The Company has established criteria for determining the remuneration of the Managing Director (MD) and senior executives by linking remuneration to the Company's performance in both the short and long term, in order to support sustainable organizational growth. Short-term remuneration consists of salary, bonus, and benefits, and is determined based on performance against established goals and key performance indicators.

In addition, the Board of Directors takes strategic and ESG-related indicators into account in its remuneration consideration to reflect long-term performance, including efficient resource utilization, waste reduction, workplace safety, customer data protection, and business conduct in line with good corporate governance principles. The Board may also review the appropriateness of remuneration or defer part of the payment if performance does not meet targets or if there are concerns relating to good corporate governance.

3. Performance Evaluation of the Managing Director (MD)

The Company requires the performance of the Managing Director (MD) to be evaluated annually. The Board of Directors assesses performance based on the Company's results and the Managing Director's ability to drive the organization's strategy in line with established goals and key performance indicators. The evaluation covers economic and financial performance, operational efficiency, cost management, productivity improvement, and environmental, social, and governance (ESG) indicators, such as efficient resource utilization, workplace safety, and business conduct in accordance with good corporate governance principles.

Overall evaluation results were at a satisfactory level and were used to support development planning, management improvement for the following year, and remuneration consideration in accordance with the Company's guidelines.

4. Succession Plan for Senior Executives

The Company has established a succession plan and executive development plan for senior executives to ensure continuity in management. The Board of Directors oversees and reviews the implementation approach. Particular importance is placed on succession planning for the Managing Director (MD), along with other key positions as appropriate to the organizational structure.

The Company focuses on developing high-potential internal personnel while also preparing for external recruitment when necessary. Consideration is given to qualifications, capabilities, experience, leadership, and alignment with the Company's strategy. Contingency plans are also in place to address unexpected vacancies in key positions to ensure business continuity. Progress of the succession plan is reviewed and reported to the Board of Directors at least annually or upon any significant changes.

Does the board of directors or the remuneration committee have : Have

an opinion on the remuneration policy for executive directors and executives

The Board of Directors as a whole, which currently performs the function of the Remuneration Committee, considers that the remuneration of the Company's executives is appropriate and reasonable, taking into account their scope of duties, responsibilities, and performance.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	26,882,840.00	27,984,260.00	29,336,870.00

Other remunerations of executive directors and executives

	2023	2024	2025
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

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

Estimated remuneration of executive directors and executives in the current year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight⁽¹⁾

General information	Email	Telephone number
1. Ms. Ratirat Laowiwatwong	ratirat.la@umi-tiles.com	0 2248 7007

Remark: ⁽¹⁾ Profile details are provided in Attachment 1, page 16, 56-1 one report.

List of the company secretary⁽²⁾

General information	Email	Telephone number
1. Mr. Surin Wongkittipat	surin.wo@umi-tiles.com	0 2248 7007

Remark: ⁽²⁾ Profile details are provided in Attachment 1, page 18, 56-1 one report.

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Bandit Woonbamrung	bandid.wo@umi-tiles.com	0 2248 7007 ต่อ 1131

List of the head of the compliance unit⁽³⁾

General information	Email	Telephone number
1. Mr. Surin Wongkittipat	surin.wo@umi-tiles.com	0 2248 7007

Remark: ⁽³⁾ Profile details are provided in Attachment 1, page 18, 56-1 one report.

Head of investor relations

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

List of the head of investor relations⁽⁴⁾

General information	Email	Telephone number
1. Ms. Ratirat Laowiwatwong	investor@umi-tiles.com	0 2248 7007

Remark: ⁽⁴⁾ Profile details are provided in Attachment 1, page 16, 56-1 one report.

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KARIN AUDIT COMPANY LIMITED 72 CAT TELECOM TOWER, FLOOR 24,CHAROEN KRUNG ROAD, BANGRAK, BANGKOK. 10500 THAILAND BANG RAK BANG RAK Bangkok 10500 Telephone number +66 2105 4661	1,974,000.00	-	1. Mr. THANATHIT RAKSATHIANRAPHAP Email: thanathit@karinaudit.co.th License number: 13646 2. Ms. KANNIKA WIPANURAT Email: Kannika@karinaudit.co.th License number: 7305 3. Mr. WICHIAN PROONGPANISH Email: wichian@karinaudit.co.th License number: 5851

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

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

1. **Setting, Reviewing, and Monitoring Vision, Mission, and Strategy**

The Board of Directors determines the Companys vision, mission, and strategy in consultation with management to ensure alignment with business direction, economic conditions, business risks and opportunities, and the Companys sustainable growth objectives. The Board reviews and approves the vision, mission, strategy, and key business plans on an annual basis and/or when there are significant changes. The implementation of strategy is monitored through management reporting at Board meetings to ensure alignment with the defined direction and achievement of strategic objectives.

2. **Oversight of the Companys Performance**

The Board of Directors continuously monitors the Companys performance by reviewing results against business plans, budgets, and established targets. The Board also provides policy guidance and strategic direction to management to support operational efficiency, profitability, and the Companys competitiveness within the construction materials industry.

3. **Oversight of Risk Management and Internal Control Systems**

The Board of Directors oversees the establishment of appropriate and adequate risk management and internal control systems, in collaboration with the Audit Committee and the Executive Committee. This includes defining the risk management framework, identifying key risks, and implementing appropriate control measures to mitigate potential impacts on the Companys operations.

The Board has reviewed and acknowledged the results of the assessment of the adequacy of internal control and risk management systems, covering operational, financial, and compliance risks, and considers such systems to be appropriate and adequate. No material issues have been identified that would significantly impact the Companys operations.

4. **Nomination and Remuneration of Directors and Senior Executives**

The Board of Directors oversees the nomination process and remuneration of directors and senior executives to ensure appropriateness, transparency, and alignment with good corporate governance principles. Consideration is given to qualifications, knowledge, capabilities, experience, and suitability of nominees. Remuneration is determined in line with responsibilities, Company performance, and practices of listed companies within the same industry.

