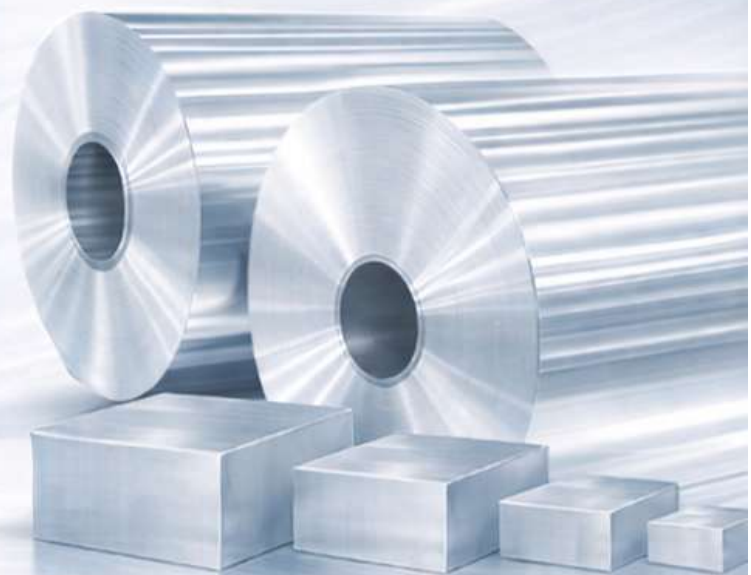


ANNUAL REPORT 2025

Form 56-1 One Report *

Annual Registration Statement / Annual Report 2025



บริษัท วโรปกรณ์ จำกัด (มหาชน)
VAROPAKORN PUBLIC COMPANY LIMITED

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Report from the Board of Directors

2025 was a year when the global aluminum industry faced fluctuations due to external factors. The Company operates in the context of significant fluctuations in raw material prices. Exchange rate fluctuations Climate Impact on Demand in Some Trading Partners Higher regional competition Although this condition resulted in a decrease in the company's operating performance compared to the previous year. However, the company does not see this situation as just a short-term challenge. However, it is an opportunity to review and upgrade the long-term business structure, so the Company has established a strategy of "Laying the Foundation for Growth" with a focus on upgrading the profit structure (Margin Structure Upgrade) along with maintaining financial discipline.

In the past year, the Company has taken a number of strategic actions, including:

1. Investment in machinery to solve bottleneck constraints is expected to start to see revenue results from the fourth quarter of 2026 onwards.
2. Improving raw material and energy efficiency to reduce cost pressures
3. Preparation for the establishment of overseas distribution centers To increase agility and enhance competitiveness in the export market.
4. Laying the foundation to participate in the Jump+ project of the Stock Exchange of Thailand to enhance the organization in terms of strategy, finance and sustainability.

The Company attaches great importance to the prudent management of exchange rate risk and fluctuations of raw materials, as well as operating under the principles of good governance and good corporate governance.

We remain committed to margin upgrade through product value, disciplined cost control, and expansion of production capacity to build the company's strength and sustainability in the long term. By 2027, the company plans to clear accumulated losses to return to sustainable dividend payments.

For 2026, it is also a challenging year, with various situations that test the efforts and intentions of executives and employees who must work together to overcome this challenge. The demand for products for the domestic market is increasing, while it is still difficult to increase domestic sales due to price competition with goods imported from China and Chinese manufacturers. Setting up a production base in Thailand, as well as the country's economic conditions are relatively contracting. Purchasing power is gone. Consumers focus on saving rather than spending, so the company still has to focus on foreign export markets. This can be more profitable, and the price competition is not as strong as in the country. However, The company still needs to improve its production processes to maximize production efficiency and reduce costs to remain competitive in the market.

The Board of Directors is satisfied that the Company has been able to change its operational approach to meet the needs of the market in the era of globalization. It represents satisfactory business development and progress. Both in terms of developing value-added products and expanding the customer base both domestically and internationally. The improved performance in 2025 is a sign of commitment and effective management. This is an important basis for building trust among shareholders and all stakeholders.

The Board of Directors would like to thank all shareholders, business partners, business partners, customers, as well as creditors and stakeholders. All parties who have always trusted and supported the Company and are behind the Company's successes, including the Company's management team and employees who cooperate, cooperate, and dedicate themselves to the best of their abilities to push the Company forward in accordance with the Company's mission and operational plan.

Part 1

Business Operations and Performance

1. Structure and Operation of the Group

1.1 Business Policy and Overview

The Company started its aluminum industry business in 1979 by registering the Company's ordinary shares on the Stock Exchange of Thailand on June 16, 1991 and being registered as a public limited company. On January 26, 1994, at the end of 1995, Mitsubishi Group companies consisting of Mitsubishi Aluminum Co., Ltd. and Mitsubishi Corporation (MC) from Japan and Thai-MC Co., Ltd. entered into a joint venture with the Company with a joint shareholding of 20% of the registered capital. The Mitsubishi Group is a well-known company. In 2001 and 2002, Thai-MC Co., Ltd. and MC transferred all shares to MC Non-Ferrous Metal Products Co., Ltd., a Mitsubishi Group company. Subsequently, in December 2016, the Company agreed to extend the terms of the two contracts for a period of 3 months from December 26, 2016 or until the new contract takes effect, whichever comes first. Later, at the end of March 2022, Mitsubishi Corporation Rtm Japan Ltd. transferred all of its shares to Thai Metallurgy Co., Ltd., which is the majority holder of the company, while Mitsubishi Aluminum Co., Ltd. transferred all of its shares to Showa Aluminum Can Corporation and were further transferred to MA Aluminum Corporation, which is now renamed Altemira Co., Ltd.

Although MA Aluminum Corporation (formerly Mitsubishi Aluminum Co., Ltd.), which is the majority shareholder of the Company, operates the same type of business as the Company, it may be considered that it will cause a conflict of interest, but because both MA Aluminum Corporation (formerly Mitsubishi Aluminum Co., Ltd.) and the Company have different target customers and distribution channels. Mitsubishi Aluminum Co., Ltd.) has never had a conflict of interest.

1.1.1 Vision, objectives, goals or strategies

The Company has a policy to conduct business with social responsibility. Anti-corruption by adhering to the principle of transparent business operations. Verifiable Ethical and respectful of human rights and the interests of stakeholders under the Standard Quality Policy. Prompt service, environmental awareness, and energy conservation

Vision

Leading the production of high-quality aluminum coil and aluminum flat sheet. By using technology and innovation to achieve maximum customer satisfaction.

Mission

- Research and develop new quality products and create added business value continuously.
- Focus on modern production processes and care for the environment. Focus on
human resource development and promote the quality of life of personnel.
- Develop a clear management system and a streamlined working method.
- Strive to develop superior service to ensure maximum customer satisfaction.
- Build relationships with society, customers, shareholders, employees, and business partners based on mutual trust and respect.

Core Values

- 1) Honesty: Adhere to accuracy.
 - Operate with discipline, transparency and responsibility.
 - Take responsibility for their own actions and results.
 - Adherence to standards, responsibility and trust
- 2) Work with concentration
 - Focus on what matters most.
 - Communicate clearly Discreet and goal.
 - Listen openly and act attentively.
- 3) Make wise decisions
 - Think strategically and take a long-term view
 - Make decisions based on data, reason, and judgment.
 - Continuous learning for sustainable growth



Corporate / Company Strategic Objectives

- 1) Expand the customer base to cover all areas nationwide and overseas.
- 2) Develop new products that meet the needs to keep up with business competition.
- 3) Improve and develop production efficiency to modernize using more technology.
- 4) Enhance the management of the organization and develop personnel at all levels to become professionals.
- 5) Focus on conducting business with customer satisfaction in mind as well as being able to deliver work to customers on time.

GOAL Corporate

The company's business goal is to become one of the leaders in the production of aluminum sheets and coils.

varopkorn Public Company Limited is one of Thailand's leading manufacturers and distributors of modern aluminum extrusion products. Using high-efficiency continuous extrusion technology. The Company commenced the commercial production of aluminum rolled products at its modern factory in Samut Prakan Province on February 21, 1979. On January 26, 1994, the company experienced continuous and stable growth.

Over the past two decades, the company has been recognized for its growth potential. The company has developed aluminum rolled products to meet international standards and be more diverse. To meet the needs of various industries such as Bare Finstock, Precoated Finstock, Capstocks, Foil, Coil, Sheet and Automotive Fin.

Aluminum is one of the most abundant metal elements in the Earth's crust. It has outstanding properties that make it a widely popular multi-purpose material, including light weight, strength, corrosion resistance, and the ability to be molded in a variety of ways at an affordable cost. It is also resistant to both high and low temperatures. Non-toxic It has no smell or taste, and it has the property of being a good barrier against liquids. Vapors and light

Due to these properties, aluminum is widely used in many industries, such as construction, transportation, electrical and electronic appliances, printing, heat exchangers, as well as food packaging, pharmaceuticals, and consumer goods. Aluminum foil, in particular, plays a crucial role in maintaining the quality, cleanliness, and safety of products and is also suitable for medical applications because it is easily sterilized.

In addition, aluminum is a material that can be recycled 100% without losing its physical properties, making it effectively recyclable in the form of cans, foils, plates, and tablets. Cooling Fins Continuous development in metallurgical engineering and manufacturing technology. It continuously improves the quality and performance of aluminum products.

From its outstanding features in terms of value Aluminum is an important material that plays a role in the development of industries and quality of life today, and it has the potential to continue to innovate in the future.

1.1.2 Major changes and developments

In the first quarter of 2025, MJP prices rose above US\$200 per tonne. As a result, the cost of aluminum raw materials has increased significantly. Meanwhile, the price sold to customers cannot be increased immediately. Therefore, the Company must focus on prudent cost management and consider improving the new pricing formula to reflect the actual MJP cost appropriately in order to increase flexibility in dealing with long-term fluctuations in raw material prices.

Later, in the second quarter of 2025, the Company's main market was affected by the rainy season that came earlier than expected. As a result, The demand for air conditioning has suddenly slowed down. However, Many air conditioner manufacturers have been stocking aluminum since the first quarter. As a result, there is an excess of inventory, resulting in a request to postpone the delivery schedule. However, the Company was able to adapt quickly by reviewing the operational plan in line with the changing situation, so that the period could be passed appropriately.

As a result of orders in the fourth quarter, the arrival came in later than usual as air conditioner manufacturers continued to gradually drain their existing inventory. This is coupled with more fierce price competition because market operators want to accelerate the creation of orders. As a result, the overall picture Competition in the Asian market is becoming more volatile. As a result of both weather factors and price competition, the Company needs to adjust its pricing strategy to maintain market share.

In addition, during the fourth quarter and the first quarter of 2026, raw material prices tended to increase continuously. In addition, the baht appreciated throughout the period. As a result, the Company has to plan for raw material management and financial planning more concisely. As a result of these challenges, the company's total revenue in 2025 is approximately 2,782.43 million baht. Decreased from 2,982.93 million baht. This was mainly due to a slowdown in demand in the international market, which is the main market. As a result, the demand for air conditioners has decreased, and orders for aluminum, which is an important raw material, have decreased.

For the European market In 2025, it is likely to continue to grow at a stable level. Although it did not expand at the same rate as the Asian market. However, Customers in the European market have confidence in the quality of the company's products, which are recognized as high quality compared to products produced in the same region. In addition, Rotterdam Premium is likely to increase. As a result, customers are more interested in manufacturers from Thailand. In addition, the European market is paying more attention to sustainability (ESG) issues, especially the CBAM (Carbon Border Adjustment Mechanism) measure, which requires goods exported to the EU to have clear carbon emission data. Therefore, the Company focuses on managing and reducing carbon emissions to meet these requirements.

In the U.S. market, which is a strategic target market, the Company has collaborated with business partners with a network throughout the United States to support market expansion, which is expected to start seeing tangible commercial results in 2026. This makes the cost of domestic aluminum procurement higher than imports from abroad. Therefore, it is an important opportunity to expand the market. However, the Company has been closely monitoring the risks from changes in U.S. trade policies. This is because it may affect the cost structure and competition in the market.

The domestic market in 2025 is likely to be stable, with competition from imported products from China. Therefore, the Company focuses on maintaining the existing customer base, especially those who need specialized products such as beverage caps, which require specific production techniques and consistent quality standards. The Company can meet these needs effectively. Therefore, it has continuously gained the trust of customers. In addition, the Company has also benefited from the fact that some customers have returned to order. Later, the original vendor experienced business problems and was unable to continue its business.

Another major challenge in 2025 is exchange rate fluctuations, with the baht likely to appreciate throughout the year, which has a direct impact on the Company's revenue as most of its revenue comes from the international market. Therefore, the Company must manage foreign exchange risks prudently and concisely to maintain the stability of the operating results.

As for the trends and challenges in 2026, the Company assesses that there are still external factors that need to be closely monitored, such as the conflict situation in the Middle East, which may affect energy prices, raw material costs, and exchange rate fluctuations. However, the Company has reduced the risk from MJP price fluctuations to a certain extent. Pricing of products to be able to properly reflect raw material costs from the fourth quarter of 2025

For the 2026 operational plan, the Company will continue to focus on expanding the market in the high-value-added product segment that can generate reasonable profit margins along with continuous development of new products to meet the ever-changing needs of customers. In addition, the Company expects to be able to start selling products to new customers who have undergone the quality testing process since last year and is expected to start generating revenue in 2026, as well as continue to find new customers to support the long-term business growth plan by taking into account the effective management of energy and raw material costs. To strengthen the Company's competitiveness in a sustainable manner.

Revenue (Million Baht)	2025		2024		2023	
Thailand	1,171	42.09%	1,160	38.89%	1,125	44.82%
Asia Region	1,410	50.68%	1,602	53.70%	1,143	45.54%
Oceania Region	37	1.32%	35	1.17%	46	1.83%
Americas Region	38	1.36%	60	2.01%	118	4.70%
Europe Region	126	4.52%	126	4.22%	78	3.11%
Included	2,782	100.00%	2,983	100.00%	2,510	100.00%
Thailand	1,171	42.09%	1,160	38.89%	1,125	44.82%
Export	1,611	57.90%	1,823	61.11%	1,385	55.18%
รวม	2,782	100.0%	2,983	100.0%	2,510	100.0%

1.1.3 The Company does not raise funds, so the funds raised as stated in the Registration Statement for the Offering of Securities are not used.

1.1.4 The Company does not raise funds and therefore has no obligation to commit in the Registration Statement.

1.1.5 Name, Head Office Location, Business Type Company registration number, telephone, fax, company website (if any) The total number and type of outstanding shares of the company

Name	Varopkorn Public Company Limited
Company Registration Number	0107537000238 (Formerly Public Company Limited 270)
Office	181 Soi Amorn Nang Lynch Road, Chong Nonsi, Yan Nawa, Bangkok 10120 Telephone 02-213 2514 Fax 02-287 2031 Home page: http://www.varopakorn.com E-mail : admin@varo.thai.com
Factory	280 (Formerly 274), Moo 4, Sukhumvit Road, Kilometer 41.5, Bang Pu Mai Subdistrict, Mueang Samut Prakan District, Samut Prakan Province 10280 Telephone 02-323-1684 Fax 02-323-9635
Business type	The Company's main business type is the aluminum industry by producing and selling semi-finished aluminum products of various types of sheets and coils to other manufacturers who will be produced as products or components in the production of other types of products, which are certified ISO 9001:2015, ISO 14001:2015, ISO 14064:2018, JIS H 4000 and IS 737:2024. Most of the customers are entrepreneurs who are in the end production line. Various types of factories include domestic customers as well as foreign companies located in Thailand. which is a manufacturer for export (export zone) and foreign customers directly. The Company has the main distribution channels by the Company's own sales staff and through distributors. Associates as announced by the Board of Directors or hold 10% or more of shares in a juristic person.
Established	February 21, 1979
Listed on the Stock	Exchange 29 July 1991
Registered capital	of 500 million baht Valued at 5 baht per share.
Number of Outstanding Ordinary Shares	99,902,123 Share
Paid-up capital	499,510,615 Baht

1.2 Nature of Business

The Company's main business is the aluminum industry by producing and selling semi-finished aluminum products of various types of sheets and coils to other manufacturers who will be produced as products or components in the production of other types of products, which are certified ISO 9001:2015, ISO 14001:2015, ISO 14064:2018, JIS H 4000 and IS 737:2024.

1.2.1 Revenue Structure

The Company operates in one business segment and operates only in Thailand, but has the following main product groups:

Products	Y2025		Y2024		Y2023	
	Revenue		Revenue		Revenue	
	Million Baht	%	Million Baht	%	Million Baht	%
Sheet Product	214.32	7.70%	227.22	7.61%	184.13	7.34%
Rolled Product	2553.28	91.76%	2,715.76	91.04%	2,307.72	91.95%
Other Product	14.83	0.53	39.95	0.13	17.91	0.71
Total Sales	2,782.43	100%	2,982.93	100%	2,509.76	100%
Other Income	17.61		45.92		14.59	
Total Revenues	2,800.04		3,028.84		2,524.35	

1.2.2 Product Information

(1) Product characteristics and business innovation development.

The characteristics of the Company's various products are:

(1.1) Aluminum Sheet PRODUCT consists of:

- Aluminum sheet CUT TO LENGTH is an aluminum sheet that will be manufactured according to the alloy, width, thickness and CUT TO the size specified by the customer. This type of aluminum sheet is used as a raw material in various products, such as assembly plates used in building construction, assembly plates used in electrical appliances, assembly plates used to make heat shields for cars and general buildings, and sheets used to make cork caps. Used in electrical circuit board industry, etc.
- Aluminum Solid Sheet Finished For Making Beverage Filling Caps (Cap Stock)

(1.2) Aluminum Rolled Product includes:

- BARE ALUMINUM FINSTOCKS are used as components for heat sinks in the manufacture of air conditioners. Freezer Cars, refrigerators, etc.
- AALUMINUM PRECOATED FINSTOCKS are also used to make heat sinks by using AALUMINUM FINSTOCKS to chemically coat them with anti-corrosion properties as well as enhancing the properties of preventing water droplets from sticking, which will help to breathe well. Energy-saving and extended lifespan
- ALUMINIUM FINSTOCKS FOR AUTOMOTIVE is a special grade of aluminum used to produce radiators and other heat sinks in cars such as condensers, intercoolers, evaporators, etc.

- Aluminum FOILS are thinly rolled aluminum with thicknesses ranging from 0.007 mm to 0.10 mm, which can be used as raw materials in a variety of industries, such as the food industry. Packaging industry, pharmaceutical industry, etc.
- Aluminum COILS are aluminum coils with various grades, thicknesses, and widths according to customer requirements.



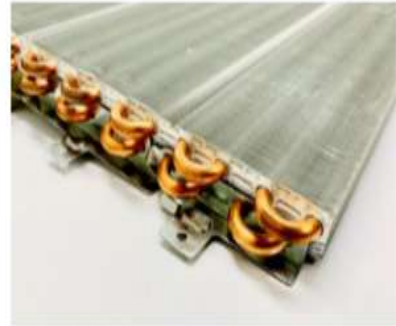
Automotive Finstock

Automotive Finstocks are used for the manufacturing of radiator fins, intercoolers, condensers and evaporator units in the automotive industry.



Precoated Finstock

Precoated Finstocks are aluminium finstocks coated with chemicals to prevent water formation. This type of finstock provides better ventilation, saves energy, is more durable and can better withstand corrosion.



Bare Finstock

Bare Finstocks are used to produce screens for heat ventilation in air conditioners. This product is used in the manufacturing of precoated finstocks.

Produced as customer's other aluminum products.



Capstocks

Closure Cap (Cap – stocks) are produced with high-strength aluminium sheets specifically for the fabrication of pilfer-proof caps for energy drinks, electrolyte beverages, liquid medicines, whisky cap, etc.



Foil

Foils are thin aluminium coils with thickness between 0.10-0.007 mm., used mainly as raw material in the construction industry.



Aluminium Sheet & Coil

Aluminium sheets & Coils are used in the manufacturing of various products such as satellite dishes, traffic signs, plate eyelets and rolled bonds which are used in the production of freezers for refrigerators.

Investment Promotion Card from the Board of Investment (BOI)

The Company has received investment promotion from the Board of Investment. According to the Investment Promotion Act, B.E. 2520 (1977) for the production of aluminum sheets and aluminum sheet coils, type 2.15, the business of rolling, pulling, casting or smashing non-ferrous metals. Production capacity Approximately 16,000 tons per year with the right and benefits (from January 3, 2018, the date on which the Board of Directors approves the promotion) according to the Investment Promotion Card No. 61-0139-1-00-1-0 dated February 6, 2018 as follows:

1. Exemption from import duty for machinery as approved by the Board of Directors.
2. Exemption from corporate income tax for net profits derived from business operations that have received investment promotion in excess of 100% of the investment (258 million baht) Excluding land and working capital. It is scheduled for 3 years from the date of commencement of income from the operation of the business.
3. Exemption from the inclusion of dividends from the promoted business that is exempt from corporate income tax shall be included in the calculation for income tax throughout the period during which the promoted person is exempt from corporate income tax.
4. To be exempt from import duty for raw materials and essential materials that must be imported from abroad for production for export for a period of 1 year from the date of first import.

The Company has announced the opening of operations on February 6, 2024 as the opening notice has been extended. and has exercised the right to exempt import duties for raw materials and essential materials that must be imported from abroad for use in production for export. However, the right to corporate income tax exemption has not been exercised for profits derived from the promoted business.

Product development to increase market opportunities

For 2025, the Company will maintain the same proportion of products as in 2024, but will adjust the proportion of products that the Company can still support more production, most of which are products that the Company can develop. However, the Company will continue to focus on products that the Company has expertise in and can make better prices, and the Company has a way to expand the market to the Americas and Europe by collaborating with partners in each region. Increase the market base more than before.

For 2026, the Company will maintain the same proportion of products as in 2025 by focusing on products that the Company is proficient in and have high returns, and develop products according to customer needs to meet the demand for new products in the future.

(2) Marketing and competition

(a) Marketing of a material product or service;

1) Marketing Strategy

In 2026, the company will continue to focus on marketing the coated and uncoated aluminum sheet product line for heat exchanger. Both in the air conditioning and automotive industries, The company specializes in and develops these products to meet market demands. who want products that will help save more energy and focus on other important issues as follows:

1. Adjust new marketing communication tools to make the format, content, and methods more modern, fresh, and up-to-date. In order to attract attention and build confidence in the target audience, especially foreign customers, who will come to find information about the company's products, which will find a more modern and international image of the company.
2. Greater emphasis on ESG matters is due to the fact that many foreign countries The country has given importance to the environment. Measures related to the environment have begun for goods to be imported into their own countries, such as CBAM for importing goods into Europe, etc. This makes ESG inevitable. Therefore, the company must make this happen throughout the organization.

3. The Company relies on the strength of the domestic network of its suppliers and the strength of the Company's product expertise. In addition, the Company must strengthen its suppliers with technical knowledge of products to build confidence in end customers.
4. Developing products that are ready to meet the ever-changing market demands, as well as the world's direction of focusing on the environment and energy efficiency.
5. Companies must be ready to adapt and be flexible. Adjust the operation plan at any time. To accommodate a situation that can change at any time.

For customer groups, the company has adjusted its strategy to offer various types of products to be more in line with customer needs. The customer group has been divided into two main groups:

1.1 Most of the regular customers and regular products will order products with the same specifications, customer satisfaction is to provide products with good quality, consistent, delivered on time and at a price that the customer is satisfied with.

The marketing strategies that the Company should use in its business operations to meet the needs of the market and this group of customers are as follows:

- Produce products according to customer requirements to meet the standards
- Maintain consistent quality
- Deliver the goods within the time agreed with the customer.
- Cooperate to develop products with customers to get better quality products.
- The salesperson visited the customer closely. Exchange new and up-to-date information in marketing and inform the supervisors and the team of market information to know the situation and keep up with the situation.
- Invite customers to visit the factory to ensure that the company can produce products to meet their needs.
- In the case of foreign customers, they must cooperate with government agencies. Study export methodology to have a good system. It has fast and reliable coordination and communication.
- Develop products and production processes to save and reduce costs in order to be competitive.
- Conduct a survey of the current customer market to seek ways to diversify new products among existing customers in order to expand the market.
- The company must take the lead in developing products to keep up with market changes in order to escape price competition.

1.2 New customers Due to the high competition, it is necessary to continuously recruit new customers, which may use products that the Company already produces or may develop and offer new products all the time. The Company will focus on marketing products in which the Company has expertise, but is not limited to the development of new products.

2) Characteristics / Target Audience

The products that the Company has already produced include Aluminum Rolled Products, which have 2 characteristics, namely aluminum coil and aluminum sheet.

- 1.1 Customers who are entrepreneurs who have factories buy aluminum from the company to produce components such as air conditioner components. Refrigerator Freezer Components in electrical appliances, automotive radiators, thermal panels in the automotive industry, etc.

- 1.2 Entrepreneurial customers have factories that buy aluminum from the company to be processed into products for consumption and eating, such as using aluminum to make twisted and torn cork caps, Yogurt Cup, Lids Cups and trays, food wrapping foils, etc.
- 1.3 Customers who are manufacturers of consumer products buy aluminum from the company for pumping or molding and directly producing finished products, such as stamping into electric control cabinets, honeycomb pumps or food hoods. Pumps for making lids and filling for rice cookers, pumps for making license plates, stamps for lamp terminals, pumps for heat shielding for car structures, etc.
- 1.4 Entrepreneurial customers have factories. Ordered aluminum from the company to be produced into other products such as drill mats, circuit control panels, shoelaces, pockets, belts, eyelets for curtains, etc.

2. Distribution and Distribution Channels

The Company sells products to customers as follows:

- Domestic customers, including Thai companies. Foreign-owned companies and foreign companies with factories located in Thailand which is a manufacturer for sale both domestically and for export.
- International Customers: The Company distributes directly to foreign customers according to customers' orders, which are factories that manufacture products using aluminum as a component, according to the same product characteristics/target groups as domestic customers.
- In addition, it is sold through agents, both domestically and internationally.

Distribution channels can be classified into 4 main ways as follows:

- 1) Sold by the company's sales staff directly to the manufacturer, this format is sold to domestic manufacturers and manufacturers located abroad.
- 2) Sold by the Company's foreign sales agents (agents) directly to international customers, both manufacturing factories in that country and neighboring countries.
- 3) Sold through distributors which are distributed to foreign manufacturers and exporters located in Thailand. Both are produced for sale in Thailand, produced for export, as well as exporters to foreign countries.
- 4) Sold through distributors which are distributed to manufacturers in various industries of that country or neighboring countries.

The Company is responsible for supporting the work of sales agents or dealers in terms of information and product warranty so that customers who receive products feel like they are in contact with the manufacturing company itself, which will build trust among customers and the company's representatives.

The proportion is divided into 40% domestic sales and 60% foreign sales.

(b) Competition Conditions Sales and Marketing Scenarios

In 2025, domestic competition will still have to compete with products from China, which have very low prices. As a result, the company's strategy focuses on maintaining the existing market share. Instead of expanding the market for domestic marketing to remove limited production capacity. Make the most of it instead of focusing on price competition.

In the international market in 2018, 2025 The Company was severely affected by the climate change. This caused orders to drop suddenly. Russia's war situation Ukraine itself has affected the fluctuation of raw materials, forcing the company to plan for raw materials closely, and the price of MJP Premium itself also fluctuates. This caused the company to adjust the pricing formula to reflect the The actual cost of MJP, as well as the U.S. tariff hike, have both positive and negative effects on the company's business operations. Another important factor affecting the company's revenue is the exchange rate of the baht against the US dollar, which tends to continue to strengthen. This makes the management team have to plan their finances closely. The European market was affected by the war situation in the Red Sea. As a result, sea transportation requires more travel time, including more than double the cost of transportation. This caused the company to have to plan production. In 2025, there were more negative factors than positive factors. Therefore, the Company's operations must be operated with caution. The situation must be closely monitored and must be ready to adjust the operation plan at any time to be in line with the rapidly changing situation.

In 2026, it has encountered negative factors since the beginning of the year due to the war in the Middle East. Therefore, the company must keep a close eye on the situation because it will definitely pass on the cost of production, raw material costs, and the value of the baht. As a result, the company has to start operations at the beginning of the year carefully because there may be unexpected situations, but the management team is ready to adjust the operation plan according to the situation.

In 2025, the company has just received the Indian Import Standard. (BIS) 737 : 2024 for supporting goods to be imported into India. In addition, the Company also focuses on using ISO 9001:2015 and ISO 14000:2015 standards as a strictly operational basis to ensure that customers are confident in the Company's products and services. In addition, the company has also prepared standards. ISO 14064-1 : 2018 Greenhouse Gases-Part 1 (Carbon footprint of Organization) to be in line with the current trend in reducing the use of carbon for the environment and will be a standard in the future, including CBAM (Carbon Boarder Adjustment Machanism) that the company continues to implement.

The company does not stop there. The Company continues to prepare various standards, including product standards, operational standards, and pay attention to various standards for the environment to support future market demands.

The Company remains committed to maintaining quality standards and product delivery. It operates strictly under ISO 9001:2015 standards to ensure that products and services can respond to customer needs efficiently and consistently.

In terms of environmental requirements, the Company has prepared to support the Carbon Border Adjustment Mechanism (CBAM) measures, which will be enforced more strictly. The Company has improved the data collection and reporting system to comply with the requirements and encouraged vendors and business partners to participate in the preparation and reporting of relevant data.

In 2025, the Company received ISO 14064-1 certification, which is a requirement for measuring and reporting greenhouse gas emissions at the enterprise level. The product (Carbon Footprint of Organizaion) reflects the commitment to systematic carbon management and in line with international standards.

For ISO 14067, which is a requirement for the assessment of the carbon footprint of products, the Company is in the process of monitoring and coordinating with the verifiers in Thailand who are ready to provide certification.

The Company has initially applied for the carbon footprint certification of products for blue-coated aluminum finstock with the Greenhouse Gas Management Organization (Public Organization) to prepare and enhance competitiveness in the international market.

Impact on sales and marketing from external factors

1. Fluctuations in the exchange rate of the Thai Baht and the US Dollar.
2. Rapid increase and decline in aluminum price fluctuations
3. Russia-Ukraine War Problems
4. War problems in the Middle East
5. Problems with rising energy prices and other costs
6. The problem of trade barriers and stricter measures on importing goods.
7. Problems caused by natural disasters to reduce demand.
8. Reducing carbon emissions that all countries are starting to focus on and will continue to be the standard for importing goods in the near future.
9. Economic conditions across the region, inflation, interest rates,

Difficult/easy to have a new competitor

The business that the company operates is the aluminum sheet and coil manufacturing industry. It uses specific machinery and requires a very high investment. In addition, it is necessary to improve investment in additional technology periodically to support new markets so that it can support and develop together with customers to expand market opportunities at any time. The establishment of a new factory as a competitor in the country may also occur, for example, a large multinational company invests and has basic knowledge of technology. In addition, there are agents/intermediaries for imports. The company took advantage of the reduction of import tariffs on aluminum sheets to 0% to share the market because it saw the opportunity for expansion of the aluminum industry and received support from the government of that country.

Overseas Competitors Most of them are the same competitors in the market, so they already know each other's weaknesses and strengths. As for the new competitors, they may arise. Upstream aluminum manufacturers who may see the potential of the midstream and downstream aluminum industry may turn to invest in the midstream and downstream industries, but it is not easy because the midstream and downstream industries require specific techniques in production to achieve the quality required by customers. New players also need some time to find the right techniques and a fair amount of market feedback.

For products that replace aluminum are very rare, but it is possible to develop products that are cheaper at cost but with equal efficiency.

The bargaining power of buyers and sellers.

In recent years, domestic customers have high bargaining power. This is because some manufacturers in Asia have low production costs and benefit from tax measures, allowing them to sell at low prices. This gives domestic buyers more choices.

In the international market. Buyers still have bargaining power over sellers because domestic manufacturers sell at low prices, and importers have adjusted their sales plans to avoid tax barriers, giving buyers more choices in international markets.

(3) Provision of products and services

(a) Nature of Procurement of Products for Sale

1. Production

The company is a certified manufacturer of aluminum coil products. ISO 9001 : 2015 JIS H 4000 IS 737 : 2024 and has passed the ISO 14001 : 2015 environmental standard quality certification including ISO 14064. 4 factories are located in Samut Prakan Province. The total production capacity is about 3,600 tons/month. Production depends on customer order volume, seasonality, and sales forecasts of the management (marketing) department, which can support customer demand. Therefore, the Company needs to improve efficiency and add machinery to increase production capacity and capacity, maintain quality, and meet customer needs.



Picture of the factory area of Waropkorn Public Company Limited

2. Sourcing raw materials used in production

The main raw materials for making various types of alloys in the company's production are aluminum and other metals. The price of raw materials is in accordance with the market price of commodities, which the company must manage for the acquisition of good-priced raw materials. This gives the company more raw materials and better trading conditions. In conclusion, from a long-standing good relationship with many sellers, he has always been trusted and well supported. Coupled with a management policy that diversifies the risk of raw material procurement. By providing new vendors and making on-time payments, the company is confident that the supply of raw materials for the production of both main and other raw materials will be consistent in quantity. In 2025, the Company has adopted sustainability as a criterion for screening all major suppliers to ensure that in the future, our partners will also support the Company's sustainability.

(4) Assets used in business operations;
4.1 Main Fixed Assets Used in the Company's Business Operations

Key characteristics of the main fixed assets at the Company The Company owns a total of 6 land title deeds (consecutively) with a total area of 34 rai, 2 ngan, 47 square wah. Sukhumvit Road, Km 41.5, Bang Pumai Subdistrict, Mueang Samut Prakan District, Samut Prakan Province, with buildings such as 4 factory buildings, 1 warehouse building, 2 office buildings, etc., important machinery and equipment such as furnaces, casting machines, rolling, baking, cutting, pulling, coating, aluminum sheets, etc. As follows:

Unit : Million Baht

Property Type/Characteristics	Ownership characteristics	Net Book Value As of 31 Dec 2025	Obligations
Land	Company Owned	*278	1,305.00
Buildings	Company Owned	24.45	
Machinery & Equipment	Company Owned	**418.80	726.08

Remark * The Company has arranged for the appraisal of land by an independent appraiser in 2025 by comparing market prices (Market Approach).

** Excluding construction work of 38.22 million baht.

4.2 Intangible assets that are important in business operations

(Unit: Million Baht)

Royalties	Computer Software	Total
-	0.42	0.42

(5) Undelivered work

- None -

1.3 Shareholding Structure of the Group

1.3.1 Shareholding Structure of the Group



Name/Group of Principal Shareholder		Nationality	Number of share	%
1.	บริษัท โลหการไทย จำกัด (Thai Metal Work Company Limited) Address: 181 Soi Amorn, Nanglinchee Road, Chong Nonsi, Yannawa, Bangkok 10120, Thailand. Telephone: +6622132514 Fax: +662872031 Established: October 1, 1943 Capital: 200,000,000 Baht Principal Business: Holding Company Shareholder: Chaixanien family members being shareholders with total shareholding of 100%	Thai	48,539,259	48.587
2.	MA Aluminum Corporation Established in 1962 as Mitsubishi Reynolds Aluminum Co., Ltd. and changed our company name to Mitsubishi Aluminum Co., Ltd. in 1970. We have been operating for as long as 60 years with the support of our stakeholders. As a result of the shareholder change, we will leave the Mitsubishi Group. However, we will view the change as an opportunity and as our second founding. We will take on the bold challenge of making innovative changes happen, aiming to help improve the value of the group's aluminum business. Established: April 1, 2022 Capital: 310 Million Yen Principal Business: Production and Sales of Aluminum and Aluminum Alloy Mill Products and Fabricated Products President: Toshiyuki Shimamura Shareholder: Altemira Co., Ltd. (Showa Aluminum Can Corporation) Office: Head Office: 85, Hiramatsu, Susono, Shizuoka 410-1127, Japan Tel: 055-992-1211 Fax: 055-993-1033 Nagoya Branch: 4-3, Nishiki 2-Chome, Naka-ku, Nagoya, Aichi 460-0003, Japan Tel: 052-209-5680 Fax: 052-209-5683 Tokyo Office: 3-3, Shiba 2-Chome, Minato-ku, Tokyo 105-8546, Japan Tel: 03-3769-0111 Fax: 03-3769-0180 Web: http://www.malco.co.jp/en/index.html	Japanese	13,381,476	13.395

- The Company does not have securities listed on other stock exchanges.
- The Company does not have any securities other than ordinary shares.
- The Company does not have any subsidiaries or associates or holds shares in other companies (holding company).

13.2 Persons who may have a conflict of interest in holding shares in subsidiaries or associates.

The Company does not have subsidiaries or associates or holds shares in other companies (holding companies).

1.3.3 Relationship with the Business Group of Major Shareholders

has been opened in Section 1.1 Policy and Business Overview

1.3.4 Shareholders

(1) List of major shareholders

List of Major Shareholders as of the Record Date on March 13, 2026

No.	Name – Surname	Number of Shares	%
1	Thai Metal Works Company Limited ¹	48,539,259	48.59
2	MA Aluminum Corporation. ²	13,381,476	13.39
3	Mrs. Sorranee Deephanphongs's Group ³	7,354,769	7.36
4	Mr. Sahasee Chitanondh's group ⁴	4,318,275	4.32
5	Mr. Chirawut Chaiyawat's group ⁵	3,687,993	3.69
6	Flg.Off. Kamolnai Chaixanien's group ⁶	2,509,541	2.51
7	Mr. Wichian Srimuninnimit	1,924,000	1.93
8	Mrs. Panida Kubota	1,150,877	1.15
9	Mr. Supachai Veerawornphong	1,040,300	1.04
10	Mr. Sanchai Chaixanien's group ⁷	926,011	0.93
11	Mrs. Pornthip Rujinarong	764,695	0.77
12	Others	14,304,927	14.32
Total		99,902,123	100.00

¹ It is a holding company with 100% shares owned by members of the Chaixanien family without any shareholder holding more than 30% of the registered capital of the Holding Company consisting of:-

Group of shareholders	Number of shares	(%)
1) Mrs. Sorranee Deephanphongs and family	437,180	21.86
2) Mr. Sanchai Chaixanien and family	306,300	15.31
3) Mr. Chirawut Chaiyawat and family	331,140	16.56
4) Flg.Off. Kamolnai Chaixanien and family	307,660	15.38
5) Mr. Sahasee Chitanondh and family	316,940	15.85
6) Mrs. Panida Kubota	300,780	15.04

² A Japanese shareholders held by Altemira Co., Ltd. (Former name, Showa Aluminium Can Corporation).

³ Mrs. Sorranee Deephanphongs's Group consists of Mrs. Siriket Chaixanien, Mrs. Sorranee (Chairman/Authorized Director of the Company), Mr. Chaiyong (Former Chief Executive Officer/Director), Ms. Gunyapart (Asst.MD) and Mr. Na Phi Deephanphongs.

⁴ Mr. Chirawut Chaiyawat's group consists of Ms. Puranee, Mr. Chirawut (Director), Mr. Supanit Chaiyawat and Samasai Co., Ltd.

⁵ Mr. Sahasee Chitanondh's group consists of Ms. Kulaya, Mr. Sahasee (Director/Former Managing Director/Authorized Director of the Company) and Mr. Peerayu Chitanondh.

⁶ Flg.Off. Col. Kamolnai Chaixanien's group consists of Mrs. Sriphan, Lt. Col. Kamolnai (Director) and Ms. Supida Chaixanien.

⁷ Mr. Sanchai Chaixanien's group consists of Mr. Sanchai, Ms. Nuengnuch Chaixanien and Mrs. Jutaporn Techapaiboon.

(2) The Company does not have any subsidiaries or associates or holds shares in other companies (holding company).

(3) The Company does not have a shareholders' agreement. Matters that affect the issuance and offering of securities or the management of the Company.

1.4 Amount of registered and paid-up capital

1.4.1 The Company has a registered capital of Baht 500,000,000 million. Paid-up 499,510,615 million baht.

Divided into 99,902,123 ordinary shares with a value of 5 baht per share, no preferred shares.

1.4.2 The Company does not have any other types of shares that have different rights or conditions than ordinary shares.

1.4.3 The Company does not have any shares or convertible securities of the Company into securities.

1.5 The Company does not issue other securities.

1.6 Dividend Payment Policy

The Company has a policy to pay dividends to shareholders once a year at the rate of not more than 60% of net profit from operations, subject to the approval of the Annual General Meeting of Shareholders.

Dividend payment history compared to historical net profit

Year	Dividend (Baht/Share)	Net Profit (Loss) (Baht/Share)	Dividend to Net Profit (%)
2025	-	0.70	-
2024	-	1.31	-
2021	-	0.04	-
2561	0.17	0.28	60.71
2018	0.20	0.12	166.67
2016	0.12	0.18	66.67
2011	0.325*	0.55	59.09
2010	0.225**	0.34	59.47
2009	0.45***	0.68	66.17
2007	0.40****	0.68	58.82
*	The dividend will be paid at the rate of 40 existing ordinary shares per 1 new share, representing a dividend payment rate of Baht 0.125 per share and a cash dividend at the rate of Baht 0.20 per share.		
**	The dividend will be paid at the rate of 40 existing ordinary shares per 1 new share, representing a dividend payment rate of Baht 0.125 per share and a cash dividend at the rate of Baht 0.10 per share.		
***	The dividend will be paid at the rate of 20 existing ordinary shares per 1 new share, representing a dividend payment rate of Baht 0.25 per share and a cash dividend at the rate of Baht 0.20 per share.		
****	The dividend will be paid at the rate of 20 existing ordinary shares per 1 new share, representing a dividend payment rate of Baht 0.25 per share and a cash dividend at the rate of Baht 0.15 per share.		

2. Risk Management

2.1 Policy and risk management plan

From the Company's current operations. It is constantly facing fluctuations and changes, both in terms of external factors such as changes in economic conditions. Fluctuations in raw material prices, interest rates, politics, epidemics, higher and fierce competition in the field of information technology, as well as laws and regulations related to internal factors such as the determination of the Company's operational strategy, management of internal information, as well as operational risks, etc. Able to achieve the set objectives and goals. At the same time, it will help reduce obstacles or unexpected things that may arise in terms of performance. Operations, trust from investors and other stakeholders to the organization. prevention of damage to the resources of the enterprise; Respond effectively to changes in the business environment. It has a good management and control system. Strengthen confidence and create added value for investors. Employees and other related persons

The Company does not have a Risk Management Committee, but the Company's risk management process is managed by the Executive Committee. The management is responsible for defining and designing the work system as well as identifying risk factors, with the Managing Director as the chairman of the working group. It enables management to design a system with control points to control risks to an organizationally acceptable level. The details of the risk factors have been specified.

The Company has a risk management system by clearly defining the objectives and acceptable level of risk in risk management. To ensure that risk management is in the same direction.

1) Apply international standard risk management as a guideline and require risk management as part of decision-making. Determination of the Company's Strategy, Plan, and Operation

2) Determine measures and guidelines for managing remaining risks to an acceptable level. By considering measures to effectively reduce the chances and/or impacts of risks that may occur. This will drive to be able to achieve the objectives of the organization.

3) Identify unexpected risks, events or crises and their impact or mitigate losses or damages to the Company appropriately and in a timely manner.

4) Ensure that all departments are aware of important risk information. The risk trend and overall risk as well as effective and effective risk supervision. The Company is responsible for identifying, evaluating, preparing risk management action plans, and managing important risks on a regular basis, including in the event of significant events, activities, processes, and/or projects, or material changes within the Company, taking into account the level of risk acceptability and the ability to implement it at an appropriate cost.

5) Communicate, transfer knowledge, and develop relevant employees to have an understanding of risk management. There is awareness of being a risk creator as well as joint risk management under the work of responsibility on a regular basis.

6) Implement the principles of Good Corporate Governance to reduce the likelihood of risks and the impact of risks, reduce uncertainty in overall operating results, and increase opportunities for success.

Risk Management Committee/Working Team Charter

1. Objective: To supervise the Company's risk management system to be effective, in line with the strategy and acceptable risk level.
2. Composition : Consists of directors and/or executives as appointed/assigned by the Board of Directors. The Managing Director is clearly responsible for the chairman.
3. Duties and Responsibilities
 - 1) Establish risk management policies and frameworks (Risk Appetite) 2) Consider and monitor significant risks of the organization 3) Evaluate the effectiveness of the risk management plan 4) Report the risk status to the Board of Directors 5) Integrate risks with the organizational strategy
4. Meetings: Hold meetings at least twice a year or as appropriate.

2.2 Risk factors to the Company's business operations

2.2.1 Risks to the business operations of the Company or Group of Companies, both current and emerging risks, are summarized as follows:

Credit Risk

The Company has credit risks related to trade receivables and deposits with financial institutions, and the maximum amount that the Company may incur losses from lending is the book value shown in the Statement of Financial Position.

Trade receivables

The Company manages risks by appropriately controlling lending policies and procedures. Therefore, no material financial loss is expected. The Company regularly monitors the outstanding balance of trade receivables and sells products to certain customers overseas often with partial advance payment. In addition, for all new foreign customers, the Company will provide a credit credit assessment by a financial institution.

The Company considers impairment every day at the end of the reporting period. The provision ratio for expected credit losses is calculated based on the maturity of outstanding debt from the due date for a group of customers with similar credit risk patterns. The calculation of expected credit impairment losses takes into account reasonable and supportable information available as of the reporting date of historical events. Current Conditions and Forecasts of Future Economic Conditions

Financial instruments and bank deposits

The Company manages credit risk related to balances with banks and financial institutions by investing only with approved major counterparties to mitigate financial losses that may arise from the default of counterparties.

The Company's derivatives credit risk is not very high because the counterparty is a bank with a high credit rating assessed by the International Credit Rating Agency.

Market Risk

The Company has three types of market risks: exchange rate risk, interest rate risk, and commodity price risk, including:

Foreign currency risk

The Company is subject to significant foreign exchange risks related to the purchase or sale of products in foreign currencies. The Company manages most of the risk by entering into forward contracts, most of which are valid for up to one year. In addition, there is a policy to manage the receipt and payment of foreign currencies at appropriate rates. This can help manage the exchange rate very well. In exchange rate risk services. In 2025, the Company recorded a foreign exchange profit of 4.84 million baht.

As at December 31, 2025, the Company had a balance of financial assets and liabilities in foreign currencies. 10 and 7 million US dollars, respectively. To prevent foreign exchange risks The Company entered into a foreign exchange futures contract with a balance of USD 4 million as at December 31, 2025.

However, the company has not been silent about the situation, so it has implemented a strict and systematic financial policy. In addition, following the news and world situation. It is necessary to closely monitor the company so that the company can adjust its strategies in time.

Interest rate risk

The Company is exposed to significant interest rate risk related to overdrafts and short-term loans from financial institutions. Creditors of trust resets and long-term loans from financial institutions Most financial assets and liabilities have interest rates that rise and fall according to market rates, or have fixed interest rates that are close to the current market rate. The Company controls and manages interest rate risks appropriately and in line with various expenditures, such as using long-term loans for investments that generate long-term returns, or using overdraft lines or short-term loans as working capital. Details of short-term loans/trust receivables and long-term loans from financial institutions as at 31 December 2025 and 2024 are shown in Notes 12 and 14 to the financial statements respectively.

Commodity Price Risk

Ingot aluminum, a commodity. The aluminum market is constantly fluctuating in both volume and price due to the increased demand from the recovery of the world's major economies. In addition, in the financial market, aluminum has been used as the base of financial instruments. This increases the volatility in volume and price. In other words, it does not comply with the real supply-side market mechanisms, where financial institutions have provided adequate support for credit lines for importing staple raw materials at appropriate interest rates.

The Company is exposed to the risk of fluctuations in raw material prices and product selling prices because the Company has the main raw material for production is aluminum ingot, and the selling price of the Company's products is determined based on the price of such raw materials. In managing such risks, The Company entered into a commodity price exchange agreement. This will help to manage costs without much fluctuation and know the costs in advance for the benefit of further revenue planning.