5. **Corporate Governance and Sustainability Oversight**

The Board of Directors places importance on conducting business in accordance with corporate governance principles and supports the Companys sustainability initiatives. The Board oversees the establishment of policies, practices, and activities aligned with sustainable business principles, covering environmental, social, governance, and economic dimensions, including consideration of impacts on all stakeholder groups. This supports stable and sustainable long-term business growth.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. METHAWEE LAOWIWATWONG	Director	9 Mar 1994	Transportation & Logistics, Business Administration, Commerce, Construction Materials, Construction Services
Mr. SIVAPORN DARDARANANDA	Director	23 Apr 2004	Banking, Finance & Securities, Finance, Engineering, Corporate Social Responsibility
Ms. PAWEENA LAOWIWATWONG	Director	30 Apr 2019	Accounting, Finance, Construction Materials, Leadership, Business Administration
Mr. SUPOI KAEWMANEE	Director	30 Apr 2019	Law, Accounting, Economics, Finance, Leadership

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

1. Hold no more than 1% of the total voting shares of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons. This includes the shareholding of persons related to the independent director.
2. Must not be, or have ever been, an executive director, employee, staff member, salaried advisor, or controlling person of the Company, its parent company, subsidiaries, associated companies, subsidiaries at the same level, major shareholders, or controlling persons. An exception is made if such characteristics have ceased for not less than two years prior to the appointment date. This restriction does not apply to independent directors who have previously served as government officers or advisors to government agencies that are major shareholders or controlling persons of the Company.

3. Must not be a person having blood or legal relationships in the nature of being a parent, spouse, sibling, child of any executive, major shareholder, controlling person, or person nominated to become an executive or controlling person of the Company or its subsidiaries.
4. Must not be, or have ever had, any business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons in a manner that could interfere with independent judgment. This includes not being, or having ever been, a significant shareholder or controlling person of any entity having such a business relationship with the Company or related entities, unless such relationship has ceased for not less than two years prior to the appointment date.

The business relationship referred to in the preceding paragraph includes normal course commercial transactions conducted for business purposes, such as the lease or sublease of real estate, transactions involving assets or services, or the provision or receipt of financial assistance, including loans, guarantees, or the provision of assets as collateral. It also includes other similar circumstances that result in either the Company or its counterparty incurring a financial obligation to the other party in an amount equivalent to 3% or more of the Companys net tangible assets, or at least THB20 million, whichever is lower. The calculation of such financial obligation shall be based on the valuation method for connected transactions prescribed by the Notification of the Capital Market Supervisory Board, as applicable. In considering such financial obligations, any obligations incurred during the one-year period prior to the date of establishing the business relationship with the same person shall also be included.

1. Must not be, or have ever been, an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons; and must not be a significant shareholder, controlling person, or partner of an audit firm that employs the auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons, unless such characteristics have ceased for not less than two years prior to the date of appointment.
2. Must not be, or have ever been, a provider of any services, including legal or financial advisory services, who received service fees exceeding THB2 million per year from the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons, or partner of such professional service provider, unless such characteristics have ceased for not less than two years prior to the date of appointment.
3. Must not be a director appointed as a representative of the Companys directors, major shareholders, or shareholders who are related persons of the Companys major shareholders.
4. Must not operate a business that is of the same nature and in material competition with the business of the Company or its subsidiaries; nor be a significant partner in a partnership, or a director involved in management, employee, staff member, salaried advisor, or hold more than 1% of the total voting shares in another company that operates a business of the same nature and in material competition with the business of the Company or its subsidiaries.
5. Must not possess any other characteristics that may impair the ability to express independent opinion regarding the Companys operations.

After being appointed as an independent director who meets the qualifications under items (1) to (9), the independent director may be assigned by the Board of Directors to make decisions on the business operations of the Company, its parent company, subsidiaries, associated companies, subsidiaries at the same level, major shareholders, or controlling persons, provided that such decisions are made in the form of a collective decision.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The Company respects the equal rights of all shareholders and provides an opportunity for minority shareholders to nominate qualified candidates for directorship in advance, in accordance with the criteria established by the Company. Furthermore, shareholders are entitled to exercise their voting rights to elect directors at the Shareholders' Meeting based on their respective shareholdings. To ensure transparency and fairness, the Company provides sufficient and timely disclosure of relevant information and facilitates the seamless exercise of shareholder rights.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Captain SERANEE PHENJATI (Chairman of the board of directors)	Non-participating	-
2. Mr. METHAWEE LAOWIWATWONG (Director)	Non-participating	-
3. Mrs. NIPANAN TANTRANONT (Director)	Non-participating	-
4. Mr. SIVAPORN DARDARANANDA (Director, Independent director)	Non-participating	-
5. Mr. MARUT MANGKLABRUKS (Director)	Non-participating	-
6. Mrs. NOPPARAT RUNGUTHAISIRI (Director, Independent director)	Non-participating	-
7. Mr. VORAVAT TANTRANONT (Director)	Participating	Other • 2025: Online Directors Briefing: ESG Risks Mitigation
8. Mr. KRIT PHANRATANAMALA (Director, Independent director)	Non-participating	-
9. Ms. PAVARISA PHENJATI (Director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
10. Ms. PAWEENA LAOWIWATWONG (Director)	Non-participating	-
11. Mr. SUPOI KAEWMANEE (Director, Independent director)	Non-participating	-
12. Mr. SUTIN YOUTHANAVARAPORN (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Online Directors Briefing: ESG Risks Mitigation

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors has assessed the Board Skill Matrix to ensure that its composition possesses the appropriate knowledge, expertise, and experience aligned with the nature of the Company's business. This encompasses skills in policy, strategy, finance, law, governance, risk management, and specific technical skills essential to the Company's operations. Furthermore, at least three directors possess a deep understanding of the Company's business, and at least one director has expertise in accounting or finance, in compliance with the relevant regulatory requirements.