However, the hedging agreement does not guarantee that the Company will be able to purchase raw materials at a lower price than the market which could not be accurately predicted at the time of entering into the contract, and the Company does not aim to focus on profiting from fluctuations in aluminum prices . 2.14 million baht.

Liquidity risk

The Company monitors the risk of lack of liquidity by using overdrafts. The Company has a policy to use overdrafts and short-term loans from financial institutions for circulation within the Company within the limits approved by financial institutions, which will be subject to the consideration of the management. In addition, the repayment maturity period of the Trust Readings payables corresponds to the period of receipt of payment from the trade receivables. The Company has assessed the concentration of risks related to borrowing money to pay off existing debts and concluded that such risks The management believes that the Company can reach an agreement with the existing lender to extend the term of the debt due within 12 months if necessary.

Details of maturity of non-derivative financial liabilities and financial instruments that are the Company's derivatives as at December 31, 2025 and 2024, which are based on undiluted contractual cash flows at current value. It is shown in Note 25.2 to the financial statements.

Risk of dependence on large or small distributors

In 2025, the Company generated sales through its distributor, MALC Thai Co., Ltd., amounting to Baht 838.84 million (accounting for 30.14% of sales revenue), up from 810.75 million in the previous year.

As for the international market that relies on dealers. Especially in the main market in Asia, where there is only one agent but holds nearly 50% of the company's sales, the company must consider such risks by having the company's sales staff visit customers overseas along with distributors. This is to collect buyer information and maintain relationships with customers. In the event of an incident, it is necessary to take action on behalf of the dealer, which will ensure that the business will not be interrupted, including seeking a dealer in that country. In addition, this is to prevent dealer risks that may occur in the future.

Risk from the Company having a major shareholding of more than 25%

As of March 13, 2026 (Record date), Thai Metal Works Co., Ltd., a holding company, is 100% owned by members of the Chaixanien family, which holds 48,539,259 shares in the Company, representing 48.586 % of the total issued shares of the Company. As a result, the Chaixanien family was able to control almost all the resolutions of the shareholders' meeting whether it is a matter of appointment of directors, requesting resolutions on other matters that require a majority vote of the shareholders' meeting, except for matters that according to the Company's Articles of Association and the law require that three-fourths of the votes of the shareholders' meeting are required, other shareholders may collect votes to check and balance the matters proposed by the major shareholders are quite difficult. However, in the past the company conduct business with transparency, fairness and listen to opinions, suggestions of a minority already. Therefore, there has never been any such problem with the Company.

Emerging Risk

Risks from the business environment (Business Risk)

The Company has continuously managed risks in terms of increasing market competition. Adding new vendors Expansion of competitors' production capacity, tariff and non-tariff trade barrier measures of importing countries. The entry of substitute products brings about changes in customer behavior and demand for products. The impact of energy and raw material prices remains high. Interest rate hikes, variable electricity tariff (FT) hikes, which the Company focuses on creating innovation. Emphasis is placed on research, research, and development of new products (New Product Development). The production process is cost-effective and competitive to produce products that meet the needs of customers. The company's competition is not only competitive with commercial competitors. But it also has to compete with itself, because the company's production must be better or at least at the same level as its competitors.

Greenhouse Gas Risks and Standards

The Company is aware of the risks posed by climate change and the development of increasingly stringent international environmental requirements. Especially the measures. EU pre-border carbon pricing mechanism The EU Carbon Border Adjustment Mechanism (CBAM) is a requirement for importers of goods to the European Union. Aluminum products are one of the products subject to the requirement and plans to start collecting carbon taxes by 2027.

Present Key Challenges for Entrepreneurs in Thailand The lack of a domestic authority that can officially certify the results of the Embedded Emissions report, which affects the readiness to comply with the requirements of the European Union before the actual tax collection begins.

At the same time, Global trends towards the goal Net Zero Emissions by organizations and supply chain stakeholders are continuously prioritizing and announcing greenhouse gas emission reduction targets. As a result, carbon management has become an important factor for the competitiveness of organizations. In addition, consumers are playing a greater role in choosing environmentally friendly products.

Therefore, to reduce the risk of such requirements and expectations, Therefore, the Company aims to operate in accordance with relevant standards and regulations. It focuses on the development of a system for collecting and reporting greenhouse gas data. Energy Efficiency Optimization Reducing carbon emissions in the production process and preparing to support environmental measures at the international level will help strengthen competitiveness and support long-term sustainable business operations.

In addition, the Company is also exposed to risks from product standards in international markets, especially the BIS (Bureau of Indian Standards) standards for aluminum finstock products exported to India. This requires the goods to be certified according to the specified criteria before import.

The standards are constantly being updated and changed. As a result, the Company needs to closely monitor the latest requirements and improve production processes, quality control, and related documents in accordance with the requirements to avoid the risk of product rejection. Delay in imports and impact on competitiveness in international markets.

Therefore, the Company attaches great importance to the management of product standards along with environmental requirements. The aim is to develop a regulatory tracking system and strengthen the readiness of the organization to be able to respond effectively to changes in international requirements and support sustainable business operations.

2.2.2 Risks to the investment of securities holders -None-

2.2.3 Risks to Investing in Foreign Securities -None-

3. Driving Business for Sustainability

3.1 Sustainability Management Policies and Goals

The Company is committed to developing products and personnel to create value for the organization by taking into account the impact on the community. For the sustainability goals of business operations. Under the principles of good corporate governance, to encourage directors to In order to achieve sustainable business growth, the Company has established a social responsibility sustainability management policy and has adopted guidelines as part of the management of business processes.

The Board of Directors adheres to the principles of conducting business in accordance with the Company's framework of ethics, code of conduct and good corporate governance policies by focusing on fairness, honesty, transparency and consideration for all stakeholders. To become an organization that operates with social responsibility and develops towards sustainability by operating in accordance with the Sustainability Reporting Guidelines, which covers the economy, environment, and economy. Society and Environment Under the following principles of good governance:

In 2025, the Company sent relevant personnel to undergo training on Corporate Sustainability Strategy in collaboration with the Stock Exchange of Thailand to strengthen the knowledge, understanding, and potential to effectively integrate sustainability concepts into the organization's core operations.

After the training, the Company prepared and collected preliminary information to identify important issues that may affect the organization in terms of environment, environment, and environmental protection. It will also be analyzed to determine guidelines for improving and developing operations appropriately.

The purpose of this action is to support the reduction of the impact of business operations and to enhance management in line with sustainable development guidelines, which will lead to stable and sustainable growth of the organization in the long term.

Fair Business Practices

The Company treats its suppliers in accordance with the framework of honest and equal competition by adhering to contracts and trade conditions, as well as providing equality and fairness to all suppliers. Respect for the intellectual property of others.

The Company is committed to conducting business with integrity and conducting business in a socially responsible manner. Committed to doing good for the community, society, and the environment. Operating a business with a standardized operating system. Good control The Company uses its knowledge and abilities to the fullest with caution in accordance with international standards, strictly complies with laws and regulations, and treats customers fairly. The Company does not demand or accept any unjustified benefits, and does not disclose the Client's commercial information unless it is disclosed in accordance with the law or the law.

Fair Competition: Fair and fair competition is practiced, strictly complies with the terms and conditions of trade agreements with customers and sellers, as well as fair trade competition by taking into account trade ethics, does not distort information, deception, or use any other incorrect methods.

- The Company promotes a policy of free and fair competition.
- Conduct within the framework of fair competition.
- Do not seek confidential information of suppliers through dishonest or unscrupulous means.
- Do not damage your reputation or attack your competitors with slander.

Respect for property rights: Encourage employees to comply with property rights and strictly respect intellectual property, patents, and copyrights.

- The Company will never infringe the copyrights, patents and trademarks of others.
- The Company's employees are responsible for maintaining trade secrets. How to conduct confidential business, whether it belongs to the Company, customers or partners.
- The Company's employees must use computers for work purposes. Do not use computers in a way that violates moral laws, customs and traditions.
- The Company's employees must use a valid copyrighted computer program. It is strictly forbidden to install and use computer programs that are incorrectly copyrighted in the Company.

Promote social responsibility in suppliers: Encourage and cooperate in customers' social responsibility operations. The seller also checks the compliance with labor laws of the contractor who is the Company's business partner.

- Treat business partners who are considered partners and important business success factors with equality and mutual benefit.
- Supplier selection is transparent, systematic, and standardized. Develop and maintain sustainable relationships with suppliers and contractual parties.
- Mutual trust
- Strictly comply with the Supplier Treatment Policy. Suppliers with standards are selected. Prices are compared before ordering. Suppliers are evaluated using criteria with international standards.

Anti-Corruption

The Company has a Code of Conduct/Policy to operate in accordance with the law and encourages the Company's employees to Perform work with morality and ethics, including encouraging the Company's business partners. Running the business right There is also transparency along with creating awareness and values. The right attitude at all levels. Provide checks and balances and an effective internal control system. There is no conflict of interest so that the Company's anti-corruption policy is implemented concretely. The Company has promulgated the Code of Conduct/Anti-Corruption Policy and shall be regarded as the Company's work regulations that all employees must comply with, as disclosed in Clause 8.1.4 (3).

Respect for human rights

The Company respects human rights and individuals and adheres to the principle of human rights as a common principle. All employees must strictly refrain from committing any acts or encouraging human rights violations. We must treat each other with respect and respect for each other. Behave appropriately in accordance with the Company's regulations and traditions without damaging the Company's image. Do not discriminate against any person on the basis of race. The right to personal liberty must be protected from abuse by use or disclosure to unrelated persons. The Company has established a Code of Conduct/Policies and Guidelines for Conduct. We have not received any complaints due to incorrect or unfair treatment.

Fair treatment of workers

The Company recognizes the importance of human resources as a key factor in business operations. Guidelines have been determined. Treatment of employees by the management adheres to the principle of treating employees with fairness at all levels, without racial discrimination. Religion and Gender All employees will be treated equally and fairly, supporting the building of capacity to increase the advancement and efficiency of employees' work, as well as encouraging employees to understand the code of conduct that employees should follow. Arrange for appropriate remuneration and welfare for employees in order to have a good quality of life, fair employment conditions, and appropriate welfare. There are opportunities to develop for career advancement as well as safe and hygienic work. The Company has established a code of conduct/related policies to guide the development and enhancement of the importance of human resources that are considered to be of the utmost importance in business operations to achieve the Company's sustainable goals.

Consumer Responsibility

The Company is committed to satisfying customers by continuously improving the quality of products and services to meet the needs of diverse customers, as well as producing products that are safe and responsible for customers and consumers. The Company recognizes the importance and considers the health and safety of consumers. Safety standards are observed. The Company's continuous monitoring of the maintenance of the standard system remains in accordance with the requirements. Demonstrate overall social responsibility.

- The Company delivers quality products that meet or exceed customer expectations under fair conditions.
- Provide customers with accurate, adequate and timely information about products and services so that customers have sufficient information to make decisions. There is no concealment of the truth from customers, which causes customers to misunderstand the quality, quantity or any condition of goods and services;
- Maintain the confidentiality of customers and do not misuse them for their own or related persons' benefits.
- Meet customer needs

Responsible Politics

The Company has a politically neutral code of conduct/policy and will not support or act in favor of a particular political party. In the event that the Company wishes to provide political support to promote democracy. Such support must not be contrary to applicable legal principles or done with the expectation of special treatment in return. However, In order to support, a letter of approval must be prepared. Provide the name of the recipient of the support and the purpose of the support with all supporting documents attached. It is proposed to the Chief Executive Officer or the Managing Director for consideration and approval. All employees have the right to freedom to participate in political activities under the provisions of the Constitution, but they must not impersonate themselves as employees or use any of the Company's assets, equipment, and tools for the benefit of any political activities. If participating, the Company must be cautious of any actions that may cause the Company to understand that the Company has supported or committed to a particular political party.



Evaluation Results AGM

The Company participated in the Annual General Meeting of Shareholders (AGM) Quality Assessment Project organized by the Thai Investors Association for the Company to use as a guide and guideline for organizing the Annual General Meeting of Shareholders systematically. It is fully in accordance with the requirements of the law and in accordance with the principles of good practice. Global Corporate Governance

The project allows the Company to conduct a self-assessment in accordance with the AGM Quality Assessment Project of listed companies to measure the performance of listed companies in organizing survey meetings and monitoring developments in corporate governance. Corporate Governance of listed companies in Thailand in accordance with international good corporate governance practices.

For 2025, the evaluation score is between 90-99 points, or the equivalent of 4 coins. "Excellent" rating from a total of 847 listed companies, reflecting the Company's commitment. In organizing shareholders' meetings with quality, transparency and strict compliance with the principles of corporate governance.



Evaluation Results from Thai Institute of Directors (IOD)

The Company participated in the Corporate Governance Survey of Listed Companies (CGR) conducted by IOD: Institute of Directors of Thailand to explore and track. Corporate Governance Development Corporate Governance of listed companies in Thailand continuously.

The assessment uses a total of 172 criteria divided into 4 categories developed from the Organization



for Economic Cooperation and Development (OECD) Good Corporate Governance Principles.

For 2025, the Company received an evaluation result at the "Good" level, which decreased from the previous year. The results of this assessment reflect the need to improve and develop corporate governance operations to higher efficiency and standards in the following year.

3.2 Managing the impact on stakeholders in the business value chain

The Company recognizes that all stakeholders in the business value chain are important to the Company's business operations. This is an important part of the business's continuous and sustainable growth. Therefore, the Company is committed to developing and creating the value of the Company's products to meet the needs and expectations of both internal and external stakeholders of the Company.

The Company has identified stakeholders in the business value chain and analyzed stakeholders in the business value chain from the relationship. Expectations and responses of stakeholders as follows:

3.2.1 Business value chain



PRODUCTION PROCESS



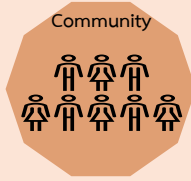
3.2.2 Stakeholder analysis in the value chain of the business

Stakeholders are very important to the sustainability of the Company, so in order to conduct business with stakeholders smoothly, the Company has determined how to engage with stakeholders and consider important issues. As follows:



Stakeholder Groups, Relationships, and Responses

Stakeholder Group	Communication Activities	Expectations and Key Points	Response
Employee Employee	- Channels for receiving comments and complaints -public relations board -E-mail -Morning talk staff -Monthly meeting -Orientation training -Annual performance appraisal	-Compensation, appropriate welfare -Income stability -Progress in work -It is safe to work -Good working environment, with facilities that are conducive to work -There is a plan for training to develop knowledge and abilities	-The wage is higher than the minimum wage -Welfare in accordance with the law -Have care about safety at work - Support for personal safety equipment -Organized training to increase knowledge skills for employees -There is an appropriate environmental management system in accordance with the law -Listen to opinions, suggestions for consideration and improvement
Suppliers who deliver goods/raw materials Suppliers	-E-mail -Supplier assessment -Questions (Questionnaire) -Telephone	-Increased order quantity -Transparency, fairness -Popular and trustworthy -Received products exactly as agreed -Get paid for goods and services as scheduled -Forecast order quantity -Nondiscrimination -Support projects and activities that customers request for satisfaction	-Support information necessary for purchasing tasks such as product specifications, product details including terms and conditions both in terms of quality, delivery, service, which have been agreed upon. -Pay the goods on time, correct and complete according to the agreement -There is a selection of vendors -There is an inspection at the production site, transparent and fair corporate governance, can be inspected
Customer and consumer Customer	- Meet customers -Satisfaction survey -Product brochures -E-mail -Electronic devices such as telephone, lines -Website	- On time delivery -Reasonable/reasonable price -Quality complaints are center -No contamination in the product -Maintain customer confidentiality -Comply with trade laws -Constantly complying with the quality system and the environment -Warranty and good after-sales service - Customers are satisfied with the company - price reduction - There is management of the organization's greenhouse gases ISO 14064-1	-The company has been certified with ISO 9001, 14001, JIS H 4000 and IS 15392 (BIS) according to customer requirements -Measure the results according to the satisfaction of customer -Comply with customer requirements -Produce products according to customer requirements - Deliver products on time that customers require. -Listen to opinions, suggestions to take into account and improve

Stakeholder Group	Communication Activities	Expectations and Key Points	Response
Community 	-Meet the community -Phone / Line -Community public relations board	-Good environment does not cause pollution that is harmful to the community. -Support the activities of the CSR community -Listen to opinions, suggestions, complaints from the community to listen to problems. -Employing people in the community	- There are activities to support, donate, repair and build for communities, schools, temples. - There are complaints from surrounding communities to improve. - There is regular government inspection.
Business partner 	-Meetings/online meetings (ZOOM Google meet etc.) -Meet business partners -E-mail	-Transparency and fairness -No discrimination -Returns received from selling reasonable products -Customer confidentiality -On time delivery -service guarantee -Follow customer requirements	- There are standards consistent with customers' requirements. - Measure results based on customer satisfaction - Comply with customer requirements to meet their needs. - Produce products according to customer requirements - Deliver products on time. -Govern the business with transparency and fairness that can be audited.
Creditor 	-E-mail -Telephone	-Pay debts on time -Provide the company to have good performance	-Listen to opinions, suggestions to take into account and improve -Can Inspect every step.
Shareholder and investor 	-Annual Shareholder meeting -Performance announcement quarterly -Annual Report -Telephone / E-mail / Investor Relationship / Call center -Website -Factory's site visit	-Receive appropriate and consistent dividends -Good operating results -Good Corporate Governance, Transparency -Comply with laws	-Control the business with transparency and fairness, verifiable -Disclose important and necessary information about the Company's operations. -Listen to opinions/suggestions in order to develop the operation -Have a Business Code of Conduct
Government authority 	-Letter -E-mail -Telephone -Site visit, meeting	-Conducting business that is transparent and in accordance with the law -Pollution does not exceed the legal limit -Comply with the law Submit a complete report -Help, support information that is needed and needed	-Comply with all laws -Support legal and necessary information upon request

Economic Management

In 2025, the Company has set three main economic management goals as follows:

- 1) Improving production lines to efficiency and effectiveness Able to meet customer needs by 2025
- 2) Improve the satisfaction level of every customer to the A level.
- 3) Zero complaints of corruption in the supply chain

4) Apply the BCG Model more, especially in the management of the circular economy (Circular Economy) in production to reduce costs while also reducing greenhouse gas emissions by at least 28 times (using 1 kg of ingot, EF value of 12.2359 kgCO₂eq/unit. EF value 0.4329 kgCO₂eq/unit : Ecoinvent 2.2 IPCC 2007 GWP 100a)

Sustainability in the Environmental Dimension

3.3 Managing Environmental Provocations

3.3.1 Environmental Policies and Practices

The Company is an importer of aluminum ingots (Ingot) to be processed into various types of aluminum products as raw materials for sale to other manufacturers, which will be used to continue producing products or as components in the production of other types of products. It focuses on being a leader in the production of unique and quality products that recognize the importance of using natural resources as well as their impact on the environment and society. Focus on the development of effective environmental management in accordance with the international standard ISO 14001:2015 for sustainable growth of the Company.

Commitment to ISO 14001 Implementation of the Woropkorn Public Company Limited Therefore, the Company is committed to continuously and best improve its environmental performance to reduce and prevent pollution and environmental impacts as little as possible. As well as protecting the environment in accordance with the law.

1. Establish and continuously improve the environmental management system in accordance with the requirements of the international standard ISO 14001.
2. Comply with the law / RoHS and other requirements related to the nature of the environmental problems of the customer and the company.
3. Prepare and review the objectives and goals to:
 1. Effective use of various factors by encouraging reuse, circularity , Reuse and Substitution
 2. Reduce waste generation and manage waste and waste from the production process appropriately.
 - 3.3 Focus on the use of renewable resources through the selection of materials, product design, and the use of innovation and technology. In the processes involved throughout the product life cycle, including research and development to ensure that products, services, equipment and infrastructure can last longer.
 - 3.4 Control exhaust ventilation Wastewater discharge and soil contamination and noise pollution in accordance with the law.
4. Organize training to educate and raise awareness for employees and workers on behalf of the Company to be aware of the importance of environmental protection in the Company's activities.
5. Published the policy. environmental objectives and goals, and the exchange of information is encouraged. News with customers, deliverables and the public

3.3.2 Environmental performance



Environmental Stewardship

The Company received the ISO 14001 Environmental Management System Certificate 2015 from SOCOTEC certification UK. The Company has monitored, evaluated, and reviewed for continuous development. As follows:

- 1) Appoint a person responsible for controlling business operations so that there is no impact on the environment that exceeds the standard and have implemented measures to reduce environmental impacts and environmental monitoring measures. (EIA) under the supervision of the Department of Industrial Works. Ministry of Industry and Environmental Impact Analysis Division The Office of Environmental Policy and Planning stipulates twice a year, and the results of environmental quality inspections are still below the standard set by all items, and the Company has never had a record of committing any environmental offenses in the past.

2) Promote the management of greenhouse gas reductions to reduce the impact of climate change by preparing the ISO 14064-1 Greenhouse Gas Management and ISO 14067 Greenhouse Gas Management Reports for EU Exports to Cope with CBAM Measures for Customer Needs and Participating in the Carbon Neutrality Project, which is a global goal, which is a guideline to reduce greenhouse gases.

3) Carry out activities with society, community and the environment in which the Company continues to comply with social and community responsibility in cooperation with the state and the community to improve the quality of life in the surrounding communities, as well as participate in local traditional activities organized by various agencies in the vicinity of the Company. from the community and nearby companies.

4) The Company assesses risks and controls waste discharge to an acceptable level according to standards. Organizing 5S activities for order within the Company, supporting employees to have morale and encouragement in carrying out 5S activities with a team that is continuously clean. Reducing waste generation in the production process, which provides for waste separation and disposal of waste generated in an appropriate manner and in accordance with the law.

5) Respond quickly and effectively to incidents that affect the environment and the community due to the Company's operations by fully cooperating with government officials and related agencies.

6) Encourage the Company's employees to have a sense of social and environmental responsibility within the environmental management system (ISO 14001), reuse and circular economy, and promote the efficient use of resources.



Air pollution

The Company recognizes that air pollution can have an impact on employees. The surrounding community as well as the environment as a whole. Therefore, it is committed to operating its business under the principles of sustainable development by focusing on prevention and mitigation of impacts. In terms of the environment, the Company has applied appropriate technology and continuously improved the production process. To increase the efficiency of resource use and reduce pollution. It also promotes the use of clean energy. Such as natural gas (NG) and renewable energy from solar power generation systems. Along with systematic and appropriate waste management. In order to control the impact on air quality, the Company has established measures to control emissions from the production process, with the goal of keeping the emission value below the standard set by law, with a control target of not more than ten percent. (10%) of the standard value, based on the results of the measurement of the amount of contaminants in the air from the ventilation system, which is regularly measured and monitored by the relevant authorities.

In addition, the Company also manages environmental incidents to be able to respond quickly to incidents that may affect the environment and the community. The Company has fully cooperated with government officials and related agencies to ensure that the Company's operations are in accordance with the law. Regulations and relevant environmental requirements are strictly enforced.



Target : For management Control the quality of air in the workplace and the air discharged outside the factory to comply with the standards required by law.



Performance results

- From the law on The Company has controlled emissions at a level below the acceptable standard level in 2022. The company has increased the frequency of measuring waste emissions from the melting process and transmitting data through the POMS system. Normally, measurements are carried out twice a year, which increases the inspection to 4 times a year to comply with the law.

In 2025, the Department of Industrial Factories conducted an inspection to collect air pollution samples from factory chimneys that are permitted to be exempted from the need to install CEMS according to the law. The Department of Industrial Factories asked the company to Check and confirm the design of the chimney again. The company has confirmed the design of the chimney and made a letter requesting the Department of Industrial Factories to inspect and collect air pollution samples from the factory shaft again in 2026.

- The Company has an Environmental Inspection (EIA) report and reports on the measurement of the amount of air contaminants discharged from the chimney twice a year, which did not find any problems beyond the specified criteria.

This is to prevent exhaust ventilation to the outside. The company has improved the air treatment system to prevent pollutants before venting air to the outside. The release is controlled in accordance with the law. It does not affect neighboring communities. From the company's exhaust ventilation prevention operations, there were no complaints from nearby communities. The Company continues to maintain its operations.



Water Management

The Company Establish guidelines for water resource management under the ISO 14001:2015 Environmental Management System framework with a focus on the efficient use of water resources along with compliance with the law. Regulations and relevant environmental requirements are strictly enforced. In its operations, the Company focuses on increasing the efficiency of water use in the production process, including the reuse of water.(Water Reuse/Recycle) To reduce the use of water from natural sources. In addition, the Company continuously promotes the creation of awareness of water conservation among employees through internal communication channels to achieve economical and optimal use of water.

At the same time, the Company has continuously improved and developed the basic utility system. To optimize water use and reduce groundwater consumption appropriately. As part of sustainable resource management, in 2023, 8 companies have set goals and operational guidelines for water resources management. As follows:



Target: Reduce water consumption in the production process by 5% every year.



Operations

- In 2025, water meters used at each point were installed to be used as data to trace the use of each department to prevent leakage.

- The Company continues to campaign for the efficient use of resources including the use of water within the Company, such as finding leaks, notify them for immediate corrective action. Turn off the water when it is not in use.

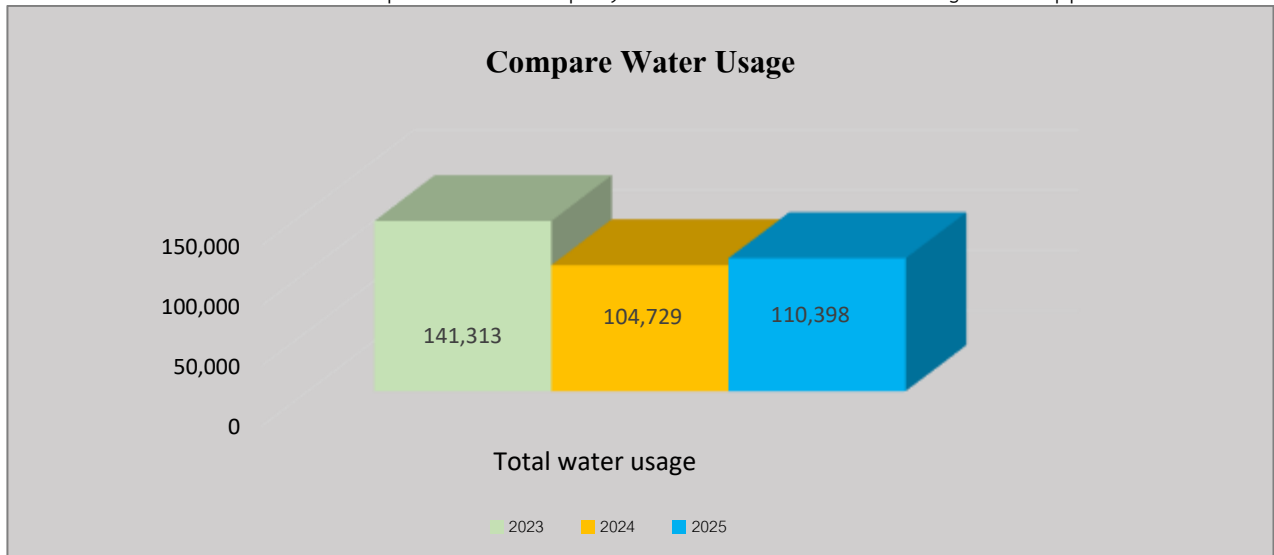
- In case of water leakage, immediate improvement will be taken. To prevent and control the leakage without benefit and the responsible party immediately take corrective action.



Performance results

From the operation in 2025, it was found that the Company's water consumption This was an increase of 5.4 percent compared to 2024, mainly due to damage to the groundwater pump. Maintenance was carried out during this period. In order to increase the efficiency of management and monitoring of water consumption in the production process, the Company has installed water consumption meters at 16 important points in the factory. In 2025, there are plans to install 3 more points. In 2026, to increase the efficiency of surveillance. Inspect and prevent leakage of water used in the production process.

At the same time, the Company continues to carry out campaigns for the efficient use of resources through internal communication to raise awareness and encourage employees to participate in the economical and efficient use of water. This is part of the Company's sustainable resource management approach.



Water consumption comparison graph 2023-2025



Efficient energy and resource management.

The Company is committed to continuously promoting and implementing energy conservation within the organization. The energy management system has been applied in accordance with the guidelines of the Energy Conservation Promotion Act (Amendment B.E.2550) to ensure that energy management operations are efficient, transparent and sustainable.

In its operations, the Company has appointed an Energy Conservation Working Group to supervise, supervise and monitor the implementation of energy consumption activities to ensure that they are most efficient and in accordance with the requirements of relevant laws and standards.

The Company recognizes the importance of climate change, which is an important global issue, especially the impact of greenhouse gas emissions from the industrial sector that results in global warming and has a significant impact on the environment. Based on the assessment of the organization's Environmental Aspect and Greenhouse Gas Management It was found that the main activity that has a significant impact on the environment is the use of electricity and fuel in the Company's business processes.

Therefore, in 2025, the Company will focus on operating a more environmentally friendly business. The company promotes the use of renewable energy along with the implementation of energy conservation projects in various fields, as well as organizing training and campaigns within the organization to raise awareness and strengthen the awareness of employees to participate in reducing energy and fuel consumption effectively. This leads to the efficient use of resources and sustainable business operations.



Performance results

The company's production process and waste raw materials have no impact on the environment. This is due to the smelting of the Company's aluminum. Ingot is used with 99.7% purity and aluminum scrap according to the type of smelting, which is the reuse of waste raw materials in accordance with the circular economy approach. With a ratio of 30:70, natural gas (NG) is used as fuel instead of high-grade fuel oil as fuel for smelting. Therefore, there are very few pollutants generated and within the limits prescribed by law. The furnace as well as the machinery and equipment are connected in the factory building with surrounding walls, so that the sound does not have any effect. Raw material scraps, mainly aluminum, can be recycled 100% and waste sewage or unused materials have been sent for disposal/treatment in accordance with the system and law. Therefore, there is no impact on the environment.

In addition, the Company has also implemented measures to reduce environmental impacts and environmental monitoring measures. (EIA) under the supervision of the Department of Industrial Works. Ministry of Industry and Environmental Impact Analysis Division The Office of Environmental Policy and Planning has always set the results of the environmental quality inspection twice a year, and the results of the environmental quality inspection are still below the set standards for all items, and the Company has never had a history of committing any environmental offenses in the past.

The company has carried out the use of natural gas (NG) to replace the fuel or alternative energy to the existing fuel oil since the end of 2003, which can help reduce pollution and greenhouse gas emissions (CO₂/emission) by at least 3,367,412-6,285,835 kg CO₂/yr., accounting for 25% as shown in the table below, including the installation of dust extraction systems around the furnace and deodorizing furnace. Thus, it can help to reduce the impact on the environment to less than before and maintain the environmental management process according to ISO 14001:2015, which is the latest and current version.

Type	Unit	CO ₂ kg CO ₂ /Unit	Emission kg CO ₂ /yr.	
			Use NG 15,000 MMBtu/month	Use NG 28,000 MMBtu/month
Natural gas	scf	0.0572	10,060,219	18,779,075
Residual fuel oil	litre	3.08	13,427,630	25,064,910
Reduce CO ₂ (emission) /yr.		25%	3,367,412	6,285,835

To support the efficient use of energy and protect the environment. Cooperation with the Japan Agency for the Development of New Energy and Industrial Technology With the initiative to use a high-efficiency industrial furnace, which can reuse lost (discarded) thermal energy (Regenerative Burner), and disseminate the widespread application of technology and use the Company's factory as the location of the project, it is still going well. After the installation was completed in September 2009, the opening ceremony of the project was held. In 2013, the Company also participated in the project to promote energy conservation materials and equipment of the Department of Alternative Energy Development and Energy Conservation (DEEC) to reduce energy consumption. Protect the environment by converting the burners of conventional furnaces to regenerative burners. The same is true of the first project (which is considered the best energy-saving technology available today). The project can reduce energy consumption and carbon dioxide emissions by 30% according to the target, which is equivalent to reducing greenhouse gas emissions in the country and reducing global warming. Currently, the company continues to use the furnace in the project as the main machine, which contributes to higher production volume and quality and can reduce pollution and greenhouse gas emissions (CO₂ / emission). Not less than 4,311,522.28 - 8,048,175 kg CO₂/yr per year, accounting for 30% as shown in the table below.

Type	Unit	Emission kg CO ₂ /yr	
		NG uses 15,000 MMBtu/month	NG uses 28,000 MMBtu/month
Normal Burner	scf	14,371,740	26,827,250
Regenerative Burner	scf	10,060,218	18,779,075
Reduce CO ₂ emission kg CO ₂ /yr	30%	4,311,522	8,048,175

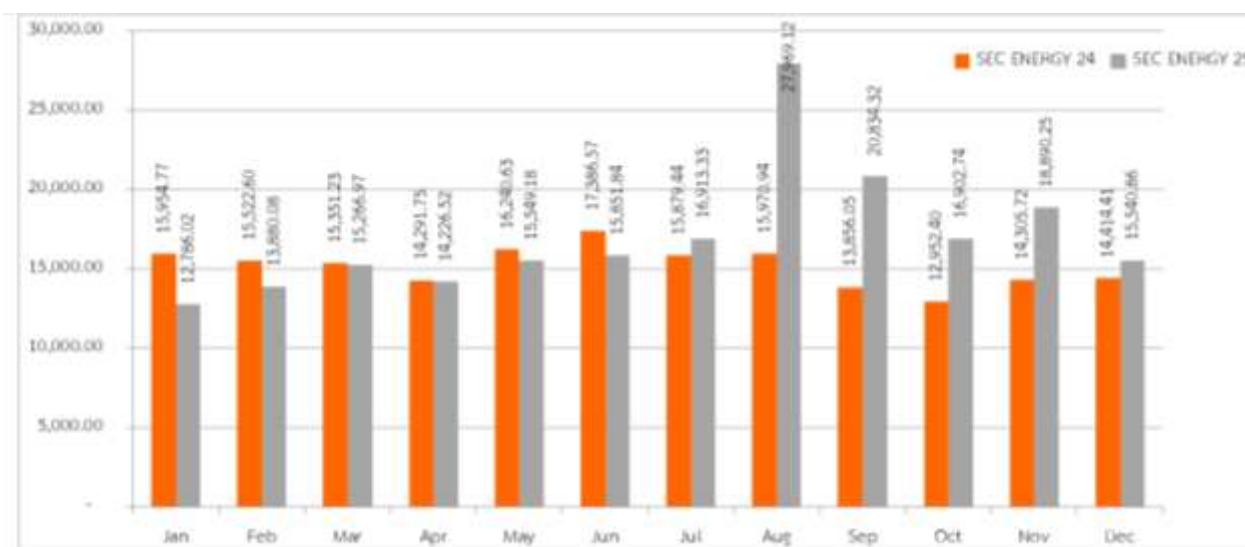
Therefore, the Company attaches great importance to efficient energy management by setting a target of reducing energy consumption by 5% per year, as well as continuously implementing measures to conserve energy through campaigns, public relations, and organizing educational activities for employees to promote the use of energy efficiently and efficiently. Turn off the computer monitor or fan when not in use. Adjust the air conditioner to 25 degrees Celsius. Turn off the air conditioner after work and turn off the ventilation system when not in use, etc. The measures have been well cooperated by employees and are promoted as part of the corporate culture of energy efficiency.

According to a comparison of Specific Energy Consumption (SEC) between 2024 and 2025, it was found that in 2025, the value of energy consumption per unit of output increased. This was mainly due to the increase in the amount of aluminum melting, which is the main raw material in the production process.

However, the Company continues to implement policies and measures on energy conservation. In 2025, the Company will continue to focus on maximizing the use of resources while developing systematic energy management guidelines. To support environmentally friendly and sustainable business operations in the long term.

Average production volume (unit)/month	Amount of energy used		Specific Energy Consumption (SEC) (Megajoules/unit)	Average production volume (unit)/month	Amount of energy used		Specific Energy Consumption (SEC) (Megajoules/unit)
	Electricity (kilowatt-hours)	Heat (Megajune)			Electricity (kilowatt-hours)	Heat (Megajune)	
ปี 2567				ปี 2568			
1,816.61	2,156,593	19,693,989	15,114	1,708.09	2,147,500	19,803,504	16,120

Note: Specific Energy Consumption (SEC) = amount of electricity energy (kWh) x 3.6 (MJ/kWh) + amount of heat energy (MJ)
Output quantity (Unit)



Comparison table of energy consumption per unit of aluminum output in 2024 and 2025

For energy-saving projects in 2025, the company will continue to focus on energy saving by using clean energy and renewable energy.

There are 2 energy conservation projects:

The Electricity Reduction Project is a project to replace the air conditioner in the factory with high efficiency that can reduce the consumption of electricity. 329,551.2 kWh/year or approximately 1,236,691 Baht/year.



Before renovation (before replacing the old air conditioner)



After renovation (after air conditioner replacement and measurement)

and energy reduction projects in the field of heating. Incinerator Temperature Reduction Measures (Reduce the Use of NG to Burn Less Odors) that can reduce the use of natural gas in the production process. 2,717,466.291 megajoules/year or approximately 1,019,007 Baht/year



Before Improving (Before Adjusting Temperature)



After Improvement (After Temperature Adjustment)

Both projects have been reported to the Department of Alternative Energy Development and Energy Conservation (DD). In 2024, the company was able to reduce energy consumption by a total of 15 percent, but it has not met the target. The management continues to focus on all parties in the company to continuously reduce energy consumption.



Managing greenhouse gas emissions

The Company recognizes the importance of climate change, which is a major global issue that affects ecosystems. Therefore, the Company is committed to operating its business under the concept of sustainable development by focusing on reducing greenhouse gas emissions from the organization's operational processes along with the efficient and environmentally friendly use of resources.

To support this operation, the Company has established guidelines and measures for systematic greenhouse gas management, including promoting the participation of employees and stakeholders in the value chain, to jointly reduce climate impact and support sustainable development.

The Company has appointed a working group on corporate carbon footprint management. To supervise, supervise, and drive the operation of greenhouse gas management within the organization in a systematic manner. The working group is responsible for determining the operational guidelines. The Company has also encouraged employees to have knowledge and understanding of greenhouse gas emissions. Carbon Footprint for Organization (CFO) and Carbon Footprint of Product (CFP) as well as support participation in the collection of data related to greenhouse gas emission activities. To use such data to calculate, analyze, and plan for reducing the organization's greenhouse gas emissions.

The Company systematically collects data on activities related to greenhouse gas emissions. Fuel consumption and other activities related to business operations to calculate the amount of greenhouse gas emissions of the organization.

Such information will be processed.

- Monitoring and Verification
- GHG Reporting
- Verification

To ensure the accuracy of the information used. It can be used to plan measures to reduce greenhouse gas emissions effectively.

The Company continues to strive to reduce greenhouse gas emissions. It covers direct emissions (Category 1), indirect emissions from energy consumption (Category 2), and other indirect emissions throughout the supply chain (Category 3–6) to support environmentally friendly business operations and align with the organization's long-term sustainable development guidelines.



Greenhouse gas management policy

Varopkorn Public Company Limited Committed to reducing greenhouse gas emissions and mitigating the impact of climate change. According to the country's policy. The Company will operate to reduce greenhouse gas emissions with the objective of creating an organization that produces and sells low-carbon products to customers, aiming to help Thai society towards sustainable development. The Company continues to strive to develop a greenhouse gas management system. The data from monitoring and evaluation are used to analyze and determine operational improvement guidelines. To increase the efficiency of reducing greenhouse gas emissions in the long term.

This reflects the Company's commitment. To be an organization that conducts business responsibly in an environmentally responsible manner while supporting the sustainable development of society and the environment in the future.



Target

- Reduce greenhouse gas emissions per unit of carbon intensity (ton CO₂eq/ton/Year) by 5% compared to the base year (2024).
- Reduce waste generation
- Reduce fuel and electricity consumption by maximizing benefits



Operations

- Apply for ISO 14064-1 certification according to international standards.
- Request for certification of blue-coated aluminum products in relation to products exported to European conditions where CBAM is established.
- Using the principles of circular economy, experts come to evaluate the ability to implement the principles of the circular economy.
- Increase the proportion of renewable energy consumption
- Increase energy efficiency Clean/Renewable Energy
- Improved energy efficiency
- Low-carbon supply chain management by selecting raw materials.
- Promote knowledge for all employees in their work to be aware of being a low-carbon organization.

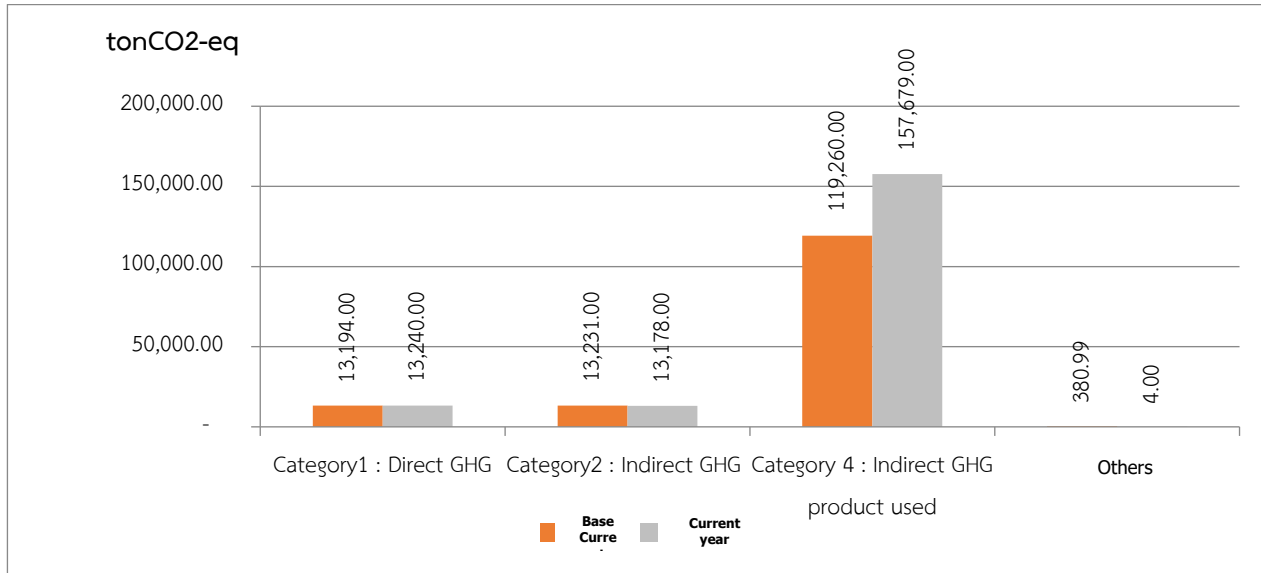


Performance results

In 2025, the Company received ISO 14064-1 certification by TUF Nord Thailand Co., Ltd., which has internationally recognized standards and was registered as an auditor and auditor of the organization's greenhouse gas emission report in accordance with the international standard ISO 14064-1.

In 2025, greenhouse gas emissions per production volume (Carbon Intensity) were 8.98 tons CO₂eq/Ton/year (Categories 1, 2, 4 & 5). According to the organization's greenhouse gas emission data for 2024 (base year) and 2025, the increase in greenhouse gas emissions is due to higher imports of raw materials and exports of products to foreign countries.

Type	Year 2024 (Base Year)	Year 2025
	Corporate greenhouse gas emissions	
Category 1 : Direct GHG	13,194.00	13,240.00
Category 2 : Indirect GHG	13,231.00	13,178.00
Category 4 and Category 5	119,260.00	157,679.00
Others	380.99	4.00
Total Scope 1 & 2	26,425	26,418
Total Scope 1 & 2 & 4,5	145,685	184,097



Corporate greenhouse gas emission data for 2024 (base year) and 2025

Performance to reduce greenhouse gas emissions In 2025

In 2025, a project to reduce energy in the field of electricity and heat was established. 2 projects resulting in the reduction of greenhouse gases. As follows:

Measure 1: Replacing air conditioners in factories with high efficiency, which reduces greenhouse gases, which will reduce 26.76 tons of carbon dioxide equivalent/year.

Measure 2: Reducing the temperature of the incinerator (reducing the use of NG to burn less) can reduce greenhouse gases. 152.45 tons of CO₂e/year

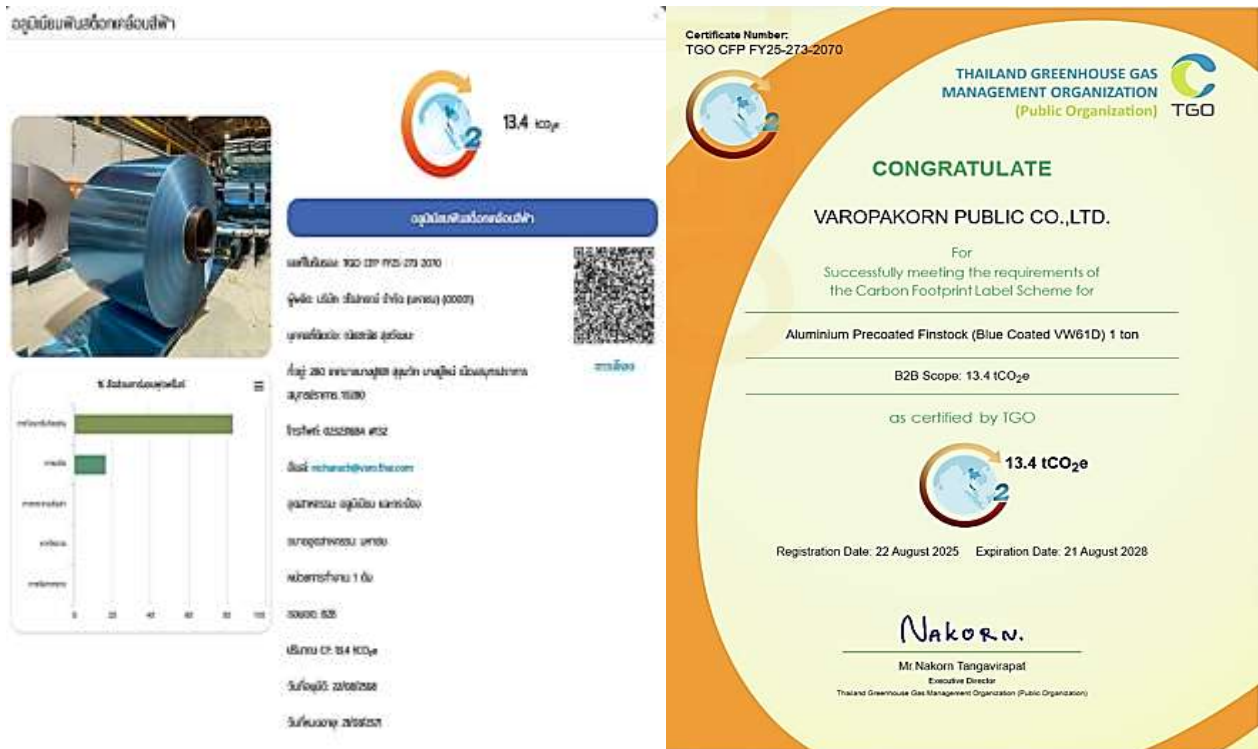
From the implementation of the two measures, the amount of greenhouse gases can be reduced by 179.21 tons of carbon dioxide equivalent/year.

 **The project aims to prepare export products to the European Union to cope with the CBAM Phase 2 measures.**

The Company has participated in the EU Export Preparation Project. This is a collaboration between the Greenhouse Gas Management Organization (Public Organization) and the Academic Service Center of Chulalongkorn University, with the aim of encouraging Thai entrepreneurs to understand the calculation methodology. Reporting and verification of embedded emissions in accordance with the European Union's Carbon Border Mechanism Adjustment (CBAM) or EU-CBAM, as well as how to calculate the carbon footprint of products using the Greenhouse Gas Management Organization's (Public Organization) platform.



In 2025, the greenhouse gas emission of blue-coated aluminum finstock products was certified by the Greenhouse Gas Management Organization, with the amount of 1 ton of blue-coated aluminum finstock emitting 13.4 ton CO₂e/ton. This product is related to products exported to the European Union, which has implemented the Carbon Border Mechanism Adjustment measures.