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

Based on the Board Skill Matrix assessment, the Board of Directors concluded that the collective skills, knowledge, and experience of the Board are diverse and well-suited to the nature of the Company's business operations. These encompass strategy, finance, law, corporate governance, risk management, and a deep understanding of the Company's operations, all of which effectively support strategic direction and corporate oversight. Furthermore, no significant skill gaps were identified that could impact the Board's performance of its duties.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company has established criteria for determining the remuneration of the Managing Director (MD) and senior executives by linking remuneration to the Company's performance in both the short and long term, in order to support sustainable organizational growth. Short-term remuneration consists of salary, bonus, and benefits, and is determined based on performance against established goals and key performance indicators.

In addition, the Board of Directors takes strategic and ESG-related indicators into account in its remuneration consideration to reflect long-term performance, including efficient resource utilization, waste reduction, workplace safety, customer data protection, and business conduct in line with good corporate governance principles. The Board may also review the appropriateness of remuneration or defer part of the payment if performance does not meet targets or if there are concerns relating to good corporate governance.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors⁽⁵⁾

Number of the board of directors meeting over the : 5
past year (times)
Date of AGM meeting : 30 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Captain SERANEE PHENJATI (Chairman of the board of directors)	5	/	5	1	/	1		/	
2. Mr. METHAWEE LAOWIWATWONG (Director)	4	/	5	0	/	1		/	
3. Mrs. NIPANAN TANTRANONT (Director)	4	/	5	0	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
4. Mr. SIVAPORN DARDARANANDA (Director, Independent director)	0	/	5	0	/	1		/	
5. Mr. MARUT MANGKLABRUKS (Director)	5	/	5	1	/	1		/	
6. Mrs. NOPPARAT RUNGUTHAISIRI (Director, Independent director)	5	/	5	1	/	1		/	
7. Mr. VORAVAT TANTRANONT (Director)	4	/	5	1	/	1		/	
8. Mr. KRIT PHANRATANAMALA (Director, Independent director)	5	/	5	1	/	1		/	
9. Ms. PAVARISA PHENJATI (Director)	5	/	5	1	/	1		/	
10. Ms. PAWEENA LAOWIWATWONG (Director)	5	/	5	1	/	1		/	
11. Mr. SUPOI KAEWMANEE (Director, Independent director)	5	/	5	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
12. Mr. SUTIN YOUTHANAVARAPORN (Director)	5	/	5	1	/	1		/	

Remark: ⁽⁵⁾ Mr Sivaporn Dardarananda was unable to attend any Board of Directors' meetings throughout 2025 due to health reasons.

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Captain SERANEE PHENJATI (Chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	N/A
2. Mr. METHAWEE LAOWIWATWONG (Director)	4/5 (80.00%)	0/1 (0.00%)	N/A
3. Mrs. NIPANAN TANTRANONT (Director)	4/5 (80.00%)	0/1 (0.00%)	N/A
4. Mr. SIVAPORN DARDARANANDA (Director)	0/5 (0.00%)	0/1 (0.00%)	N/A
5. Mr. MARUT MANGKLABRUKS (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. NOPPARAT RUNGUTHAISIRI (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
7. Mr. VORAVAT TANTRANONT (Director)	4/5 (80.00%)	1/1 (100.00%)	N/A
8. Mr. KRIT PHANRATANAMALA (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
9. Ms. PAVARISA PHENJATI (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
10. Ms. PAWEENA LAOWIWATWONG (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
11. Mr. SUPOI KAEWMANEE (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
12. Mr. SUTIN YOUTHANAVARAPORN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	86.67%	75.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The Board of Directors determines the directors remuneration based on the rates approved at the 2025 Annual General Meeting of Shareholders. The remuneration is provided in the form of a fixed monthly retainer (which includes meeting allowances for all ordinary meetings). Additional meeting allowances are paid on a per-meeting basis for meetings held beyond the regular schedule.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Captain SERANEE PHENJATI (Chairman of the board of directors)			520,000.00		0.00
Board of Directors (Chairman of the board of directors)	520,000.00	0.00	520,000.00	No	
2. Mr. METHAWEE LAOWIWATWONG (Director)			260,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
3. Mrs. NIPANAN TANTRANONT (Director)			260,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
4. Mr. SIVAPORN DARDARANANDA (Director, Independent director)			240,000.00		0.00
Board of Directors (Director)	240,000.00	0.00	240,000.00	No	
5. Mr. MARUT MANGKLABRUKS (Director)			260,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
6. Mrs. NOPPARAT RUNGUTHAISIRI (Director, Independent director)			320,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
Audit Committee (Chairman of the audit committee)	60,000.00	0.00	60,000.00	No	
7. Mr. VORAVAT TANTRANONT (Director)			260,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
8. Mr. KRIT PHANRATANAMALA (Director, Independent director)			320,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
9. Ms. PAVARISA PHENJATI (Director)			260,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
10. Ms. PAWEENA LAOWIWATWONG (Director)			260,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
11. Mr. SUPOI KAEWMANEE (Director, Independent director)			320,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Mr. SUTIN YOUTHANAVARAPORN (Director)			260,000.00		0.00
Board of Directors (Director)	260,000.00	0.00	260,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
13. Mr. Somboon Uranukul (Vice-chairman of the executive committee)			0.00		0.00
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Ms. Ratirat Laowiwatwong (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
15. Ms. Kiratcha Laowiwatwong (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	3,360,000.00	0.00	3,360,000.00
2. Audit Committee	180,000.00	0.00	180,000.00
3. Executive Committee	0.00	0.00	0.00
4. Sustainability Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025

	2023	2024	2025
Meeting allowance (Baht)	3,300,000.00	3,300,000.00	3,540,000.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	3,300,000.00	3,300,000.00	3,540,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

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

The Board of Directors prioritises the supervision of subsidiaries and associated companies to ensure that the operations of all group entities comply with good corporate governance principles, relevant laws, and regulations. A supervision policy for subsidiaries and associated companies has been established as a framework for appropriate control, oversight, and operational monitoring.

Under this policy, the Company appoints qualified individuals to serve as directors, executives, or controlling persons in subsidiaries and associated companies based on its shareholding proportion. Such appointments must be reviewed and approved by the Board of Directors to ensure that governance remains aligned with the parent company.

The Company requires subsidiaries and associated companies to adhere to the same policies, **Business Code of Conduct**, internal control systems, and disclosure requirements applicable to the parent company. This ensures governance consistency, risk mitigation, and operational transparency, covering connected transactions, related party transactions, acquisitions or disposals of assets, and significant information disclosure.

Regarding monitoring and internal control, the Company regularly monitors and evaluates the performance of its subsidiaries and associated companies through a performance and risk management reporting system. Subsidiaries and associated companies are required to report financial data, operational results, regulatory compliance, and key risk issues to the parent company's Board within specified timeframes.

In cases where risks or operations are identified that may impact the parent company or the group, the Board of Directors will consider conducting audits, providing guidance, or establishing appropriate corrective measures. This ensures that the operations of subsidiaries and associated companies effectively align with the group's policies and objectives.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company manages conflicts of interest by requiring directors, executives, and employees to disclose any transactions or relationships that may lead to potential conflicts of interest for themselves or related parties. This enables the Company to review, supervise, and establish appropriate preventive or corrective measures. Furthermore, individuals with a vested interest are strictly prohibited from participating in the deliberation or approval of such transactions.

Additionally, the Company requires directors and executives to report their interests, including shareholding information and directorships in other companies, to support the ongoing monitoring and prevention of conflicts of interest. The Company exercises oversight through internal approval processes and monitoring in accordance with relevant policies, ensuring that operations remain transparent, fair, and consistent with good corporate governance principles.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company prioritises the prevention of insider trading for illicit gains and has established guidelines requiring directors, executives, and employees who possess inside information to maintain the confidentiality of non-public information. The use of such information for personal benefit or for the benefit of others is strictly prohibited.

To ensure effective oversight of inside information, the Company has implemented the following key guidelines:

1. The Company requires directors and executives to report any changes in their holdings of the Company's securities to the Securities and Exchange Commission (SEC) and to the Board of Directors at least one day in advance of any trading.
2. Directors and executives are required to submit reports of their interests and those of related parties, summarizing their shareholdings and directorships in other companies. This enables the Board of Directors to monitor and prevent potential conflicts of interest.
3. Inside information is disclosed only after it has been formally submitted to the Stock Exchange of Thailand (SET). The Company strictly adheres to this practice and ensures that all employees are continuously informed and compliant.

Furthermore, directors and executives are prohibited from trading the Company's securities during the blackout period, which is one month prior to the public disclosure of financial statements or other significant information. The Company continuously monitors compliance with these guidelines, **and in 2025, no instances of insider trading for personal gain were identified.**

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Assessment

and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company has implemented an Anti-Bribery and Anti-Corruption Policy as a direct operational guideline for both the Company and its subsidiaries. This policy covers high-risk activities, including the giving and receiving of gifts, hospitality, donations, sponsorships, interactions with government agencies, and business dealings with related parties, to ensure that all operations remain transparent and auditable.

The Company periodically reviews the suitability of its policies and conducts corruption risk assessments to establish appropriate control and prevention measures. Furthermore, the Company consistently communicates these policies and guidelines to directors, executives, and employees, while promoting awareness and understanding of anti-corruption through internal communications and engagement activities.

In addition, the Company has established criteria for giving and receiving gifts and hospitality, including the use of a Gift Declaration form, whistleblowing channels, and disciplinary actions for violations. Compliance with these policies is continuously monitored, with the Audit Committee and the Internal Audit unit responsible for reviewing the completeness and adequacy of relevant processes. **During the past year, no instances of misconduct or complaints related to corruption were identified among employees, executives, or business partners.** The Company remains committed to rigorously and continuously implementing its anti-corruption measures.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

The Company has integrated the whistleblowing process into its internal control and good corporate governance systems to effectively detect and prevent misconduct, corruption, or violations of policies and relevant laws. Upon receiving information or a complaint, the Company initiates a screening process, fact-finding investigation, and

determines appropriate actions based on the nature of the matter through relevant units. For significant issues or high-risk cases, the matter is reported to the Audit Committee for oversight and follow-up. **In 2025, no significant whistleblowing reports or complaints were identified through this process.**

Number of cases or issues related to whistleblowing

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

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mrs. NOPPARAT RUNGUTHAISIRI (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. KRIT PHANRATANAMALA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. SUPOI KAEWMANEE (Member of the audit committee)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

Throughout 2025, the Audit Committee fully performed its duties within the assigned scope of authority. This included reviewing the Company's financial statements in collaboration with management and the external auditors, and assessing the adequacy and appropriateness of internal control systems. The Committee also monitored compliance with relevant laws and regulations, reviewed related party transactions, and evaluated anti-corruption measures and the independence of the external auditors. Based on these activities, the Audit Committee is of the opinion that these operations were conducted appropriately, and no significant issues were identified that could impact the Company's operations.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. PAWEENA LAOWIWATWONG (The chairman of the executive committee)	12	/	12	12/12 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. MARUT MANGKLABRUKS (Member of the executive committee)	11	/	12	11/12 (91.67%)
3 Mr. VORAVAT TANTRANONT (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Ms. PAVARISA PHENJATI (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mr. SUTIN YOUTHANAVARAPORN (Member of the executive committee)	11	/	12	11/12 (91.67%)
6 Mr. Somboon Uranukul (Vice-chairman of the executive committee)	11	/	12	11/12 (91.67%)
7 Ms. Ratirat Laowiwatwong (Member of the executive committee)	11	/	12	11/12 (91.67%)
8 Ms. Kiratcha Laowiwatwong (Member of the executive committee)	12	/	12	12/12 (100.00%)
Average meeting attendance rate				(95.83%)

The results of duty performance of Executive Committee

Throughout 2025, the Executive Committee fully performed its duties as assigned by the Board of Directors. The Committee oversaw management and operations to ensure alignment with established policies, directions, and targets. This included screening key proposals from management, reviewing strategic plans, budgets, and investment projects, and continuously monitoring operational performance, risk management, and sustainability initiatives. These efforts aim to support the Company's stable and sustainable growth.