Carbon footprint product details Certified Reference <https://thaicarbonlabel.tgo.or.th/index.php?lang> and Certified Carbon footprint product certificate as shown in the picture.

"Project on Development and Upgrading of Industrial Establishments for the Application of Circular Economy Principles"

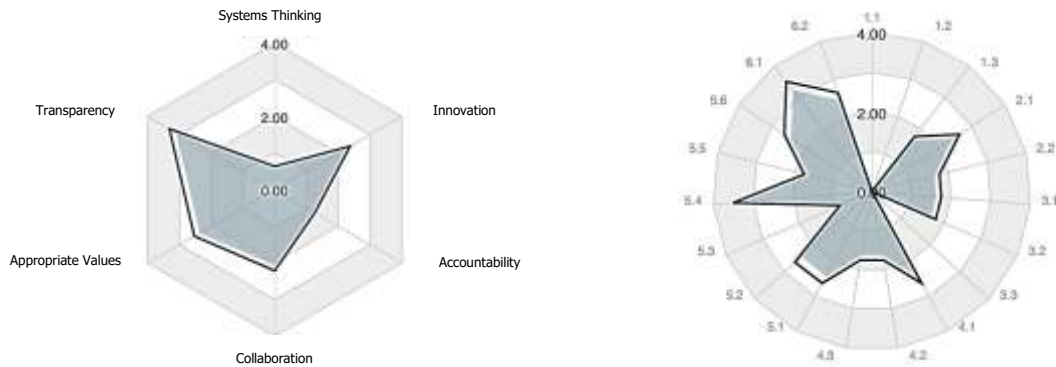
The Company participated in the project to develop and upgrade industrial establishments to promote the application of Circular Economy principles within the organization in cooperation with the Department of Primary Industries and Mining, Ministry of Industry, which is responsible for evaluating establishments in terms of application of circular economy principles.

The project involves all departments within the organization that must work together to achieve efficient use of resources. On April 8, 2025, the effectiveness of the application of circular economy principles within the organization was evaluated.



In summary, the average assessment is 2.16, which is in the low range. If the Company carries out improvements based on the feedback from the assessor, The average is likely to increase to 3.26, which is moderate. To support the sustainability of the organization in terms of waste reduction, reuse of materials, and efficient use of renewable resources.

Assessment Results:



The company recognizes the importance of applying the circular economy principles and has set them as key goals for 2026, focusing on the following:

- Develop waste management processes to enable reuse or recycling.
- Promote the renewable use of materials and energy within the organization.
- Improve resource management systems to align with the company's environmental policies and sustainability goals.

This project is a key component in building an efficient, resource-saving, and environmentally friendly organization, in line with the company's sustainable development approach.



Waste Management

The company prioritizes systematic waste management, operating in compliance with relevant laws and regulations, the ISO 14001:2015 environmental management system standard, and the circular economy concept, aiming to minimize environmental impact and maximize resource utilization efficiency.

- The company has established guidelines for waste segregation into two main categories: hazardous waste.
- Non-hazardous waste.

Waste management encompasses sorting, storage, transportation, and disposal in accordance with scientific principles and legal requirements, ensuring that all waste is managed properly and does not cause environmental harm. The company implements the following waste management practices:-



Target

The company continues to set its waste management targets for 2025 as follows:

- 100% utilization of aluminum scrap.
- Strict adherence to all relevant regulations and laws regarding waste disposal.
- Promoting waste management based on the circular economy, focusing on efficient resource utilization and waste reduction through various approaches including:
 - o Reduce/Maintenance
 - o Reuse/Redistribute
 - o Refurbish/Remanufacture
 - o Recycle
 - o Technical cycles



Waste Management Implementation

In 2025, the Company will continue to implement waste management measures because the established guidelines can effectively manage waste and reduce environmental impacts concretely. There are important operational details. As follows:

- Establish a standard for aluminum spray paint to be used as a criterion for clearly distinguishing the types of aluminum. It prevents mixing and facilitates effective reuse.
- Selection of waste disposal contractors who are only authorized by the Department of Industrial Works, who are ready to track and inspect the waste management route (Waste Tracking) to the disposal site to assess the ability and accuracy of the disposal recipient's operations.
- Establish measures to control the disbursement of consumables such as personal protective equipment (PPE) and production aids, with an emphasis on maximizing the use of consumables. It also controls the recovery of material remains before the new disbursement. To reduce the amount of waste generated.
- Establish and establish procedures for waste disposal and disposal in a systematic manner. In order to ensure that the operation is in the same direction. And it can be verified.
- Conduct training and knowledge on waste separation for employees at all levels to raise awareness and promote participation in waste management within the organization. The focus is on correctly separating waste according to type.
- Determine the types of materials that can be recycled, such as wood, and clearly identify the responsible authorities. To ensure that the operation is in accordance with the prescribed guidelines.
- In addition, in 2025, the Company conducted a trial study on the use of sludge from the wastewater treatment system and mixed with cement materials to develop it into a composite material for brick production, which increases the value of waste and is in line with the Circular Economy concept.

The Company continues to strive to develop and improve waste management guidelines. To increase the efficiency of resource utilization, reduce the amount of waste that must be disposed of, and support long-term environmentally friendly business operations.



Performance in 2025

Types of waste	Goals	Operation	Performance
Nonhazardous	Aluminum scrap from the production process and disposal	Used in the production process and sales of some aluminum without an order.	The aluminum scrap used in the process amounts to 7,722,317kg.
Nonhazardous	Scrap from repairs, packaging from manufacturing processes, or steel casings.	Dispose of it to the recipient according to the law.	Scrap 32,945 kg. Sold for 100% recycling.
Nonhazardous	Packaging scraps such as corrugated paper wrapping coils, plastic wrapping coils, plastic straps, paper sleeves.	Dispose of it to the recipient according to the law.	Volume: 60,780 kg. Sold for 100% recycling.
Nonhazardous	Wood chips from the purchased coil paste	Reuse and dispose of it to the recipient for disposal.	1. Bring wooden pallets of coil paste and process them into wooden pallets to send to customers in 2025 . 2777 Units 2. Sold to disposers that can be used as useful fuel. 100%

Nonhazardous	Sludge from wastewater treatment	Dispose of it to the recipient according to the law.	232,010 Kg In 2025, an experiment was conducted to mix sludge from wastewater treatment with cement materials in case it was used as a composite material for making bricks . 20% of the total amount of waste generated
hazardous	Used Diatomite	Dispose of it to the recipient according to the law.	It is burned as fuel. 100% of 94,230 kg.
hazardous	Contaminated garbage	Dispose of it to the recipient according to the law.	Some of them were sorted to landfill in the amount of 52,800 kg. The 2026 target is to further sort contaminated waste used as fuel. 100% from contaminated waste that is still being taken to landfill.
hazardous	Packaging containers such as gallons, pipes, plastic drums of 200 liters. with chemical contamination.	Dispose of it to the recipient according to the law for further use.	1. 200 liter plastic drum 13,200 kg. 2. Steel Tank 200 liters 8,550 kg. 3. 1,751 kg. 4. 549 kg. The water from the wash is treated before discharge, according to the method of the disposal.
hazardous	PVC sheath	Dispose of it to the recipient according to the law.	100% remelted, 615 kg.
hazardous	Used Rolled Oil	Dispose of it to the recipient according to the law.	It is reused as a mixture of water, fuel. 8,200 liters
hazardous	Ash from the Dross furnace	Dispose of it to the recipient according to the law.	30% of the oil was sold and remelted into aluminum aluminum, amounting to 130,197 kg., and the remaining 70% was sent to landfills according to the law. The average amount taken to landfill is 303,793 kg.

3.4 Sustainability Management in the Social Dimension

3.4.1 Social Responsibility Policy

The Company is committed to conducting business in accordance with the Sustainable Development (ESG) approach by focusing on creating shared value between the organization and society. (Creating Shared Value: CSV) under listening to the voices and needs of stakeholders. Stakeholder Engagement to ensure that the operation truly responds to the needs of the community. The Company has established a policy framework for social responsibility covering 4 main dimensions: community and social development, promotion of religion and culture, management of social resources and environment, and promotion of social well-being, in order to focus on improving the quality of life and building a strong social foundation in line with international standards and the Company's information disclosure criteria. Carry out activities with society. By participating in the project to promote industrial factories to be responsible for society and the community in a sustainable manner. The Company has been awarded the CSR-DIW Award 2021 and has continued to be responsible for society and the community in cooperation with the state and the community. In order to improve the quality of life in the surrounding communities, as well as to respect and participate in local customs and traditions established by various organizations in the vicinity, and also provide channels for receiving complaints if the community is affected in any way. This is due to the Company's business operations. We did not receive any complaints related to the impact of environmental operations from the community and the nearby company.

Responsible production and service to customers

The Company is committed to being an importer of aluminum ingots. The Company focuses on leading the production of unique and quality products to the market in response to satisfaction and ensuring that the Company's customers will receive quality and timely products. Maintain good relationships and conduct business together fairly. Full disclosure of news and information about products and services. Thoroughly, correctly. Provide warranty for products under reasonable time conditions. Establish a system so that customers and all related parties can complain about products and services, as well as be sincere and make efforts to handle such complaints and defects. Do not trade with undue profits and do not impose unfair trading conditions on customers. Maintain customer confidentiality and do not use information for personal gain.

3.4.2 Social performance

1) Community and Social Development

The Company focuses on supporting education and infrastructure for the public good, with the following important projects in 2025:

- ❖ Children's Day Contribution Activity (11 January 2025) : Budget Support for Community Representatives
This will be used as a scholarship and to promote creative recreational activities for young people. This is the cornerstone of human resource development.



- ❖ Landscape Improvement and Public Safety Promotion Project (27 March 2025): Equipment support and painting of traffic barriers Barrier at the intersection of Klong 9 to increase visibility Reduce the risk of road accidents and strengthen traffic safety for people in the community.



- ❖ Waste Materials for Education Project (15 December 2025): Donated 245 foam sheets from the operation process to Wat Ratbumrung School to be used as teaching materials and equipment in student development activities. Upcycling to maximize the benefits for the education sector.



2) Promoting Religion and Culture

The Company participates in inheriting the good culture and traditions of the local area to maintain the connection between the organization and the institution. Religious in the neighborhood As follows:

On September 12, 2025, the Company participated in hosting the Kathin Samakkee event and established a canteen at Wat Ratbumrung (Wat Ta Chia) to participate in the preservation of Thai traditional culture and strengthen good interaction with the community.



On December 17 , 2025, the Company donated 70 liters of vegetable oil to Wat Tamru to be used as fuel for worship lamps and for public welfare activities within the temple, which reflects being a part of society in maintaining religious places and the minds of local people.



3) Resource and Environment Management for Society

The Company Adopt the principle of Circular Economy as a guideline for waste management to turn waste into social and environmental capital. The details of the operation are as follows:

- ❖ Material Sharing Project for Employee Welfare 1 April 2025 Sharing 300 pieces of wood scraps left over from the production process to employees to reduce the burden of housing repair costs and promote food security and reduce the burden of living costs through vegetable gardening.



- ❖ The project "Turning waste into merit" involves employees participating in collecting and sorting used plastic bottles (PET) and delivering them to Wat Chak Daeng to be processed into fibers to produce monks' robes.



- ❖ The Sharing Box Project 27 July 2025 The Company and its employees donated unused items to the Wat Suan Kaew Foundation to support the management of waste materials to create jobs and income for the poor.



4) Promoting Social Well-being

The Company attaches great importance to supporting the country's public health system through **The "One Person Gives, Many Receives to Renew the Lives of Fellow Humans"** is held on a quarterly basis to create enough blood reserves to meet the needs of medical facilities, which has been running continuously for 4 consecutive years.



The success of all these projects not only reflects concrete performance in accordance with the corporate social responsibility guidelines. It is also to create sustainable value for all stakeholders and reinforce the image of an organization with good governance and ethics according to standards. However, The Company also focuses on building good relationships with employees through various activities. As follows:

Christmas and New Year's Eve Gift Exchange Activities



Chinese New Year Activities on February 16, 2025



The Songkran Festival activities : On April 12, 2025, were arranged for employees to participate in traditional Thai events. These included a water-pouring ceremony to pay respects to executives and senior employees, as well as water play among the staff.



HAPPY BIRTHDAY Activity: The company holds a monthly birthday celebration for employees, giving gifts to those born in that month.



One Team One Goal: Seminar on September 24-25, 2025 The Company organized human resource development activities and corporate culture to strengthen the unity and motivation of employees. Build good relationships between employees at all levels, from operational employees to senior executives.



Respect for Human Rights

1. Human Rights Policy and Commitment: The company is committed to conducting business according to the principles of good corporate governance and business ethics, prioritizing respect for human rights throughout the value chain, in line with the National Action Plan on Business and Human Rights (NAP) and the United Nations Sustainable Development Goals (SDGs), as follows:

- Fair Management: In the past year, the company has not received any complaints related to human rights violations in the areas of labor, customers, and the community.
- Protection of Vulnerable Labor Groups: The company has a strict policy against supporting the illegal or unhealthy use of child labor, female labor, and pregnant women.
- Creating Equality and Reducing Inequality:
 - o Employment of People with Disabilities: The company complies with the Act on the Promotion and Development of the Quality of Life of People with Disabilities B.E. 2550 (Sections 33 and 35), and has received the “Outstanding Award for Model Sustainability in the Thai Capital Market for Supporting People with Disabilities” from the SEC.
 - o Employment of Senior Citizens: Supports the employment of individuals past retirement age to create opportunities and income for skilled personnel.

2 Implementation of the Comprehensive Human Rights Monitoring Framework (HRDD): To ensure that respect for human rights is concrete. The Company has taken steps to prevent and reduce the impact through various activities as follows:

- Labor Rights & Safety Dimension:
 - o Providing standard personal protective equipment (PPE) to employees and training security personnel to perform their duties according to human rights principles without discrimination.
 - o Promoting well-being and a self-sufficient economy by providing unused wood to employees for creating vegetable gardens to reduce living costs.
 - o Organizing quarterly blood donation volunteer projects to promote the right to access medical care for fellow human beings.
- Community Rights & Education Dimension:
 - o Supporting the educational rights of youth through the provision of scholarships and Children's Day budgets annually.
 - o Donating 245 foam sheets to Wat Rat Bamrung School in the nearby area for use as teaching aids.
 - o Protecting the right to community safety by supporting equipment and participating in painting barriers at the Khlong 9 intersection.
- Environmental & Cultural Rights Dimension:
 - o Managing resources responsibly through projects... “Turning waste into merit”: Recycling plastic bottles into monastic robes for donation to Wat Chak Daeng, and the “Sharing Happiness Box” project, donating items to the Wat Suan Kaew Foundation.
 - o Respecting the rights to beliefs and religions of the community by participating in a food stall at the Kathina ceremony at Wat Rat Bamrung and donating cooking oil to Wat Tamru for religious and public benefit.

3 Follow-up and Improvement Guidelines: The Company focuses on communicating and listening to opinions from all groups of stakeholders. This will be used to develop the human rights audit process to be more intensive in the following year. Transparency and good governance are the main priority.

Fair treatment of workers

The Company has a policy to focus on human resource management by prioritizing the safety, welfare and quality of life of employees as the most valuable resource of the organization.

- Human Resource Management and Fair Employment:
 - Equal work rights and welfare of women and pregnant women in accordance with the law.
 - Create opportunities and income for employees who are over retirement age to use their potential and experience to help drive the organization.
- Promoting the quality of life and self-sufficiency economy:
 - Support the reduction of the cost of living by giving employees unused timber. To prepare vegetable plots for household kitchen gardens (based on CSR activities that have been carried out)
 - Creating bonds and awareness of environmental protection through the "Turning Waste into Merit" project (processing plastic bottles into jeans to donate to Wat Chak Daeng) and the "Happy Box" project that allows employees to donate unused items to the Foundation. Wat Suan Kaew (Based on CSR activities that have been carried out)

In addition, employees at all levels are encouraged to attend internal and external training and seminars to improve the quality and potential of employees on a regular basis.

Safety, occupational health, security, and working environment



Security Policy Occupational Health and Working Environment

Varopkorn Public Company Limited is committed to safety management. In order to protect the safety, occupational health and working environment of employees in the workplace and ensure effective compliance with safety laws, the following policies have been formulated:

1. Ensure that work safety is the first responsibility of all employees.
2. Support and encourage the improvement of working conditions. The environment and methods of operation, as well as personal safety protection equipment, ensure the safety and health of all employees, and are continuously improved.
3. Support and encourage safety activities to help raise safety awareness among employees.
4. Committed to compliance with laws, regulations, standards, as well as customer safety policies and requirements. Occupational Health and Working Environment
5. Supervisors at all levels must act as good role models, lead, train, and coach employees to operate in a safe way.
6. All employees must consider their own safety. Colleagues as well as the Company's assets are important throughout the course of operation.
7. All employees must maintain cleanliness and order in the work area.
8. All employees must cooperate in safety projects. The Company's occupational health and have the right to offer opinions. To improve working conditions and working methods to be safe.



Target

Reduce the number of accidents (Zero Accident)

The Key Performance Indicator (KPI) is set for all employees in all accident departments to be zero.



Strategies and operational plans

- 1) Comply with relevant laws, regulations and regulations, as well as the requirements of the safety and environmental management system.
- 2) Occupational Hazard Risk Reduction Project Reduce work accidents
- 3) Occupational Hygiene and Disease Prevention Project
- 4) Improve the working environment to be safe and hygienic.
- 5) Create and promote safety awareness for employees and stakeholders in monitoring and measuring environmental quality. In the workplace

The company is engaged in the aluminum production business. Each production process involves the use of large machinery and tools, with employees playing a crucial role in controlling and producing high-quality products that meet customer requirements. In all operations, the company prioritizes safety and promotes workplace hygiene, equality for both employees and subcontractors, and participation in overtime employment. Workplace safety is the duty and responsibility of all employees.

The company promotes safety awareness among employees, providing appropriate resources and support for its implementation. It also oversees, educates, develops preventative measures, and continuously monitors and evaluates their effectiveness to ensure safe operations at every stage. Furthermore, it establishes best practices in safety and hygiene for employees. The company provides safety equipment, conducts regular safety inspections of workplaces and operations, and develops accident prevention and emergency response plans, including plans for the storage and management of chemicals, hazardous materials, and waste. Regular fire drills, evacuation drills in the factory, and emergency drills for chemical spills and radiation leaks are conducted annually to build employee confidence and provide clear procedures in the event of such incidents. In addition, the company maintains an annual accident target of "zero" work-related accidents to elevate safety standards to meet legal requirements.



Project on promoting hygiene, preventing occupational diseases, and addressing disease outbreaks



The company conducts annual health check-up programs for all employees, covering both general health screenings and assessments of various risk factors to monitor for occupational diseases. The results are used to improve the working environment to be hygienic and safe for employees.

In 2025, a total of 275 employees, or 96.83% of the total workforce, underwent health check-ups. This reflects the cooperation and awareness of employees in taking care of their own health and is part of the company's commitment to creating a safe and healthy working environment for all employees.



The "PM2.5 Prevention is Possible" Project

During the months of December to February every year. The weather is prone to fine particulate matter (PM2.5) at levels that may affect health, especially long-term effects on the respiratory system and overall health.

The Company recognizes the importance of the health and safety of its employees. " PM2.5 Dust Preventable" project to promote preventive measures and reduce the risk of exposure to particulate matter. The operation guidelines As follows:

- Employees are asked to wear dust masks (such as masks or N95 masks) regularly. Especially during the period when the dust value is high.
- Encourage employees to monitor and monitor the PM2.5 dust situation through reliable applications or channels regularly.
- Publicize information and guidelines to prevent the effects of dust. PM2.5 through internal communication channels
- Device Support PM2.5 Face Masks and Guidelines for Reducing the Risk of Dust Exposure in the Workplace.

This project has been implemented since 2024. It aims to make all employees aware and able to protect themselves from the effects of dust. PM2.5 is effective as part of promoting good health and creating a safe and sustainable working environment.



Improving the working environment

The Company continues to conduct Safety Patrol activities every week to inspect the work area and identify risk points that may cause accidents or unsafety. Then, a summary report will be prepared and presented at the Safety Committee meeting to report the defects and plan appropriate corrective actions.

For the defects found, the Company requires the relevant parties to take corrective action with the Safety Officer to monitor the progress until the correction is completed. This ensures that the working environment is safe, hygienic and effectively reduces the risk of accidents.



Creating and promoting a safety culture for employees and stakeholders

The Company has occupational health and safety management in accordance with the requirements of standards and in accordance with the law in order to develop and promote knowledge of safe work for employees and stakeholders.



A certified safety officer is responsible for monitoring relevant laws and regulations, reviewing and updating them to ensure they are current, and assessing legal compliance twice a year to reduce non-compliance.



We continuously implement annual safety training programs covering general knowledge, basic fire fighting drills, annual fire evacuation drills, and specialized knowledge in high-risk hazardous work, such as chemical handling, which requires regular knowledge refresher courses. In 2025, the company conducted training to promote safety, including:

1) Arrange for regular review and rehearsal of emergency prevention and suppression plans at least once a year.

In 2025, the main training and drills will be conducted. As follows:

- (1) Initial fire fighting drill and fire evacuation with a total of 291 participants.
- (2) Emergency drill for chemical spills with a total of 20 participants.
- (3) Emergency drill for aluminum water spill with a total of 5 participants.
- (4) Radiation Leak Emergency Drill with a total of 5 participants
- 2) Crane Operator, Signal Provider and Material Handler, Crane Operator with a total of 40 participants
- 3) Review of the Crane Operator, Signal Provider, and Material Holder, Crane Operator Course, with a total of 20 participants.
- 4) Provide training courses Driving a forklift in the right and safe way with a total of 20 participants.
- 5) Hazardous Chemical Safety and Emergency Response Course with a total of 20 participants
- 6) Curriculum Full-time Operator of Industrial Waste Pollution Management System 1 person



Monitoring and measuring environmental quality in the workplace.

Environmental quality in the workplace is monitored regularly, including twice a year for environmental quality monitoring and once a year for an Environmental Impact Assessment (EIA). By 2025, the monitoring results met the established standards.



Performance results

Employee Occupational Accident Rate

List	Year 2023	Year 2024	Year 2025
	(Number of times)	(Number of times)	(Number of times)
Total number of accidents	8	5	8
Number of occupational injuries	1	2	8
The number of accidents that led to work stoppage	7	3	8

Accident Statistics or Work-Stopping Rates:	Year 2023	Year 2024	Year 2025
Work-related Injury Rate (I.F.R.) incidents/million hours	-	5.97	10.34
Work-Stopping Injury Rate (I.S.R.) days/million hours	-	142.11	208.06
The rate of missed work-related injuries (LTIFR) per million hours.	-	3.58	10.34
Number of work-related deaths	0	0	0

In 2025, the Company has continuously monitored and evaluated the performance of occupational safety. Accident statistics and safety indicators are considered. Compared to the previous year (2023–2024), it was found that there were a total of 8 accidents. This is an increase from 2024 which had 5 times and equal to 2023 which had 8 times. Shows the trend Increased accidents compared to the previous year

The number of occupational injuries in 2025 was found to be 8 incidents, which is a significant increase compared to 2 incidents in 2024 and 1 incident in 2023, reflecting the need to review stricter measures to prevent accidents and control occupational risks.

In terms of accidents resulting in lost time injuries, there were 8 incidents in 2025, an increase from 3 incidents in 2024 and higher than the 7 incidents in 2023, indicating the increasing severity of accidents.

When considering the safety indicators, it is found that:

- The Injury Frequency Rate (IFR) is 10.34 incidents per million hours worked. This is an increase from 2024 which was 5.97.
- The Injury Severity Rate (ISR) is 208.06 days per million hours worked. This is an increase from 2024 at 142.11.
- The Lost Time Injury Frequency Rate (LTIFR) is 10.34 incidents per million hours worked. This is an increase from 2024 of 3.58.

However, in 2025, the Company There were no work-related fatalities (0 cases), which maintained acceptable safety standards.

Based on these results, the Company will review and improve occupational safety measures with a focus on root cause analysis, strengthening safety awareness among employees, as well as increasing the efficiency of risk control to prevent accidents and reduce violence in the future.