Meeting attendance of Sustainability Committee

Meeting Sustainability Committee (times) : 5

List of Directors	Meeting attendance of Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SUTIN YOUTHANAVARAPORN (The chairman of the subcommittee)	5	/	5	5/5 (100.00%)
2 Mr. Somboon Uranukul (Member of the subcommittee)	5	/	5	5/5 (100.00%)
3 Ms. Ratirat Laowiwatwong (Member of the subcommittee)	5	/	5	5/5 (100.00%)
4 Ms. Kiratcha Laowiwatwong (Member of the subcommittee)	4	/	5	4/5 (80.00%)
Average meeting attendance rate				(95.00%)

The results of duty performance of Sustainability Committee

The Sustainability Committee has reviewed and provided recommendations to ensure that management integrates sustainability issues into corporate direction, strategies, and operational plans. This includes monitoring progress and enhancing the quality of disclosures in alignment with relevant guidelines. The key areas of oversight by the Committee cover the three ESG dimensions as follows:

- Environmental (E):** Management of energy and resources, systematic waste management, and greenhouse gas reduction initiatives, including the evaluation of readiness for relevant environmental projects or certifications as appropriate.
- Social (S):** Labour practices, human rights, and occupational health and safety to enhance the safety and well-being of employees and stakeholders.
- Governance (G):** Systematic governance and collection of sustainability data, elevation of reporting and disclosure standards, and the promotion of responsible supply chain management.

The Committee has continuously monitored performance and provided recommendations to management to improve operational approaches and reporting for greater completeness and efficiency. These efforts aim to support sustainable business growth and build confidence among all stakeholders.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company is committed to sustainable business development by considering environmental and social impacts across its value chain, in alignment with stakeholder expectations, **the Sufficiency Economy Philosophy**, the United Nations Global Compact, the United Nations Sustainable Development Goals (**UN SDGs**), and relevant international standards.

Sustainability principles are integrated through the Triple Bottom Line (TBL) framework, emphasizing balanced growth across three dimensions:

- **Economic:** Ensuring stable business growth and strong performance, while managing risks and considering potential impacts on society and the environment.
- **Environmental:** Promoting efficient resource utilization, waste reduction, recycling, and minimizing environmental impacts.
- **Social:** Conducting business with consideration for all stakeholders, including employees, communities, customers, and business partners, through fair and sustainable practices.

The Company applies sustainability principles across all operations, both domestically and internationally, to address key sustainability issues relevant to its business now and in the future. Accordingly, the Company has established its sustainability policy as follows:

Sustainability Framework: Triple Bottom Line



Environmental Dimension

- Environmental quality management is a priority, with proactive measures in place to mitigate business-related environmental impacts. To address climate change, targets have been set to achieve carbon neutrality by 2050 and Net Zero Greenhouse Gas Emission by 2065. Comprehensive greenhouse gas management, energy efficiency, water resource conservation, and waste management are key focus areas.
- Production processes are continuously enhanced by optimizing energy and natural resource use. Circular economy principles are adopted to maximize resource efficiency, renewable energy sources such as solar power are utilized, and digital technologies are leveraged to drive ongoing sustainability improvements

Social Dimension

- Business operations are conducted in a way that creates long-term value for all stakeholders, upholding human rights and ensuring non-discrimination based on race, religion, gender, age, education, or social status.

- Employees receive fair and equitable treatment, with a strong emphasis on skill development, recognizing them as a key driver of business success. A safe and healthy work environment is maintained, striving to become an accident-free organization.
- High-quality, standardized products are delivered to enhance customer satisfaction. Regular customer satisfaction assessments inform continuous product and service improvement. Effective after-sales services, efficient complainthandling channels, responsible marketing and advertising, and strict compliance with the Personal Data Protection Act (PDPA) are ensured.
- Active contributions to communities and society are encouraged through support for public-interest initiatives. Collaboration with local communities, business partners, external organizations, and stakeholders drives positive social impact. Employees are also encouraged to develop a strong sense of social responsibility and actively engage in community development.

Governance and Economic Dimension

- Strives for continuous improvement in manufacturing processes to deliver high-quality products and services while driving innovation to meet diverse customer needs. With operations spanning both domestic and international markets, the Duragres and Cergres brands ensure that premium-quality products reach customers efficiently. At the same time, new business opportunities are explored to drive future revenue growth.
- Emphasizes sustainable supply chain management by fostering strong partnerships and collaborating with suppliers to enhance operational sustainability. Business partners are selected based on ethical business practices, social and environmental responsibility, and compliance with contractual agreements and legal requirements, including the Personal Data Protection Act (PDPA).
- Upholds transparency in business operations by adhering to the principles of good corporate governance. Comprehensive and accurate disclosures of financial and sustainability-related information are ensured, along with robust risk management and internal control measures. Anti-fraud and anti-corruption policies are strictly enforced, and full compliance with all relevant laws and regulations is maintained.

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company has established enterprise-wide sustainability targets aligned with its short- and long-term business direction and strategy to enhance competitiveness and support stable growth. Key targets are summarized as follows:

- **Environment and Climate (long term):** Achieve carbon neutrality by 2050 and net zero greenhouse gas emissions by 2065 through the management of greenhouse gas emissions, energy, water, and waste, as well as increased use of clean energy and more efficient resource utilization.
- **Operational Efficiency (short to medium term):** Continuously improve production processes and internal management by applying digital technologies to enhance efficiency, reduce losses, and support data-driven decision-making.
- **Safety and People (ongoing):** Promote occupational health and safety, develop employee capabilities, and foster a workplace culture that respects human rights and non-discrimination, with the goal of becoming an accident-free organization.
- **Customers and Quality (ongoing):** Enhance products and services to meet quality standards, strengthen customer satisfaction, provide effective complaint-handling channels, and protect personal data in compliance with applicable laws.

- **Supply Chain and Governance (ongoing):** Strengthen sustainable supply chain management by selecting business partners that operate ethically, demonstrate social and environmental responsibility, and comply with applicable laws and contractual obligations, alongside good corporate governance, transparency, internal control, and anti-corruption practices.

The Company regularly monitors and reviews progress against these targets and discloses relevant information, as appropriate.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions

Supporting the Sustainable Development Goals (SDGs)

Sustainable Development Goals (SDGs)

The Company remains committed to supporting the United Nations Sustainable Development Goals (SDGs). In 2025, the Company continued to operate in alignment with the relevant goals, as summarized below.

Environmental Dimension	Sustainable Development Goals (SDGs)	UMI Group's Implementation
   	6.3 Wastewater management and water reuse 7.2 Increase the proportion of renewable energy 12.5 Circular Economy 13.1 Action to combat climate change	<ul style="list-style-type: none"> - Reusing 100% of water in production without discharging wastewater into natural water source - Using natural and chemical sedimentation wastewater treatment systems at UMI and TTC factories - Implementing Circular Economy: Recycling ceramic waste and dust from the production process - Applying the 3R principles: Reduce, Reuse, Recycle to minimize costs and resource usage - Measures to reduce Co2 emissions are being implemented, along with a support scheme for energy reduction
Social Dimension	Sustainable Development Goals (SDGs)	UMI Group's Implementation
   	3.8 Promote health and well-being 4.1 Promote equal access to education 5.1 Promote gender equality in the organization 11.3 Promote sustainable urban and community development	<ul style="list-style-type: none"> - Annual health check-ups for all employees to prevent and reduce occupational health risks - 'Durages We Help' project: Donating tiels and equipment to schools and temples in need - Annual blood donation drive in collaboration with the Thai Red Cross Society - Providing scholarships and educational material to local schools - Providing continuous employee development training - Ensuring fair employment practices without discrimination based on gender, race, religion, or LGBTQ+ identity - Promoting an inclusive and respectful workplace environment that value diversity - Supporting community development projects in areas surrounding the factories
Governance and Economic Dimension	Sustainable Development Goals (SDGs)	UMI Group's Implementation
   	8.1 Create quality employment and economic growth 9.2 Support sustainable industries and improve production efficiency 12.2 Efficient use of resources 16.6 Develop and strengthen effective, transparent, and accountable institutions at all levels	<ul style="list-style-type: none"> - Establishing a provident fund and annual bonuses for employees - Training employees on safety and specialized skills - Developing new products such as Healthy tiles, Anti Bacteria, Air Purify, Anti Slip - Measures to reduce waste and Co2 emissions in the production process are being implemented - Products made from recycled materials and circular products are being developed - The use of natural resources is being minimized, while the utilization of recycled materials is being increased - Disclosing financial and ESG information according to SET and SEC regulations while ensuring transparency and compliance

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

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

Has the company reviewed the policy and/or goals : No
of sustainable management over the past year

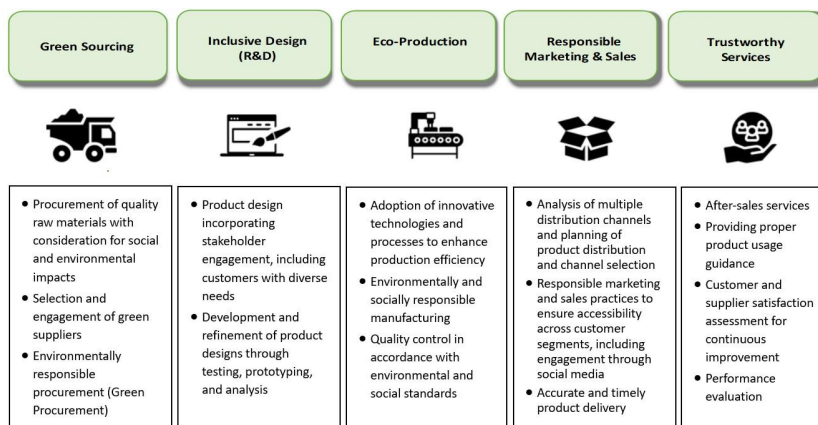
Has the company changed and developed the : No
policy and/or goals of sustainable management over
the past year

Information on impacts on stakeholder management in business value chain

Business value chain

The Company places importance on operations and supply chain management processes that support business success. Each stage is managed to ensure alignment and operational efficiency, as outlined below.

Business value chain diagram



Green Procurement & Product Development and Innovation to Meet Customer Needs

Green Procurement

The Company and its subsidiaries promote environmentally responsible procurement by considering environmental impacts alongside quality, cost, and delivery continuity. ESG principles are integrated into supply chain management to support efficient resource use, reduce waste, and minimize environmental impacts.

Procurement activities are conducted in compliance with applicable laws and business ethics, with reference to international sustainable procurement practices, as appropriate.

Environmentally Responsible Procurement Framework

● Defining requirements and procurement criteria:

Product and service specifications, as well as delivery conditions, are established by considering quality, cost, and continuity, together with relevant environmental aspects, such as reducing packaging, minimizing waste, and promoting the use of recycled materials. Consideration is also given to approaches that help reduce greenhouse gas (GHG) emissions for relevant or material products and services.

● Supplier selection and evaluation:

Suppliers are selected based on qualifications, capabilities, pricing, and compliance with legal and ethical standards, while environmental practices are increasingly incorporated into the selection criteria, as appropriate.

● Promoting green procurement principles:

Priority is given to environmentally friendly products and services, and to suppliers with appropriate environmental management practices. Certifications such as ISO 14001 or equivalent may be considered for relevant categories.

● Approval and delivery monitoring:

Delivery and acceptance processes are monitored to ensure compliance with agreed specifications, including relevant environmental requirements, where applicable.

● Performance monitoring and continuous improvement:

Procurement performance is monitored and evaluated, as appropriate, to enhance processes and continuously improve environmental practices in collaboration with suppliers.