Guidelines for Preventing and Reducing Accidents at Work

Based on the safety performance in 2025 , it was found that there was an increase in the trend of accidents and violence. The Company recognizes the importance of enhancing safety measures and has established guidelines to prevent and reduce accidents. As follows:

1) Root cause analysis

The Company will conduct an in-depth analysis of the causes of accidents using appropriate tools such as Cause and Effect Analysis to identify the root cause and determine effective preventive measures.

2) Risk Control Measures:

Review of work instructions and risk control measures in high-risk jobs, as well as improve them to be in line with actual working conditions and reduce the chance of accidents.

3) Safety Awareness

Providing continuous safety training, such as pre-start training (Toolbox Talk) and specialized training, so that employees have knowledge, understanding, and awareness of work risks.

4) Behavior-Based Safety (BBS)

The Company promotes the participation of employees in observing and reporting unsafe behaviors, as well as creating a safety culture in the organization to proactively prevent accidents.

5) Safety Inspection and Audit

Conduct regular inspections of the work area, including safety audits, to follow up and correct defects in a timely manner.

6) High-Risk Activities Management

Determine measures to control high-risk tasks such as high-risk work. Confined space work and machinery-related work using the Work Permit System strictly.

7) Safety KPIs Monitoring

Set safety targets and follow up on an ongoing basis to evaluate the effectiveness of the measures implemented and improve accordingly.

In 2026, the Company is committed to continuously reducing work-related accidents. It emphasizes proactive prevention, employee engagement, and the development of safety management systems to create a safe and sustainable work environment.

"KAIZEN Improvement for Progress" Project 2026

The goals of the project are:

- 1.1 Create a Continuous Improvement Culture: Change the attitude of employees from "work every day". It is "work better every day" by using the actual site as a problem-solving laboratory.
- 1.2 Quality & Safety Excellence: Reduce the rate of defects to zero and create a safe working environment, especially in vulnerable areas.
- 1.3 Reduce waste elimination and unnecessary energy consumption.
- 1.4 Increase Employee Engagement: Create a sense of ownership by allowing employees to propose ideas and take action, while receiving rewards in the form of morale and encouragement.

Fair Business Operations

According to the Company, the Company has conducted a survey on customer satisfaction with the quality of products and services. The questionnaire was sent to all 38 customers who traded domestically in 2025, with the topics evaluated from Quality, Delivery, Sales & Marketing, and Technical service. Satisfaction in 2025 is as follows:

Grade	Rating	Satisfaction Level	Number of Customers (Person)	% of total customers
A	41-50	Most Levels	14	36.84
B	31- 40	Very Level	6	15.79
C	21 - 30	Moderate	1	2.63
D	11 - 20	Low level	0	-
E	< 10	Levels should be improved	0	-
F	NA	No reply	17	44.74
Total			38	100%

*The satisfaction level is divided into 5 levels: Excellent, Very Good, Good, Average, and Should Be Improved.
Satisfaction Score Most 5 Very 4 Good 3 Average 2 Should Improve 1*

By setting satisfaction target criteria and the result of the total score. Details are as per the table below.

Objectives		Target	Topics	Evaluation Results
Survey of customer satisfaction.	1. All customers surveyed.	≥ 70.00%	All customers surveyed	38
			Customers who have submitted surveys	21
			% of customers who submitted survey results	55.5
	2. Surveyed customers: Grade A and Grade B combined.	≥ 85.00%	Customers who gave a grade A (individuals)	14
			Customers who gave a grade of B (individuals)	6
			% Survey results for grades A and B.	95.23

Comparing customer satisfaction in 2025 with 2024 with the following details:

- 1) A total of 38 customers surveyed and 21 respondents responded to the survey, the number of respondents was the same as in 2024. As a result, the proportion of customers who responded to the questionnaire decreased from 70% in 2024 to 55.5% in 2025 due to the increase in the number of customers who responded to the questionnaire more than in 2024.
- 2) Customers surveyed Grade A and Grade B combined, up from 86.57% in 2024. Responding to complaints and suggestions promptly reached 95.23% in 2025.

Social Responsibility

The Company is committed to conducting business under the principle of social responsibility. Recognizing the importance of sustainable growth along with creating value for all stakeholders, including customers, shareholders, employees, and partners. The community and society as a whole.

The Company adheres to the principle of conducting business with transparency. Verifiable Ethical and respectful of human rights. Comply with relevant international laws and standards, including society, and comply with relevant international laws and standards, as well as anti-corruption in all forms.

Corporate Governance : The Company operates its business under the principles of Good Corporate Governance with the aim of building trust among investors and stakeholders while promoting long-term sustainable growth.

Environmental Stewardship and Energy Conservation: The Company attaches great importance to environmental management and energy conservation by establishing clear and strictly adhering to policies and guidelines to ensure that business operations are balanced between economic growth and sustainable environmental protection.

The Company complies with the law. Strict requirements and relevant environmental standards. At the same time, the ISO 14001:2015 environmental management system has been adopted to enhance environmental management to be efficient and systematic.

In addition, the Company conducts an Environmental Impact Assessment (EIA) covering both positive and negative impacts. This is to consider improving and developing the operation process to be more efficient. In addition, environmental impacts from business operations are regularly monitored and measured.

The Company also cooperates with government agencies to participate in environmental promotion and energy conservation projects continuously. Such as green industry projects and other related projects to strengthen environmentally friendly business operations and support long-term sustainable development.

Fair Operation: The Company attaches great importance to the proper and fair care of employees with the following guidelines:

- Determine appropriate wages and remuneration in accordance with industry standards and legislation.
- Provide adequate welfare and facilities.
- There is a welfare committee to promote employee participation.
- Prioritize safety, occupational health and the working environment.
- Establish the Safety Committee
- Organize training activities such as fire drills. Fire Evacuation
- Annual health check-ups and regular workplace safety checks
- Organize relationship-building activities within the organization, such as social gatherings. New Year's Eve and Morale Promotion Activities

Relationship with customers and partners: The Company aims to produce quality and standard products and services with the following guidelines:

- Deliver products accurately, on time, and safely.
- Listen/respond to complaints and suggestions from customers quickly and accurately. to be continuously improved.
- Survey customer satisfaction regularly
- Build good and sustainable relationships with suppliers. Under fair trade conditions, it won the regional excellent performance award from the customer.

Social Engagement and Charitable Donations : In addition to normal business operations, the Company also places great emphasis on contributing to social development. The Company continues to carry out activities for the public interest, such as:

- Support Children's Day activities in the surrounding community
- Donate blood to the Thai Red Cross Society
- Participate in religious activities such as the Kathin festival.
- Support public charity activities through government agencies and charitable organizations.

Social Contribution and Charitable Donations: In addition to in-process, the Company also focuses on participating in social development in addition to normal business operations (after process) by continuously carrying out activities for the public benefit, such as:

- Supporting Children's Day activities in the surrounding community
- Donate blood to the Thai Red Cross Society
- Participate in religious activities such as the Kathin festival.
- Support public charity activities through government agencies and charitable organizations.

4. Management Discussion and Analysis : MD&A

1) Business, Economy, and Industrial Conditions Affecting Operations

The company's core business is aluminum semi-finished products, primarily key raw materials for the air conditioning industry. In 2025, the global economy faced continued volatility due to several factors, including uncertain exchange rates, rising commodity prices, and tariffs imposed by various countries. This resulted in significantly increased raw material costs and import expenses. Combined with unfavorable weather conditions affecting the air conditioning market, this led to a significant decrease in demand for the company's products. Consequently, the company projected sales revenue of 2,782.43 million baht in 2025, a decrease from 2,982.92 million baht in 2024. Despite the reduced revenue, the company was able to maintain a net profit of 69.46 million baht for the entire year, before offsetting accumulated losses. Overall, the company remains focused on cost management and expanding into new markets to cope with long-term market volatility.

PERFORMANCE

(Unit: Million Baht)

	Year 2025	Year 2024	Changes	
			Million Baht	%
Revenue from sales	2,782.4	2,982.9	(200.5)	(6.7)
Gross Profit	187.7	244.3	(56.6)	(23.2)
Gross Profit Margin (%)	6.7	8.2	(1.5)	(18.3)
รายได้อื่น	12.8	5	7.5	156
Other income Other income	92.3	103.6	(11.3)	(10.9)
Financing costs	(43.2)	(54.6)	(11.4)	(20.9)
Gain (loss) from foreign exchange and fair value adjustment of derivatives	2.7	39.5	(36.8)	(93.2)
Profit (Loss) for the Year	69.5	130.4	(60.9)	(46.7)
Earnings per share (Baht)	0.70	1.31	(0.61)	(46.6)

2) Major Events and Developments in 2019

In 2025, the company faced continued global economic volatility, particularly in Asia, its key market. This resulted in a decline in total sales during the second and third quarters, primarily due to a slowdown in orders from Asian customers, affected by the significant decline in the air conditioner market. The appreciation and volatility of the Thai baht against major currencies, especially the US dollar, directly impacted the company's export revenue, leading to a decrease in revenue when converted to Thai baht. Furthermore, fluctuations in raw material prices significantly affected the company's costs.

The company has implemented stringent cost management measures to mitigate these impacts, such as negotiating adjusted purchasing terms with key partners, increasing production efficiency, and continuously managing exchange rate risks. The company remains focused on maximizing cost efficiency to reduce the impact on its performance amidst the current economic volatility. The company will closely monitor both domestic and international economic conditions and adjust its operational strategies to align with the business environment to ensure long-term sustainability.

3. Performance Analysis

3.1 Sales Revenue

- The Company had a total sales revenue of Baht 2,782.43 million. Revenue decreased by Baht 200.49 million or 6.7% from the same period last year with revenue of Baht 2,982.92 million due to a decrease in revenue from domestic and Asian customers.

3.2 Other income

- Other revenues totaled 12.77 million baht, such as refunds of various taxes exempted from the exercise of import-export rights.

3.3 Costs and expenses

- The cost of sales in 2025 was 2,594.73 million baht. Decreased from 2,738.63 million baht. The decrease is in line with the decline in revenue.
- Total selling and administrative expenses were 92.30 million baht. Decreased from 103.59 million baht. In 2024 (36.29 million baht from sales and 56.02 million baht in management. in 2025 compared to 46.47 and 57.12 million baht, respectively).
- Financial expenses in 2025 were 43.18 million baht. Decreased from 54.56 million baht. In 2024 (due to reduced debt burden) After deducting various expenses,

3.4 Operating profit

- Gross profit in 2025 was approximately 187.70 million baht, which represents a gross profit margin of 6.7% of sales, down from 8.2% in the previous year.
- The Company recorded an operating profit of Baht 110.86 million (2024 profit of Baht 185.16 million), which reflected the partial improvement in cost management. This is despite the pressure from higher raw material and energy costs.
- The Company recorded a net profit for the year ended 31 December 2025 of Baht 69.46 million. Decreased from 2024 with a net profit of 130.43 million baht.

4) Financial Position Analysis

4.1 Assets

- At the end of 2025, the Company's total assets were Baht 2,188.13 million. This was down from Baht 2,506.31 million at the end of 2024.
- Current assets decreased from Baht 1,728.85 million to Baht 1,409.16 million. This was reflected by a decrease in trade receivables (from 734.78 to 610.53 million baht) and inventories (from 863.27 to 703.94 million baht).

4.2 Liabilities

- Total liabilities at the end of 2025 were 1,185.03 million baht. This was down from Baht 1,604.35 million at the end of 2024.
- Short-term loans were reduced to 150 million baht (from 170 million baht).
- Trust Withdrawals debt to Baht 621.85 million (from Baht 873.78 million)
- The debt-to-equity (D/E) ratio decreased significantly from 1.78 to 1.18.

4.3 Cash Flow Analysis (Financial Liquidity)

- Net cash from operations in 2025 was Baht 273.35 million. An increase from 6.43 million baht. In 2024
- Net cash spent on investment activities Machinery and equipment improvement amounted to 18.94 million baht (down from 34.44 million baht) from the previous year)
- Net cash spent on financing activities (298.29) million baht (98.93 million baht in the previous year)
- Cash balance at the end of 2025 was Baht 28.32 million (down from Baht 72.21 million at the end of 2024).
- The current assets to current ratio was 1.27 times compared to 1.14 at the end of 2024. 2024 due to effective debt and inventory management.
- The ratio of total debt to shareholders' equity decreased from 1.78 to 1.18.
- The profitability ratio has decreased, but the numbers are still positive. The Profit Margin was 2.48 from 4.31.
- Return on total assets is 2.96%.
- The average debt collection period is 88 days, up from 74 days.
- The repayment period increased from 145 days to 152 days.

4.4 Shareholders' Equity

- increased to 1,003.10 million baht. from 901.96 million baht at the end of 2024.
- Return on Equity (ROE) decreased from 15.59% to 7.29%.

5) Factors that may affect future operations

- Fluctuations in raw material prices: Due to the increase in global demand for aluminum products, the demand for aluminum products has increased. As a result, the trend of raw material prices improved in the first quarter of 2026.
- Exchange rate risk: The volatility of the baht remains a factor to watch that may affect foreign exchange gains and losses from exports.
- Capacity Expansion: The Company is in the process of upgrading its machinery to support the increase in production. Investment in a new production line from the Board of Directors to support higher orders in the future. Currently, some projects have been started. It is expected to be completed according to the set plan.
- The Company has 5 major customers with a total sales of about 60%. The Company focuses on expanding its new customer base while maintaining relationships through long-term contracts to create stability of future revenue.
- Sudden changes in weather conditions are also a risk, because if it is very hot or less cold, the demand for aluminum semi-finished products for air conditioners will also decrease. The Company has taken measures to prevent risks by diversifying its customer base, developing new products with higher added value, and investing in expanding production capacity to support the expected increase in orders in the future. The Company will continue to strictly control costs and liabilities and adjust its business strategy to suit market conditions. To ensure long-term performance stability.

6) Sustainability Development

- The Company participated in the Sustainable Journey project organized by the Stock Exchange of Thailand. Currently, a working group has been set up to prepare information and present the sustainability development project to the management, as well as to apply for the JUMP+ project and continue the project.
- The Company has continuously reduced greenhouse gas emissions. Various projects have been completed, such as the project to improve the operation of aluminum furnaces to be more energy-efficient, resulting in a significant reduction in production costs, and the project to replace air conditioners with high energy efficiency (SEER) at the level of 5 (4-5 stars), etc. In addition, the company has accelerated the implementation of the remaining projects, such as the project to improve the efficiency of incinerators to reduce the use of natural gas, and the project to modify high-efficiency air compressors to reduce electricity consumption, etc.
- After the Company was selected to participate in the pilot project of industrial enterprises with the application of circular economy principles, the Company has now been evaluated by the project consultant team and is in the process of making improvements based on the feedback received, such as reducing the amount of waste by recycling wastewater treatment sludge instead of landfill, as well as managing waste from production, such as reusing aluminum ash.

Management Clarification

In conclusion, in 2025, although the Company was affected by global economic fluctuations, the appreciation of the baht and the weather that significantly reduced the demand in the air conditioner market. However, the Company has implemented strict cost and liability management measures, resulting in a significant improvement in financial liquidity and debt-to-equity position. To accommodate long-term fluctuations, the Company continues to expand into new markets. Develop high-value-added products and invest in expanding production capacity, along with accelerating the implementation of sustainability development projects.

Important Financial Information
Table : Statement of Financial Position Compared to the past 3 years

Summary of Financial Statements		2025	%	2024	%	2023	%
Assets							
Current Assets							
Cash and cash equivalents		28,323,243.69	1.29	72,206,559.83	2.88	1,291,614.20	0.06
Investments in trading securities							
Trade receivables							
Related Companies		212,430,478.09	9.71	215,871,238.13	8.61	141,660,029.95	6.75
Unrelated Companies - Net		398,098,365.92	18.19	518,908,674.86	20.70	324,541,261.77	15.46
Trade receivables - net		610,528,844.01	27.90	734,779,912.99	29.32	466,201,291.72	22.21
Inventory - Net		703,944,838.48	32.17	863,267,581.09	34.44	717,088,746.44	34.16
Other current assets							
Purchase tax pending recovery		58,433,173.89	2.67	47,056,608.08	1.88	65,964,981.87	3.14
Corporate income tax pending recovery			0.00		0.00		0.00
Derivative Assets		679,862.51	0.03	0.00	0.00		0.00
Other		7,251,163.71	0.33	11,535,932.30	0.46	12,561,258.87	0.60
Total current assets		1,409,161,126.29	64.40	1,728,846,594.29	68.98	1,263,107,893.10	60.18
Non-current assets							
Secured bank deposits		400,000.00	0.02	400,000.00	0.02	400,000.00	0.02
Land, plant and equipment - net		765,471,752.00	34.98	769,039,582.47	30.68	834,310,948.98	39.75
Other non-current assets							
Deferred technical assistance fees							
Deposit for the purchase of machinery			0.00		0.00		0.00
Intangible assets		416,342.39	0.02	743,179.73	0.03	871,941.32	0.04
Deferred tax assets			0.00		0.00		0.00
Other non-current assets		12,679,950.68	0.58	7,285,422.00	0.29	365,000.00	0.02
Total non-current assets		778,968,045.07	35.60	777,468,184.20	31.02	835,947,890.30	39.82
Total Assets		2,188,129,171.36	100.00	2,506,314,778.49	100.00	2,099,055,783.40	100.00
Liabilities and Shareholders' Equity							
Current liabilities							
Overdrafts and short-term loans from financial institutions		150,000,000.00	6.86	170,000,000.37	6.78	219,198,028.90	10.44
Trust Readings Creditors		621,845,825.18	28.42	873,779,585.54	34.86	701,751,038.88	33.43
Creditors of related parties							
Trade payables							
Related Companies		0.00	0.00	6,428.77	0.00	0.00	0.00
Unrelated companies		286,331,665.98	13.09	377,955,391.82	15.08	217,096,308.99	10.34
Consolidated trade payables		286,331,665.98	13.09	377,961,820.59	15.08	217,096,308.99	10.34
Other creditors related companies							
Related Companies			0.00		0.00		0.00
Unrelated companies			0.00		0.00		0.00
The portion of a long-term loan that is due within a year.		25,200,000.00	1.15	25,200,000.00	1.01	25,788,000.00	1.23
The portion of the debt under the finance lease that is due within one		1,036,401.71	0.05	979,701.33	0.04	926,105.52	0.04
Derivative liabilities		2,822,895.00	0.13	1,458,529.33	0.06	11,144,346.00	0.53
Other current liabilities							
Unpaid corporate income tax			0.00		0.00		0.00
Accrued expenses			0.00		0.00		0.00
Creditors for the purchase of machinery and factory equipment.		10,992,289.12	0.50	10,487,642.41	0.42	10,933,782.77	0.52
Unpaid cost of repairing machinery damaged by fire							
Others		12,377,911.36	0.57	54,006,228.18	2.15	12,830,623.40	0.61
Total current liabilities		1,110,606,988.35	50.76	1,513,873,507.75	60.40	1,199,668,234.46	57.15
Non-current liabilities							
long-term loans - net from the portion due within a year;		11,200,000.00	0.51	36,400,000.00	1.45	61,600,000.00	2.93
Finance-net lease liabilities from portions due within one year		705,549.43	0.03	1,741,951.04	0.07	2,721,652.37	0.13
Revenue from deferred government programs		1,059,954.34	0.05	1,266,440.27	0.05	1,546,426.03	0.07
Employee Long-Term Benefit Reserve		20,145,649.92	0.92	15,896,171.88	0.63	26,981,324.92	1.29
Deferred tax liabilities		41,313,368.24	1.89	35,173,809.47	1.40	35,006,128.27	1.67
Total non-current liabilities		74,424,521.93	3.40	90,478,372.66	3.61	127,855,531.59	6.09
Consolidated liabilities		1,185,031,510.28	54.16	1,604,351,880.41	64.01	1,327,523,766.05	63.24
Shareholders' Equity							
Share capital							
Registered capital							
100,000,000 ordinary shares valued at Baht 5 per share		500,000,000.00		500,000,000.00		500,000,000.00	
The capital has been issued and fully paid.							
99,902,123 ordinary shares of Baht 5 per share		499,510,614.96	22.83	499,510,614.96	19.93	499,510,614.96	23.80
Excess of the value of ordinary shares		374,400,000.00	17.11	374,400,000.00	14.94	374,400,000.00	17.84
Retained earnings							
Allocated - Statutory Reserve		50,000,000.00	2.29	50,000,000.00	1.99	50,000,000.00	2.38
Not yet allocated		(110,963,613.48)	-5.07	(178,738,376.88)	-7.13	(309,169,257.61)	-14.73
Other Elements of Equity		190,150,660.00	8.69	156,790,660.00	6.26	156,790,660.00	7.47
Total Shareholders' Equity		1,003,097,661.48	45.84	901,962,898.08	35.99	771,532,017.35	36.76
Total liabilities and shareholders' equity		2,188,129,171.76	100.00	2,506,314,778.49	100.00	2,099,055,783.40	100.00

Table : Income Statement for the past 3 years

Summary of Financial Statements		2025	%	2024	%	2023	%
		Baht		Baht		Baht	
Revenue							
	Revenue from sales	2,782,429,455	99.37	2,970,710,843.27	98.08	2,509,760,126	99.42
	Other income						
	Unrealized derivative profits		0.00		0.00		0.00
	Deductible loan interest						
	Compensation for machinery damaged by fire						
	Exchange Rate Gains	4,837,172	0.17	40,911,146.00	1.35	7,144,776	0.28
	Profit from the sale of assets		0.00		0.00		0.00
	Profit from commodity price exchange contracts		0.00		0.00		0.00
	Profit from fair value adjustment of derivatives		0.00		0.00		0.00
	Others	12,772,467	0.46	17,219,245.00	0.57	7,442,752	0.29
Total Revenue		2,800,039,094	100.00	3,028,841,234.27	100.00	2,524,347,654	100.00
Cost							
	Cost of Sales	2,594,733,683	92.67	2,738,629,791.10	90.42	2,474,575,794	98.03
	Allowance for Inventory Value Decline (Reverse)		0.00		0.00		0.00
	Cost of Sale	36,285,219	1.30	46,468,996.18	1.53	39,818,366	1.58
	Administrative expenses	56,019,521	2.00	57,123,366.51	1.89	55,179,964	2.19
	Executive remuneration		0.00		0.00		0.00
	Exchange Rate Losses	-	0.00		0.00		0.00
	Losses on commodity price exchange contracts		0.00		0.00		0.00
	Losses from fair value adjustments of derivatives	2,143,032	0.08	1,458,529.43	0.05	11,144,347	0.44
Total Cost		2,689,181,455	96.04	2,843,680,683.22	93.89	2,580,718,471	102.23
Profit before finance expenses and corporate income tax		110,857,639	3.96	185,160,551.05	6.11	(56,370,817)	-2.23
	Financial costs	(43,175,825)	-1.54	(54,561,989.12)	-1.80	(53,172,002)	-2.11
Profit before corporate income tax		67,681,814	2.42	130,598,561.93	4.31	(109,542,819)	-4.34
	(Income)/Corporate Income Tax Expense	1,778,943	0.06	(167,681.20)	-0.01	1,033,255	0.04
Net profit for the year		69,460,757	2.48	130,430,880.73	4.31	(108,509,564)	-4.30
Other Comprehensive Profit and Loss for the Year							
	Estimated profit						
	According to actuarial principles-net from income tax.		0.00	0.00	0.00	1,582,861	0.06
	Changes in capital surpluses from asset revaluation	33,360,000					
	Losses from the remeasurement of defined employee benefits	(1,685,994)					
Total comprehensive profit and loss for the year		101,134,763		130,430,880.73		(106,926,703)	
Net Profit		0.70		1.31		(1.09)	