Product Development and Innovation to Meet Customer Needs

Product Development and Innovation

The Company places importance on innovation and product enhancement, with a focus on meeting customer needs in terms of hygiene, safety, and quality of life key trends in the ceramic tile industry. Structured processes have been established to support continuous product testing and development, ensuring that products address practical usage requirements and customer pain points.

During the year, the Company continued to develop products under the Healthy Tiles Series, focusing on hygiene and safety features. Key products include:

- **Anti-Bacteria Tiles:** Designed to reduce accumulation and inhibit the growth of bacteria on tile surfaces, suitable for areas requiring a high level of cleanliness.
- **Anti-Slip Tiles:** Engineered surface properties to reduce the risk of slipping and enhance safety in wet or high-moisture areas.
- **Anti-Virus Tiles:** Developed using advanced coating technology to help reduce the presence of viruses on surfaces, with certifications in accordance with relevant standards.

In addition, the Company integrates sustainability into product development through its Circular Product Initiative, focusing on improving resource efficiency and reducing waste in the production process, in line with environmentally responsible business practices.

Innovation efforts also include collaboration between UMI Deep Tech Co., Ltd. and the Faculty of Pharmaceutical Sciences, Chulalongkorn University, to explore the development of health-related products, forming a foundation for long-term product innovation.

Outcomes of Innovation

The development of products under the Healthy Tiles Series has strengthened the Company's brand image as a modern and innovation-driven organization, while enhancing customer confidence in product quality and supporting competitiveness in markets that increasingly prioritize hygiene and safety.

At the same time, product development under the Circular Product Initiative, in collaboration with partners, has contributed to reducing environmental impacts and improving resource efficiency. These initiatives continue to be implemented on an ongoing basis.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Board of director 	<p>comprehensive information for oversight and decision-making, strategy execution, appropriate internal control and risk management systems, and good corporate governance</p>	<p>reporting and monitoring systems, support for oversight and key issue review, and periodic review of risks and internal controls</p>	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Board and sub-committee meetings, management reports, and agenda presentations/supporting documents
<ul style="list-style-type: none"> Employees 	<p>appropriate compensation and benefits, job security and career growth opportunities, skills development, safety and occupational health, and fairness and non-discrimination</p>	<p>effective human resource management, training and development support, a safe and supportive working environment, and feedback and grievance mechanisms</p>	<ul style="list-style-type: none"> Online Communication Internal Meeting Complaint Reception Employee Engagement Survey Training / Seminar
<p><u>External stakeholders</u></p>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Investors or investment institutions • Analysts • Shareholders 	<p>equitable treatment, accurate, complete and timely information, transparency and good governance, and regular communication</p>	<p>disclosure in compliance with applicable requirements, consistent communication of key information, and handling feedback and inquiries within disclosure guidelines</p>	<ul style="list-style-type: none"> • Online Communication • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Annual Report/56-1 One Report, investor/analyst meetings, investor engagement activities, and SET disclosure channels
<ul style="list-style-type: none"> • Financial institution 	<p>compliance with terms and conditions, ability to meet payment obligations, reliable information, and clarity of agreements</p>	<p>liquidity and cash flow management, monitoring key obligations and requirements, and communication and coordination on documentation and payments in accordance with procedures</p>	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • meetings and consultations, submission of relevant documents/reports, and coordination through responsible departments

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Creditor • Suppliers • Raw material distributors • Contractors 	fair trading terms, payment in accordance with agreed terms, clear specifications and quality requirements, clear work and delivery plans, and safety in operations	-	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • meetings and progress follow-ups, periodic coordination, contract/PO documentation, performance reviews as appropriate, and communication and issue resolution channels
<ul style="list-style-type: none"> • Dealers 	product quality and standards, appropriate pricing/discounts and trade terms, on-time delivery, product and stock availability, sales and marketing support, and prompt coordination and issue resolution channels	collaborative sales and delivery planning, product information and sales material support as appropriate, order and delivery management in line with agreed terms, and feedback handling and follow-up on issue resolution	<ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • sales team/area managers, and after-sales service

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Consumers • Customers 	product quality and standards, reasonable pricing, on-time delivery, after-sales service, complaint channels, clear product information, and personal data protection	product quality and service standards, product development and information aligned with customer needs, complaint handling and follow-up, and after-sales service in line with procedures	<ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • sales team/customer service
<ul style="list-style-type: none"> • Government agencies and Regulators 	compliance with applicable laws and regulations, complete and timely reporting, and cooperation in audits	monitoring and compliance with laws and regulations, preparation and submission of reports/documents as required, and support for inspections and audits in accordance with procedures	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • submission of reports/documents, inspections and audits, and meetings and coordination with relevant authorities

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Standard organization 	<p>compliance with standards and certification criteria, complete supporting evidence and documentation, and readiness for audits and follow-up</p>	<p>operations in compliance with relevant standards, preparation of documentation and evidence, and review and improvement based on audit feedback as appropriate</p>	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> audits and follow-up assessments, submission of documents and reports, and meetings and coordination
<ul style="list-style-type: none"> Community 	<p>environmental and quality of life impact reduction, safety, listening to concerns and complaints, and appropriate community engagement</p>	<p>environmental and safety impact control, complaint handling and resolution, and community and social activities as appropriate</p>	<ul style="list-style-type: none"> Social Event Complaint Reception Others <ul style="list-style-type: none"> community meetings/engagement, and communication through representatives/relevant authorities
<ul style="list-style-type: none"> Media 	<p>accurate, transparent, and verifiable information</p>	<p>communication of information in accordance with the companys disclosure framework, and responses to inquiries through designated channels as appropriate</p>	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> communication of information in accordance with the companys disclosure framework, and responses to inquiries through designated channels as appropriate

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : No
materiality topics

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

Details of organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : Others : SET Sustainability Reporting Guidelines for
standards or guidelines Listed Companies

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company places importance on risk management across all dimensions, including cost, operations, finance, and ESG. A risk management framework and operating guidelines have been established to ensure consistent implementation across the organization, with clear roles and responsibilities assigned to relevant functions to support business stability and sustainability.

Management is responsible for identifying, assessing, monitoring, and reporting risk issues on an ongoing basis. The Audit Committee and the Executive Committee jointly oversee internal control and risk management to ensure that the systems in place are appropriate, transparent, and auditable.

The Company's risk management process is aligned with its policies, strategic plans, and business objectives. Risk factors that may affect the organization are assessed in terms of both likelihood and potential impact, with the aim of keeping risks within an acceptable level. This covers strategic, operational, compliance, financial, and ESG risks, as well as emerging risks and risks that could cause significant damage to the business or disrupt operations.

The Company also maintains an issue and incident log and uses it to continuously review and improve its working processes. In addition, the Company continues to strengthen its internal systems through initiatives such as alternative energy adoption under its solar energy project, digital system enhancement, and the improvement of environmental and governance standards to support more effective risk management and better respond to market volatility.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk Management

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Business operations of partners in the supply chain
- Damage to company image and reputation

- Competition risk
- Economic risk
- ESG risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners
or
counterparties
- Safety, occupational health, and
working
environment
- Climate change and disasters
- Impact on the environment
- System disruption risk
- Inventory risk

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or
the
inflation rate
- Liquidity risk
- Income volatility

ESG risk factors : Yes

Risk characteristics

The Company classifies key business risks into **four** categories: **(1) strategic and business risks, (2) management and operational risks, (3) regulatory and legal risks, and (4) financial risks.** These cover key risk factors, including industry and economic volatility, changes in consumer behavior and competition, supply chain and raw material risks, operational and information technology risks, including cybersecurity, occupational health and safety risks, climate change and environmental impacts, as well as regulatory compliance risks and risks related to capital, liquidity, and financial volatility.

Risk-related consequences

These risks may affect the Company in several areas, including:

- **Revenue and growth:** Changes in demand, consumer behavior, and competition may slow sales growth or result in lost market opportunities.
- **Costs and profitability:** Increases in raw material, energy, logistics, or operating costs may put pressure on profit margins.
- **Business continuity:** Delays in sourcing or delivery, as well as disruptions to production or services, may arise from system failures, safety incidents, natural disasters, or supply chain disruptions.
- **Financial position and liquidity:** Volatility in interest rates, exchange rates, and inflation, as well as counterparty credit risk, may affect cash flow, debt servicing ability, and financing costs.
- **Legal compliance and reputation:** Non-compliance may result in additional costs, administrative penalties, legal proceedings, reputational damage, loss of stakeholder confidence, and environmental and ESG impacts.

Risk management measures

The Company implements risk management measures in accordance with its internal practices, covering risk identification, assessment, monitoring, and periodic review, together with oversight of internal control systems. Key issues and incidents are also recorded and used to continuously improve operational processes (issue and incident log). Key measures include:

1. Strategic and business risks:

The Company continuously monitors industry trends, economic conditions, consumer behavior, and competition to review and adjust its business and marketing strategies in line with changing conditions. Emphasis is placed on product development, product differentiation, and monitoring supply chain and raw material cost factors.

2. Management and operational risks:

The Company has established appropriate processes and controls, monitors operational performance, and manages inventory effectively. Information technology systems and cybersecurity are continuously enhanced to support business continuity. The Company has also put in place business continuity guidelines and response measures to mitigate potential disruptions and ensure the continuity of operations.

3. Regulatory and legal risks:

The Company monitors changes in applicable laws, regulations, and requirements, and ensures appropriate compliance. Complaints and disputes that may affect reputation and stakeholder confidence are also monitored.

4. Financial risks:

The Company monitors liquidity and cash flow, manages funding and debt obligations, assesses counterparty credit risk, and monitors key financial volatility to support financial stability.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

The Company has established practical guidelines for managing emergency situations and ensuring business continuity, with a focus on employee safety, maintaining operational continuity, and appropriate internal communication in response to each situation. The Company is currently in the process of further developing and formalizing its approach and business continuity planning.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

- Selecting and managing suppliers based on quality, price, legal compliance, business ethics, and environmental, social, and governance (ESG) considerations.
- Promoting green procurement by considering products, services, and raw materials that help reduce environmental impacts, where appropriate.
- Encouraging suppliers to operate responsibly, with respect for human rights, fair labor practices, and transparent business conduct.
- Monitoring risk factors that may affect business continuity and create environmental and social impacts across the supply chain.
- Promoting efficient resource use, reducing waste, and supporting the appropriate reuse of resources.
- Regularly reviewing and improving supply chain management practices to align with the business context and stakeholder expectations.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria⁽⁶⁾

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

Remark: ⁽⁶⁾ Considering sustainability issues in selecting new suppliers, as appropriate, while improving a more systematic screening process.

Information on supplier code of conduct

Supplier code of conduct⁽⁷⁾

Supplier code of conduct : Yes

Remark: ⁽⁷⁾ Establishing a Supplier Code of Conduct to guide transparent and responsible business practices with suppliers, with relevant details disclosed in the Company's 56-1 One Report.

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

Key suppliers acknowledging compliance with the supplier code of conduct⁽⁸⁾

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

Remark: ⁽⁸⁾ Formal acknowledgment of the Supplier Code of Conduct by key suppliers has not yet been required, while communication of the related principles to suppliers continues to be improved.

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	15.90	17.20	15.60

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

The Company has continuously invested in research and development over the past three years to support product development, innovation, and the enhancement of product quality in alignment with customer needs and market trends.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

The Company promotes a culture of innovation by encouraging employee participation in idea generation and continuous improvement. These ideas are further integrated into ceramic product development, process improvements, and the adoption of appropriate technologies to enhance operational efficiency and support continuous organizational development.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

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

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	0.00	423,000,000.00

Non-financial benefits

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

	2023	2024	2025
Amount of waste recycled in the production process (Kilograms)	0.00	0.00	13,071,354.00

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