Table : Statement of cash flows compared to the past 3 years

Cash Flow Statement	2025 Baht	2024 Baht	2023 Baht
Cash flow from operating activities			
Profit before tax	67,681,814	130,598,562	(109,542,819)
Adjustment to net profit before tax in cash received (paid) from operating activities :-			
Depreciation and amortization	90,530,740	96,312,578	108,761,102
Allowance for doubtful debt			
Allowance for Inventory Value Decline (Reverse)		(7,900,556)	8,812,772
Amortization of machinery and equipment	(211,546)	(128,049)	842,992
Amortization of withholding income			
(Profit) Loss from the sale of machinery Equipment and Vehicles			
(Profit) Loss from the disposal of intangible assets			
(Profit) Loss from exchange rate that has not yet been realized.	5,661,349	(15,481,608)	(7,690)
(Profit) Loss From derivatives that have not yet materialized.			
(Profit) Loss from unrealized commodity price exchange contracts			
(Profit) Loss from Fair Value Adjustment of Derivatives	2,143,032	1,458,529	11,144,346
Income from government subsidies	(206,486)	(279,986)	(367,458)
Interest expenses	43,175,825	54,561,989	53,172,002
Amortization interest under finance leases			
Amortization of other current assets			
Losses on amortization of fixed assets			
Loss (profit) on the disposal of fixed assets.			
Employee Long-Term Benefit Reserve	4,030,678	3,696,916	2,335,050
Operating profit before changes in assets and liabilities	212,805,406	262,838,375	75,150,298
Decreased operating assets (increased)			
Trade receivables	117,404,050	(267,536,522)	29,672,167
Inventory	131,358,032	(138,278,278)	93,798,378
Other current assets	(7,091,798)	19,933,702	(11,632,738)
Other non-circulating assets	(5,394,529)	(7,220,422)	144,500
Operating liabilities increased (decreased)			
Trade payables	(87,656,561)	164,363,416	(45,333,737)
Other creditors related companies			
Accrued expenses			
Creditors for the purchase of machines and factory equipment			
Other current liabilities	(41,628,317)	41,175,605	(20,939,598)
Other non-current liabilities			(3,502,571)
Pay long-term employee benefits.	(1,888,692)	(14,782,069)	
Cash from operating activities	317,907,591	60,493,807	117,356,699
Interest Payments	(44,558,724)	(54,062,199)	(52,467,491)
Pay income tax			
Net cash from operating activities	273,348,867	6,431,608	64,889,208
Cash Flow from Investment Activities			
Bank deposits with increased collateral			
Deposit for machine purchase decrease (increase)			(47,719,342)
Purchase of machinery and equipment.	(19,156,578)	(35,992,628)	
Cash received from the sale of machinery and vehicles.	211,816	1,814,411	357,785
Buy intangible assets	-	(264,600)	(277,200)
Cash received from the disposal of intangible assets			
Cash received from government subsidies.			
Net cash spent on investment activities	(18,944,762)	(34,442,817)	(47,638,757)
Cash flow from financing activities			
Overdrafts and short-term loans from financial institutions increased (decreased)	(20,000,000)	(49,198,029)	(5,870,859)
Trust Withdrawals Creditors Increase (Decrease)	(252,107,720)	174,838,290	(20,534,801)
Repay long-term loans	(25,200,000)	(25,788,000)	(33,540,000)
Cash received on long-term loans			
Pay off debts under lease agreements.	(979,701)	(926,106)	(875,444)
Repayment of debts under finance leases.			
Dividend Payment			
Net cash spent on financing activities	(298,287,421)	98,926,155	(60,821,104)
Cash and cash equivalents increased (decreased) net	(43,883,316)	70,914,946	(43,570,653)
Cash and cash equivalents at the beginning of the year	72,206,560	1,291,614	44,862,267
Cash and year-end cash equivalents	28,323,243.64	72,206,559.74	1,291,613.81
Cash flow data disclosed more			
Non-cash items			
purchase of machinery and equipment which are not yet due;	- 2,184,947.00	9,668,424.00	10,517,440.00
Vehicles acquired under a finance lease agreement.			
Stock Dividend Payment			
Outstanding dividends	-	-	-
Deposit transfer for machinery and equipment			
Assets acquired under leases			

Table : Key Financial Ratios Compared to the Past 3 Years

Key Financial Ratios		2568	2567	2566
Liquidity Ratio				
Liquidity Ratio	time	1.27	1.14	1.05
Fast Turnaround Liquidity Ratio	time	0.58	0.53	0.39
Cash Flow Liquidity Ratio	time	0.21	0.01	0.05
Trade Receivables Turnover Ratio	time	4.13	4.94	5.14
Average debt collection period	day	88	74	71
Average product turnover ratio	time	17.94	16.79	14.77
Average sales time	day	20.34	21.74	24.70
Accounts payable ratio	time	2.40	2.52	2.58
Repayment period	day	152.22	144.73	141.20
Cash Cycle	day	(43.45)	(49.03)	(45.53)
Profitability Ratio				
Gross Profit Margin	%	6.75	7.81	1.40
Operating Profit Ratio	%	3.43	4.33	(2.38)
Other Profit Margins	%	0.46	0.57	0.29
Cash-to-profitability ratio	%	246.58	3.47	(115.11)
Net Profit Margin	%	2.48	4.31	(4.30)
Return on Shareholders	%	7.29	15.59	(13.15)
Efficiency Ratio				
Return on Assets Ratio	%	2.96	5.66	(4.89)
Return on fixed assets ratio	%	20.85	28.28	0.03
Asset turnover rate	time	1.19	1.32	1.14
Financial Policy Ratio				
Debt to Equity Ratio	time	1.18	1.78	1.72
Interest Solvency Ratio	time	4.66	5.16	0.99
Liquidity ratio	time	14.43	0.19	1.36
Dividend Payout Ratio	%	0.00	0.00	0.00
EBITDA	%	5.71	7.49	0.01

5. General Information and Other Important Information**5.1 General information**

Auditor,	EY Office Co., Ltd. 1875 One Bangkok Tower 3, 34th-37th Floor, Rama IV Road, Lumpini Pathumwan, Bangkok 10330 Mobile:+66 632653593 Website: www.ey.com
Securities Registrar	, Thailand Securities Depository Company Limited 1st Floor, The Stock Exchange of Thailand Building, 93 Ratchadapisek Road, Din Daeng, Bangkok 10400 Tel. 02-009 9000 Fax. SET Contact center: 0 2009-9999 Website: http://www.set.or.th/th/tsd E-mail: srg_tsd@set.or.th

5.2 Other Important Information – None –

5.3 Dispute- - None –

5.4 Secondary Market - None –

5.5 Financial institutions that are in constant contact (only in the case of the issuance of debt securities by the Company) - None –

Part 2

Corporate Governance

6. Corporate Governance Policy

In the Code of Best Practices for Directors of Listed Companies (Code of Best Practices), which is a guideline of the Stock Exchange, the company and the company's directors have used it as a guideline to comply with the Code of Best Practices for Directors of Listed Companies as determined by the Stock Exchange.

6.1 Overview of Corporate Governance Policies and Practices

The company recognizes the importance of good corporate governance and ethical business practices, which are crucial mechanisms for building transparency, accountability, and trust among shareholders, investors, and all stakeholders, as well as the community, society, and the environment. Therefore, the company has developed a "Corporate Governance Code" (CG Code), based on the Corporate Governance Code (CG Code) of the Securities and Exchange Commission of Thailand, 2017, as a key framework for applying it to corporate governance in a manner appropriate to the organizational context. This serves as a guideline for the Board of Directors, who are the highest-ranking leaders and responsible parties, to apply in governing the organization correctly and appropriately. The goal is to achieve strong long-term financial performance, build credibility with shareholders and those around the company, and create sustainable value for the business.

The Board believes that the results of these actions—conducting with integrity, transparency, ethics, honesty, equality, strict accountability, and competitiveness, while treating and coordinating the interests of all stakeholders fairly—will foster the sustainable long-term growth of the company.

Principle 1 Establish Clear Leadership Role and Responsibilities of the Board

Principle 1.1 The board should demonstrate a thorough understanding of its leadership role, assume its responsibilities in overseeing the company, and strengthen good governance.

Principle 1.2 To achieve sustainable value creation, the board should exercise its leadership role and pursue the following governance outcomes.

Principle 1.3 The board should ensure that all directors and executives perform their responsibilities in compliance with their fiduciary duties, and that the company operates in accordance with applicable law and standards.

Principle 1.4 The board should demonstrate a thorough understanding of the division of board and management responsibilities. The board should clearly define the roles and responsibilities of management and monitor management's proper performance of its duties.

Principle 2 Define Objectives that Promote Sustainable Value Creation

Principle 2.1 The board should define objectives that promote sustainable value creation and governance outcomes as a framework for the operation of the company.

Principle 2.2 The board should ensure that the company's annual and medium-term objectives, goals, strategies, and plans are consistent with the long-term objectives, while utilising innovation and technology effectively.

Principle 3 Strengthen Board Effectiveness

Principle 3.1 The board should be responsible for determining and reviewing the board structure, in terms of size, composition, and the proportion of independent directors to ensure its leadership role in achieving the company's objectives.

Principle 3.2 The board should select an appropriate person as the chairman and ensure that the board composition serves the best interest of the company, enabling the board to make its decisions as a result of exercising independent judgement on corporate affairs.

Principle 3.3 The board should ensure that the policy and procedures for the selection and nomination of directors are clear and transparent resulting in the desired composition of the board.

Principle 3.4 When proposing director remuneration to the shareholders' meeting for approval, the board should consider whether the remuneration structure is appropriate for the directors' respective roles and responsibilities, linked to their individual and company performance, and provide incentives for the board to lead the company in meeting its objectives, both in the short and long term.

Principle 3.5 The board should ensure that all directors are properly accountable for their duties, responsibilities and (in-) actions, and allocate sufficient time to discharge their duties and responsibilities effectively.

Principle 3.6 The board should ensure that the company's governance framework and policies extend to and are accepted by subsidiaries and other businesses in which it has significant investment as appropriate.

Principle 3.7 The board should conduct a formal annual performance evaluation of the board, its committees, and each individual director. The evaluation results should be used to strengthen the effectiveness of the board.

Principle 3.8 The board should ensure that the board and each individual director understand their roles and responsibilities, the nature of the business, the company's operations, relevant law and standards, and other applicable obligations. The board should support all directors in updating and refreshing their skills and knowledge necessary to carry out their roles on the board and board committees.

Principle 3.9 The board should ensure that it can perform its duties effectively and have access to accurate, relevant and timely information. The board should appoint a company secretary with the necessary qualifications, knowledge, skills, and experience to support the board in performing its duties.

Principle 4 Ensure Effective CEO and People Man Page

Principle 4.1 The board should ensure that a proper mechanism is in place for the nomination and development of the chief executive officer/top management and key executives to ensure that they possess the knowledge, skills, experience, and characteristics necessary for the company to achieve its objectives.

Principle 4.2 The board should ensure that an appropriate compensation structure and performance evaluation are in place.

Principle 4.3 The board should consider its responsibilities in the context of the company's shareholder structure and relationships, which may impact on the management and operation of the company.

Principle 4.4 The board should ensure the company has effective human resources management and development programmes to ensure that the company has adequate staffing and appropriately knowledgeable, skilled, and experienced employees and staff.

Principle 5 Nurture Innovation and Responsible Business

Principle 5.1 The board should priorities and promote innovation that creates value for the company and its shareholders together with benefits for its customers, other stakeholders, society, and the environment, in support of sustainable growth of the company.

Principle 5.2 The board should encourage management to adopt responsible operations and incorporate them into the company's operations plan. This is to ensure that every department and function in the company adopts the company's objectives, goals, and strategies, applying high ethical, environmental, and social standards, and contributes to the sustainable growth of the company.

Principle 5.3 The board should ensure that management allocates and manages resources efficiently and effectively throughout all aspects of the value chain to enable the company to meet its objectives.

Principle 5.4 The board should establish a framework for governance of enterprise IT that is aligned with the company's business needs and priorities, stimulates business opportunities and performance, strengthens risk management, and supports the company's objectives.

Principle 6 Strengthen Effective Risk Management and Internal Control

Principle 6.1 The Board should ensure that the company has effective and appropriate risk management and internal control systems that are aligned with the company's objectives, goals and strategies and comply with applicable law and standards.

Principle 6.2 The board shall establish an audit committee that can act effectively and independently.

Principle 6.3 The board should manage and monitor conflicts of interest that might occur between the company, management, directors, and shareholders. The board should also prevent the inappropriate use of corporate assets, information, and opportunities, including preventing inappropriate transactions with related parties.

Principle 6.4 The board should establish a clear anti-corruption policy and practices (including communication and staff training) and strive to extend its anti-corruption efforts to stakeholders.

Principle 6.5 The board should establish a mechanism for handling complaints and whistleblowing.

Principle 7 Ensure Disclosure and Financial Integrity

Principle 7.1 The board must ensure the integrity of the company's financial reporting system and that timely and accurate disclosure of all material information regarding the company is made consistent with applicable requirements.

Principle 7.2 The board should monitor the company's financial liquidity and solvency.

Principle 7.3 The board should ensure that risks to the financial position of the company or financial difficulties are promptly identified, managed, and mitigated, and that the company's governance framework provides for the consideration of stakeholder rights.

Principle 7.4 The board should ensure sustainability reporting, as appropriate.

Principle 7.5 The board should ensure the establishment of a dedicated Investor Relations function responsible for regular, effective and fair communication with shareholders and other stakeholders (such as analysts and potential investors).

Principle 7.6 The board should ensure the effective use by the company of information technology in disseminating information.

Principle 8 Ensure Engagement and Communication with Shareholders

Principle 8.1 The board should ensure that shareholders have the opportunity to participate effectively in decision-making involving significant corporate matters.

Principle 8.2 The board should ensure that the shareholders' meetings are held as scheduled and conducted properly, with transparency and efficiency, and ensure inclusive and equitable treatment of all shareholders and their ability to exercise their rights.

Principle 8.3 The board should ensure accurate, timely and complete disclosure of shareholder resolutions and preparation of the minutes of the shareholders' meetings.

6.2 Code of conduct

The company Limited attaches great importance to compliance with good corporate governance principles. and having business ethics. Business operations must consider responsibility to all stakeholders, community, society, and environment. Therefore, the Company has established a policy on ethics and guidelines for various matters by creating a "Code of conduct" in various matters for the Board of Directors, management, and employees to adhere to which focuses on the main principles of corporate governance and treating stakeholders are equal, fair, verifiable, including considering and respecting the rights of all groups of stakeholders to create balance in society as a whole, the company has given importance to personnel development continuously both in terms of knowledge and ability moral and ethical aspects by strengthening the behavioral basis that is committed to learning and constantly developing products and services including transferring knowledge to each other and cultivating awareness of honesty Perseverance, patience, and responsibility on the basis of human dignity.

The company believes that the consequences of doing so are ethical, transparent, honest, and equal, and have strict responsibility and the ability to compete by creating and coordinating benefits to all groups of stakeholders with fairness It will strengthen the sustainable growth of the company in the long term as well.

1. Ethics on the treatment of stakeholders

The Company considers it an important policy to conduct business that considers the interests of the Company and stakeholders as a whole. Therefore, it has established good practices to demonstrate its intention to

conduct business with transparency and accountability. Duties of directors, executives, and employees at all levels including related persons and related persons must avoid having a stake or being involved in any action that may cause a conflict of interest that will cause the Company to lose benefits or make the business work efficiency decrease. If such transactions cannot be avoided, the unit responsible will supervise such transactions in a transparent, clear manner for the best interest of the Company.

Stakeholder role

The company has given importance to the rights of various groups of stakeholders, whether they are internal stakeholders such as employees and executives of the company or external stakeholders such as customers, partners, creditors, government agencies, and agencies related to the community, especially taking care of the environment and society. Because the company is aware of the cooperation and support from various stakeholders, which will create competitiveness and profit for the company, which is considered to create success, stability, and sustainability, in the business of the company. The Company will comply with the requirements of relevant laws and regulations. without doing any action that violates their rights so that the rights of these stakeholders are well taken care of, including a guideline for whistleblowing on issues of misconduct, inaccuracy of financial reports, defective internal control system.

1.1 Treatment of Shareholders

Shareholders' rights

The Company values and respects the rights of shareholders, therefore, has established a policy for corporate governance by considering the rights of shareholders, such as the right to buy or transfer shares, receiving dividends from the profits of the business, obtaining receive sufficient and timely information, participate in and exercise voting rights in shareholders' meetings within the framework of laws and good corporate governance principles for listed companies.

Last year, the Company held an on-site general meeting of shareholders once, in which the Company provided an opportunity for shareholders to propose agenda items and nominate qualified person to be considered for election as directors from October 10 to December 31, 2025, which was published on the Company's website and announced via the SET's news system. In addition to disclosing information via various media as specified by the Stock Exchange of Thailand, the Company sent a meeting invitation letter providing information on the date, time, venue, and agenda, as well as supporting information for the meeting and the Board's opinions on each agenda item, a proxy form following the Department of Business Development, Ministry of Commerce, proxy authorization criteria, registration, voting, the Company's regulations related to the meeting, guidelines, procedures for attending the meeting, a map of the meeting venue, and advertisements on other electronic media to all shareholders in advance as specified by the Company's regulations and relevant laws. The meeting venue was outside the Company, taking into account the cost-saving and convenience for shareholders to attend the meeting, and the information supporting the shareholders' meeting will be updated to be more detailed.

At the recent shareholders' meeting, all 11 directors were present (one director participated electronically from overseas). The chairman proceeded with the agenda and provided shareholders with equal opportunities to ask questions, scrutinize operations, express opinions, and offer suggestions. Important questions and comments were also recorded.

Equality of shareholders

All shareholders of the company will be treated equally and fairly, especially in terms of basic rights. Therefore, the Board of Directors has a policy to facilitate all shareholders by allowing shareholders who are unable to attend the meeting to use a proxy form following the form of the Department of Business Development, Ministry of Commerce, to appoint another person to act on their behalf. The company will propose the names of the chairman of the Audit Committee, Audit Committee members, and chairman of the Board of Directors as alternatives for shareholders to appoint as proxies, as well as allowing shareholders to exercise their rights to propose agendas and

propose the appointment of directors individually. The board supports the use of voting cards in important agendas, such as related party transactions, for transparency and verification in case of disputes later, as well as the ability to propose additional meeting agenda items within the framework of regulations and legal requirements.

To prevent conflicts of interest, the Board carefully considers any transactions that may involve a conflict of interest, adhering to the related party transaction guidelines set by the Stock Exchange. Prices and terms are treated as if the transaction were with an external party. Furthermore, directors and executives with a vested interest in transactions with the Company are required to refrain from participating in and abstain from voting on such transactions, and details are disclosed in the annual information report (Form 56-1 One Report). The Board also oversees and establishes guidelines for maintaining and preventing directors, executives, and related parties from using inside company information for personal gain or the benefit of others in a manner that unfairly disadvantages other shareholders. Directors and executives regularly report their securities holdings to the Board.

1.2 Treatment of Customers

The company is committed to conducting business with the highest priority on customer satisfaction, adhering to the principle of offering high-quality, standardized, safe products and services that meet customer needs. The company provides accurate, complete, and unbiased information about products and services to enable customers to make informed decisions.

The company prioritizes the confidentiality of customer data and will not use it for any other improper purpose. It also has a system for receiving complaints and suggestions from customers to continuously improve and develop its services, building trust, confidence, and long-term relationships.

1.3 Treatment of Competitors

The company conducts business within a framework of fair and transparent competition, in compliance with competition laws. It does not seek confidential information from competitors through inappropriate means and does not engage in any actions that damage the reputation of competitors.

The company supports constructive competition to promote innovation and raise the standards of products and services, benefiting consumers and the overall economy.

1.4 Treatment of Creditors and/or Business Partners

The company treats creditors and business partners fairly and equally, considering mutual long-term interests. It strictly adheres to contracts, trade terms, and financial obligations.

The company has a transparent process for selecting business partners and encourages partners to conduct business ethically, respect human rights, and comply with relevant laws, as well as avoiding soliciting or providing inappropriate business benefits.

1.5 Treatment of Employees

The company values its employees as a valuable resource. 1.5 Aiming to promote a safe, appropriate, and supportive work environment that fosters continuous employee development:

The company treats employees fairly, respecting their rights and human dignity, without discrimination or human rights violations. It also supports the development of knowledge, skills, and career advancement of employees, and provides appropriate channels for communication and feedback.

1.6 Conduct towards the Government or Regulatory Agencies:

The company conducts its business in strict compliance with all applicable laws, regulations, and requirements, and cooperates transparently with government agencies and regulatory bodies.

The company does not support any actions that may lead to fraud or corruption and avoids giving or receiving any inappropriate benefits, ensuring that business operations are conducted in accordance with good governance principles.

1.7 Conduct towards the Community, Society, and the Environment:

The company recognizes the importance of conducting business alongside responsibility towards the community, society, and the environment. It strives for sustainable business operations and considers the impact on all stakeholders.

The company supports activities that benefit society and communities, and promotes efficient resource utilization to reduce environmental impact, such as efficient energy use, resource reduction, proper waste management, and compliance with environmental laws.

The company aims to balance business growth with social and environmental responsibility to achieve sustainable development and create long-term value for all stakeholders.

2. Ethics on respecting human rights

The Company recognizes the importance of respecting everyone's human rights by treating everyone equally without discrimination, avoiding actions that violate human rights, and giving importance to labor by treating the Company's employees, everyone with equality, without discrimination, without discrimination of origin, race, gender, age, skin color, religion, or disability. with fair compliance with labor laws and regulations related to labor, the right and freedom to have a clean, safe, hygienic workplace, free from harassment, or oppression of all types Including encouraging employees to show their potential and value as a part of the development of the organization for continuous and sustainable progress together.

3. Ethics for respecting and complying with laws, regulations, relevant regulations, and respect for different cultures.

The company is committed to conducting business in accordance with laws, rules, and regulations related as well as respect local customs, traditions, and culture. The code of conduct for directors, executives and employees are based on the following principles:

- 1) Be responsible for decisions and conduct.
- 2) Be transparent and open.

Disclosure and Transparency

The Board of Directors has a code of conduct/policy requiring the company to disclose important information related to the company. whether it is financial information, or non-financial information that is accurate, complete, timely, transparent, and up to date, through easily accessible channels and various information dissemination media of the Stock Exchange of Thailand according to the standards and requirements of the SEC, the Stock Exchange of Thailand and other relevant laws.

The Board of Directors is responsible for the Company's financial statements, including information contained in the Annual Information Report (Form 56-1 one report) that it has been prepared in accordance with generally accepted accounting standards in Thailand by selecting appropriate accounting policies and consistently implementing them. and using careful discretion and the best estimate in the preparation Important information is adequately disclosed in the notes to the financial statements. Including complying with the requirements of the SEC, the Stock Exchange of Thailand, and other relevant laws It also has an effective internal control system to ensure that accounting records are accurate, complete, and sufficient. The Board of Directors is of the opinion that the Company's overall internal control system is at a satisfactory level. and able to create reasonable confidence in the reliability of the Company's financial statements.

The Board of Directors realizes that the Company's information affects the decision-making process of investors and stakeholders of the Company. Therefore, it has acted in relation to the disclosure of information through various channels and media of information dissemination of the Stock Exchange of Thailand. The investor relations section since there are not many activities in this regard. The company, therefore, has not established a specific unit but has assigned the Company Secretary and Vice President Legal affairs to communicate with investors, institutions, and shareholders, including analysts and relevant government agencies. Investors can contact for information about the company at Tel.02-213-2514 Fax.02-287-2031 or at the e-mail address: pramot@varo.thai.com or secretary@varo.thai.com or admin@varo.thai.com

1. Treat all parties equally and fairly.
2. Aiming to create long-term business value for stakeholders.
3. Encourage best practice.

4. Ethics on the use of insider information and confidentiality

The Company recognizes the importance of internal information management by recording or reporting information in accordance with the criteria set by the Company and completely legally, keeping the information in a safe and appropriate condition for both the Company's internal information and information of business-related persons and employees must keep inside information confidential, not use inside information to seek profit or benefit. In addition, inside information must be able to be referenced or utilized and after the data retention period has elapsed, relevant employees must arrange for destruction by appropriate methods for each type of data or document.

5. Ethics on intellectual property, use of information technology and communication

The company encourages employees to use the Internet for work purposes. Employees must not act in a way that interferes with the computer systems and Internet of others in the company and must use computers and information technology following the Computer Crime Act and the Personal Data Protection Act and avoid using the company's computer system to disseminate information that is inappropriate in terms of morality, customs and traditions, laws, personal data, or actions that cause damage to national security and safety. The company has clearly announced its intention to strictly comply with laws related to intellectual property and will not intentionally infringe on intellectual property, whether it is copyright, patent, or trademark.

6. Ethics on Rights and Political Neutrality

The Company maintains its political neutrality by not acting favorably or providing financial or other forms of support to political parties, political coalitions, officials, or candidates, either directly or indirectly, at the national level, local, regional, or national level. The company will encourage employees to exercise their rights as good citizens in accordance with the constitution and related laws. Including encouraging employees to exercise their right to vote according to the constitution.

7. Conflict of Interest Ethics

Any actions of the company will be based on the interests of the company and avoid getting involved in activities that may cause conflicts of interest. Either in the form of becoming a partner, holding a financial related position, or having a relationship with an outsider. The personnel of the Company shall comply with the Company's regulations and prepare a conflict-of-interest report annually and/or every time events occur during the year.

8. Ethics on related transactions

The company adheres to the guidelines for dealing with related transactions according to the law on securities and stock exchange and regulations, announcements, orders or requirements of the Stock Exchange of Thailand and other regulations. However, if it is necessary to make a related transaction, the interests of the Company shall be considered, and such a transaction shall be made as if it were a transaction with a third party without being involved in the approval consideration.

9. Ethics on control system, internal audit, and financial reporting

9.1 The Company's management is responsible for providing accurate, complete, and timely financial reports for both annual and quarterly statements. which is prepared in accordance with accepted accounting standards.

9.2 Establish an effective internal control and audit system to ensure that the company complies with relevant standards and laws under the review of internal auditors and review of the audit committee.

10. Ethics on the preservation and use of company assets

10.1 Employees have the duty and responsibility to take care of the company's assets to prevent damage, loss, and use them efficiently for the full benefit of the company. and not use the company's assets for the benefit of oneself or others.

10.2 Such assets mean tangible and intangible assets such as movable properties, real estate, technology, technical know-how, licenses, patents, copyrights, as well as confidential information that has not been disclosed to the public such as business plans, financial projections, human resources information.

10.3 All employees should strictly avoid disclosure or exploitation of confidential information.

11.. Workplace Safety and Health Ethics

The company will operate its business by taking into account the safety and health of employees as a priority because every employee is a valuable resource as well as an important mechanism to enable the company to grow and have sustainable competitiveness, Occupational health in the workplace as a policy.

12. Ethics on Anti-Corruption, Whistleblowing and Complaints

The company encourages all personnel in the organization to strictly comply with the laws, rules, regulations related to anti-fraud and corruption in order to build confidence among stakeholders to conduct business with honesty, integrity and transparency including support in anti-fraud and corruption activities.

Anti-Corruption Measures

1) Anti-Corruption Policy

2) Responsibilities

3) Guidelines for high-risk activities or channels for corruption

The Company determines that high-risk activities or channels of corruption must not be involved in negotiations or project bidding. And do not act with person who have decision-making power to do business with the company. Such actions must comply with the following guidelines:

3.1 Political Contributions

3.2 Charitable donations

3.3 Support

3.4 Giving, or receiving gifts, tokens, receptions and other benefits

4) Public relations

(1) The Human Resource Management Department organizes orientation training for new employees regarding anti-corruption measures.

(2) Dissemination of anti-corruption measures via the Company's website.

(3) Public relations through Wallpaper, which instead of communicating about anti-corruption measures to ensure the same understanding through the company board.

(4) Specified in the commercial contract as an annex.

5) Whistle Blowing Policy and complaints

Objective

- To promote business operations in accordance with ethics, rules, laws, transparency and accountability.
- To encourage directors, executives, and employees to participate in whistleblowing when encountering behaviors that may indicate corruption.

- To provide protection and confidence to whistleblowers

Whistle Blowing Scope

- Violation of laws, rules, regulations, regulations of the governing body of the company.

- Violation of rules, regulations, company regulations

- Violations or acts that are unethical of the company

- Acts of fraud or corruption

- Inappropriate items in the financial statements

- Actions that cause negative effects on the company

- receiving unfair treatment

Whistle-blowing channels complaints and suggestions

- Managing Director : thanawat@varo.thai.com
- Audit Committee Mr. Thanomsak Chotikprakai Chairman of the Audit Committee: tchotikap@gmail.com
- Secretary of the Audit Committee : secretary@varo.thai.com
- Quality, Environment and Safety Management Department : nichanach@varo.thai.com
- Human Resource Management Department: laphatrada@varo.thai.com
- Create a QR Code Line (for convenience in notifying)

Consideration and action

- Details of whereabouts and complaints must be true, clear.
- The information and fact-finding process will be treated as confidential.
- The Managing Director will appoint at least 3 executives who are independent from the activities that have received whistleblowing or complaints to be the fact-finding committee with the responsibility of investigating the facts.
- The fact-finding investigation must be carried out fairly to the complainant.
- The duration of the review depends on the complexity of the facts.
- If the whistleblowing is dishonest causing damage to the company or related persons, the whistleblower will be subject to disciplinary action.

6. Protection Measures

- The information of the whistleblower, the complainant, the complainant will be kept confidential.
- Whistle-blowers and co-operators in fact-checking will be protected and safe.
- Whistleblowers or those who cooperate in the investigation will receive fairness.
- Those who have suffered damage will be relieved by appropriate and fair procedures.

13. Ethics on personal data protection (PRIVACY POLICY)

The Company recognizes the importance of personal data protection (Personal Data) of employees, customers, business partners, and other identifiable person, therefore, the Company has established this Personal Data Protection Policy and Regulations. Up to ensure that the collection, use, or disclosure of personal information is in accordance with the Personal Data Protection Act 2019, including the protection of personal information from being misused. and keep such information safe in accordance with international standards.

The company has established policies and regulations. Including guidelines for protecting personal information. as well as supervising compliance with policies and regulations Including any other related practices and finding ways to improve to make the implementation more efficient. In addition, to ensure that the results of operations are reported in accordance with policies and regulations. including related practices.

- 1) Collection, use, or disclosure of personal information
- 2) Purpose of personal data collection
- 3) Quality of Personal Data
- 4) Restrictions on the use of personal data
- 5) Security of Personal Data
- 6) Responsibilities of individuals collecting, using, or disclosing personal data
- 7) Guidelines on personal data protection
- 8) Right to access personal data
- 9) Penalties
- 10) Review

Code of conduct for the Board of Directors, executives, and employees

- 1) Conduct
- 2) Treatment of colleagues
- 3) Treatment of the Company

Employee Code of Conduct

The Company recognizes that all employees are valuable resources for the Company, an important resource that will lead the Company to success and achieve its objectives. The Company therefore has a policy to promote, support and develop employees for the best advancement as a campaign and to strengthen the awareness of employees to comply with the guidelines and to show the Company's intention to conduct business with transparency, ethics, and Responsible to stakeholders, therefore, the Code of Conduct for Employees has been established as a guideline for the conduct of employees as follows:

1. Code of conduct towards the company

Employees must strictly follow the rules, orders and announcements of the company, must be responsible, honest, dedicated, improve and develop work to be effective, loyal, have a good attitude, do not engage in Any action that is competitive or conflicts with the business of the company, should use the company's assets sparingly and keep them in good condition, should maintain the confidentiality of information and news in the business of the company and should create image, reputation, good honor for the company

2. Ethics towards oneself

Employees must perform their duties with honesty, perseverance, commitment to work efficiently and effectively, and to maintain unity. There is solidarity among employees, refraining from vices, quarrels, and illegal and immoral acts. Including not behaving in a way that discredits oneself and the company, must respect the rights of employees together and respect the rights of stakeholders, must strictly maintain the confidentiality of customers, competitors of the company.

3. Ethics towards supervisors

Employees must obey and perform duties as assigned by supervisors with diligence, diligence, diligence to achieve results, must respect the judgment of supervisors, not show signs of aggression, disrespect and contempt, must provide information that Correct, do not report falsely to the supervisor Must be willing to perform the duties assigned by the superior and should be respectful, honorable, know the tact and not be unruly towards the superior.

4. Ethics towards subordinates

Supervisors must be leaders who are exemplary, virtuous, fair in assignment and merit consideration, must teach work, recommend work, help solve problems as well as transfer knowledge and experience to subordinates. In order to perform the job properly, must encourage subordinates to act with honesty, honesty, creativity and perseverance, must listen to problems, comments and give advice sincerely, pay attention, Take care of suffering and be kind to subordinates.

5. Ethics towards colleagues

Employees must treat all colleagues with politeness and respect for each other and listen to opinions from colleagues, must adapt to being able to work as a team, must encourage and support colleagues by educating them. convey experiences, sacrifice for the public with sincerity and full capacity, refrain from acting in the manner of competition among themselves and do not criticize personal matters or information of colleagues in a derogatory way.

Follow up and supervise to ensure compliance.

1) It is the duty and responsibility of all directors, executives and employees who must acknowledge and understand. Including strictly following the business ethics

2) Determine guidelines for commendation and punishment, such as rewards for good performers, disciplinary punishment for offenders of ethics in order to have serious practice.

3) Provide methods for asking questions and reporting in case of suspected violations of the Code of Conduct or receiving complaints. There may be many options, such as hierarchical supervisors, audit committee, email or through website channels within the company, etc.

4) Determine reporting lines to monitor compliance, such as the Corporate Affairs Department, reporting directly to the Audit Committee, or the Discipline and Ethics Committee (consisting of senior management led by senior executives in charge of legal affairs) who will report to the Audit Committee at another level.

5) Determine the period for reviewing the Code of Conduct, such as every year or every two years, or as appropriate, to ensure it is appropriate for changing business circumstances or environments.

Inquiring or informing information

In case you have questions about good corporate governance policies, good corporate governance principles, business ethics, or environmental care policies, or see suspected actions that violate good corporate governance principles or the company's business ethics. You can inquire or report to the person responsible as follows.

- Hierarchical supervisors.
- Company Secretary
- Department directly responsible for that matter.

The Company has assigned the Human Resources Department/Company Secretary to act as a complaint-receiving unit. In case witnessing any behavior or event That may be contrary to good corporate governance principles or business ethics can be reported directly or you can notify the matter through various channels directly to the director as follows

- Chairman of the Audit Committee e-mail: tchotikap@gmail.com
- Company Secretary e-mail: pramot@varo.thai.com / secretary@varo.thai.com
- Human Resources Department e-mail: laphatrada@varo.thai.com

Telephone: 02-213-2514, Factory:02-323-1684

Fax Office: 02-287-2031, Factory:02-323-9635

E-mail: admin@varo.thai.com

Web: <https://www.varopakorn.com>

The Company will consider and accept the complaints specified and treat them as confidential.

6.3 Significant changes and developments in policies, practices, and corporate governance systems in the past year

6.3.1 After the Company revised and amended the “Corporate Governance Code (CG Code)” and the “Business Code and Code of Conduct” to align with the Corporate Governance Principles for Listed Companies 2017 (CG Code), and received approval from the Board of Directors meeting on February 25, 2022, the Company has been gradually following up, reviewing, and implementing each matter in order of priority.

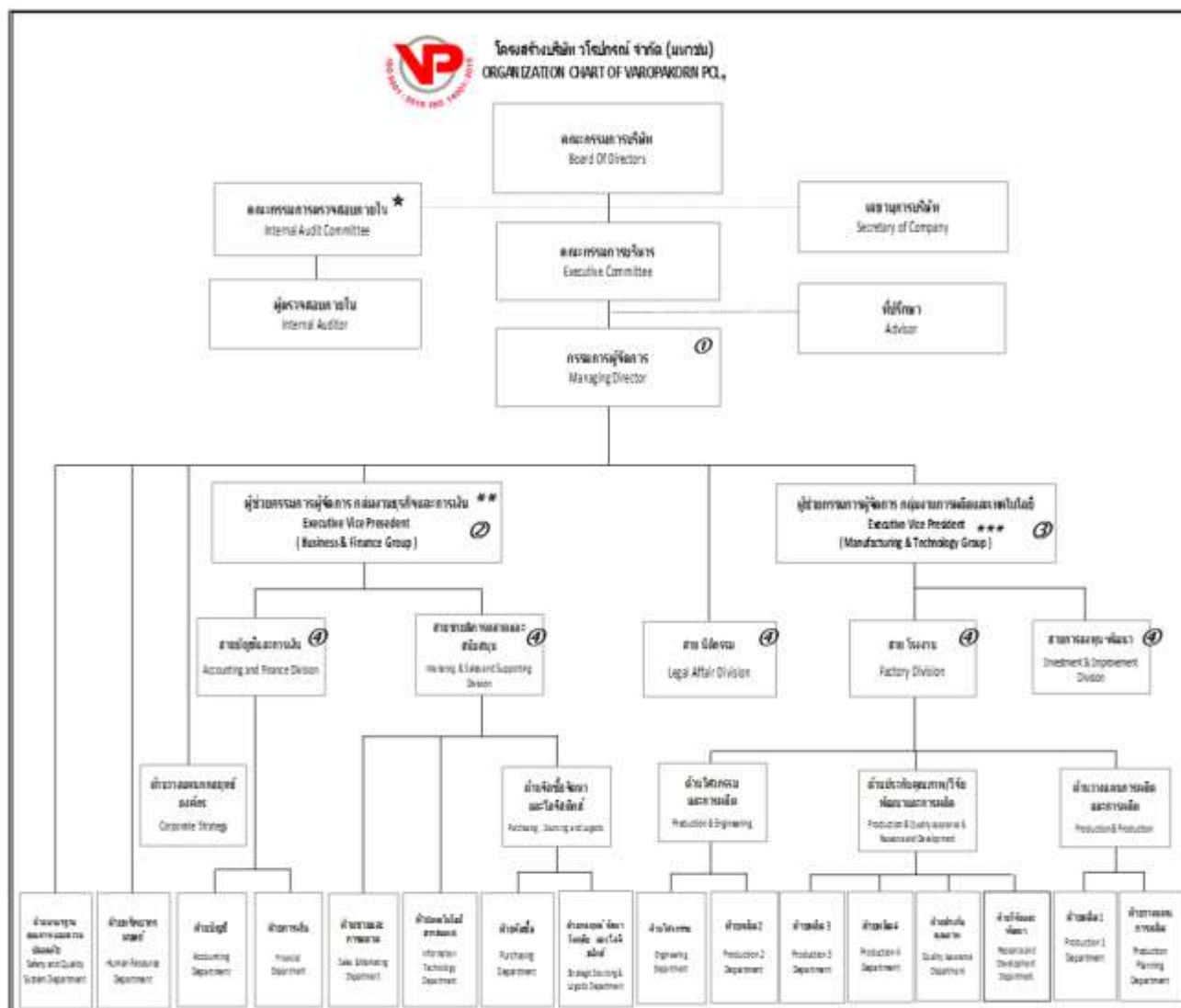
6.3.2 The Company is committed to applying and implementing the Corporate Governance Principles for Listed Companies 2017 (CG Code) in a tangible way under the new normal, which will require consideration and review at least once a year as appropriate (last review on February 27, 2026).

7. Corporate Governance Structure and important information about the board, Sub-committees, executives, employees and others

7.1 Management structure

The structure of the Board of Directors consists of 3 committees which are

1. The Board of Directors
2. The Executive Committee
3. The Audit Committee



* Also serves as the Nomination and Remuneration Committee

①②③④ The first four executives

** Appointed as CFO on 25 February 2025

*** Working until September 2025 due to illness and unable to continue working

7.2 Information regarding the board

Structure of the Board

The Board of Directors of the Company consists of qualified person, experience, knowledge and ability of 11, consisting of 3 executive directors and 8 non-executive directors, 4 out of 8 being independent directors and 3 out of 4 being audit committee members. It can be considered that the Company has a balance between executive directors and non-executive directors in an appropriate proportion. The term of office of directors is in accordance with the Company's regulations.

The Board of Directors:

At present, the Company has 11 directors as follows:

No.	Names	Position	Number of Meeting Attendances	Remuneration	
				Reward	Meeting allowance
1.*	Mrs.Sorranee Deephanphongs	Chairman of the Board	5/5	-	50,000
2.*	Mr.Sahasee Chitanondh	Director / Advisor to the Executive Committee	5/5	-	50,000
3.*	Mr. Thanawat Sornjai ³	Director	5/5	-	50,000
4.	Mr. Chaiyong Deephanphongs	Director / Advisor to the Executive Committee	5/5	-	50,000
5.	Mr.Chirawut Chaiyawat	Director	5/5	-	50,000
6.	Flg.Off.Kamolnai Chaixanien	Director	3/5	-	30,000
7.	Mr. Yoshinao Toyada	Director	5/5	-	50,000
8.	Mr. Thanomsak Chotikaprakai	Independent Director / Chairman of the Audit Committee	5/5	-	50,000
9.	Mr. Thongkoon Sangthammarat	Independent Director / Member of the Audit Committee	5/5	-	50,000
10.	Admiral Thomrat Hatayodom	Independent Director / Member of the Audit Committee	5/5	-	50,000
11	Mr. Pitiphong Pisalbhuira	Independent Director	4/5	-	40,000
12.	Mr. Pramot Hansakul	Secretary company	5/5	-	-
			Total	-	520,000

* Authorized director according to certificate (There is information/details about directors, executives and company secretary in Attachment 1)

Board of Directors Charter

1. Purpose: This charter is established to define the roles, duties, and responsibilities of the Board of Directors to ensure that corporate governance is in accordance with good governance principles, laws, and the requirements of relevant regulatory authorities.
2. Composition of the Board: The Board shall consist of directors with appropriate knowledge, skills, and experience. There shall be independent directors in a proportion not less than that required by law. The Chairman of the Board shall not hold the position of Managing Director or Chief Executive Officer.
3. Duties and Responsibilities: The Board of Directors has the following main duties and responsibilities:
 - 1) To define the company's vision, mission, strategies, and long-term goals.
 - 2) To oversee the management's operations in accordance with laws, company objectives, shareholder resolutions, and good governance.
 - 3) To approve key policies, such as the corporate governance policy, risk management policy, and business ethics policy.
 - 4) To ensure that the company has appropriate internal control systems and risk management.
 - 5) To ensure that information disclosure is accurate, complete, and timely.
 - 6) To fairly consider the interests of shareholders and stakeholders.
 - 7) To perform duties with honesty, prudence, independence, avoid conflicts of interest, and maintain company confidentiality.

Scope of authority: Perform duties in accordance with the law, objectives, and regulations, as well as the resolutions of the shareholders' meeting, with the directors having the authority to make decisions and supervise the operations of the company, except for the following matters which the Board of Directors requires approval from: the shareholders' meeting before proceeding.

(1) Matters required by law and/or the Company's Articles of Association to be approved by the shareholders' meeting.

(2) Connected transactions or transactions relating to the acquisition or disposal of assets of the Company according to the defined meaning applicable to the transactions. Connected transactions of listed companies or acquisition or disposal of assets of listed companies, as the case may be. The company shall comply with the rules and procedures specified in the said announcement for that matter.

The Company's directors may authorize one or more directors or executive directors to perform any business on their behalf, within the scope set by the Board of Directors.

Name and number of directors authorized to sign on behalf of the Company: Mrs. Sorranee Deephanphongs or Mr. Sahasi Chitanon or Mr. Thanawat Sornjai jointly sign two persons together and affix the Company's seal.

Roles, duties, and responsibilities of the Board of Directors

The Company's Board of Directors consists of qualified person, with experience, knowledge, and competence who participate in setting or approving the vision, mission, goals, plans, and budget of the Company as well as supervising the management to carry out its operations. In order to be in accordance with the specified work plans with efficiency and effectiveness for the best interests of the business and shareholders, with regular review, monitoring and auditing, and in order to separate the duties of policy-making, supervision, and routine management Therefore, the person holding the position of chairman and managing director of the company is not the same person.

The company has set up a code of conduct of the company according to the principles of good corporate governance for those involved, whether it is the board of directors, executives, and employees of the company at all levels to use as a guideline in performing their duties with a good management system, clarity, transparency, honesty, honesty, and fairness to the company, stakeholders, and society as a whole which all parties in the company must jointly take care of and take responsibility and it is important to seriously comply with dissemination, public relations, promotion, and follow-up, as well as reviewing and improving to be appropriate and up-to-date.

In the event that there is a transaction that may lead to a conflict of interest, the Board of Directors will consider the connected transaction criteria as specified by the Stock Exchange of Thailand as a guideline for the aforementioned practice.

The company has given importance to the internal control system both at the management level and at the operational level with efficiency by having an audit committee and internal auditors. Reporting directly to the Board of Directors responsible for inspecting and supervising the use of company assets for the benefit, the main operations and important financial activities of the company have been carried out in accordance with the prescribed guidelines and efficiency or not, incl. To check compliance with relevant laws and regulations by separating the duties of operators, followers, controls, and evaluators from each other in order to create a balance and check between each other appropriately.

The company has given importance to risk management very much, therefore, has defined and assessed the risks of the business, given importance to early warning signs and unusual transactions, and established measures to prevent and manage risks, Compliance with relevant laws and regulations is supervised.

4. Code of Conduct for Directors: Adhere to ethical principles, refrain from seeking personal gain, and serve as positive role models for the organization.

5. Meetings: The board of directors will hold regular meetings, at least once per quarter. The company secretary will prepare meeting documents and minutes.

Board meeting

The Board of Directors has regular meetings at least once a quarter, with clear agendas set in advance, and regular agendas for monitoring performance. The Company Secretary Department has sent the meeting invitation letter together with the meeting agenda and documents prior to the meeting so that the Board of Directors has enough time to study the information before attending the meeting. Normally, each meeting takes no less than 1 hour and the minutes of the meeting are written in writing, and the minutes of the meeting that have been approved by the Board are kept for review by the Board of Directors and related party.

In the past year, the Board of Directors held 5 regular meetings with a quorum of directors attending every meeting (see details in the management structure, under the heading of the list of board members). In addition, there were informal meetings before the actual meeting (Pre-Board meeting) every time, including regular meetings of the board of directors and executives at least once a month.

6. Performance Evaluation: The committee arranges for annual performance evaluations of the board members, individual committee members, and sub-committees. The evaluation results are used to develop the organization.

Board self-assessment

All members of the Board of Directors play an important role in corporate governance for the best interest of the company and are responsible for the performance of their duties. according to the regulations and as required by law, including to shareholders in the past year, overall, it was considered that the performance of duties was at a satisfactory level. However, in the past year, the Board of Directors has organized a self-assessment for improvement.

Development of directors and executives

The Board of Directors has encouraged and facilitated directors, executives, and company secretaries to attend training and seminars on corporate governance of the company as stipulated by the SEC, the SET, the Listed Companies Association, and the Institute of Directors Association. The Thai Board of Directors (IOD) has been organized to continuously improve the performance of duties. And every time there is a change of new director, that director will receive business advice, business guidelines, information, and documents that are useful in performing duties. In addition, managing directors and executives regularly report, monitor, review, improve, plan, operate, develop, and succeed in keeping up to date on a regular basis.

7.3 Information about sub-committees

The Board of Directors has appointed sub-committees that are suitable and qualified according to the requirements of the Office. SEC and SET In order to assist in the supervision of the Company's business, there is only one set which is the Audit Committee.

Audit Committee: Consists of 3 persons with qualifications, experience, knowledge, and ability who are independent and appropriate to the specific characteristics of the company. It was established on November 11, 1999. Its office term is 3 years, and it reports to the Board of Directors. In the past year, there were 4 Audit Committee meetings (1 of which was a meeting together with internal auditors and auditors without executives). The number of Audit Committee members attending the meeting and the composition, scope of authority, qualifications, and selection are mentioned in the Management Structure section above.

In late 2007, the Board of Directors appointed and assigned the Audit Committee to act as the Nomination and Remuneration Committee to perform such duties as assigned. In the past year, the committee held one meeting to consider the nomination of directors and consider the remuneration of directors, but the consideration of remuneration for directors will be under the consideration of the Board of Directors and the Board of Directors and shareholder meeting considering the level of practice in the same industry, suitability to duties and responsibilities assigned including the performance of the company and the performance of each executive. In the past year, the Company paid various remunerations to directors and executives. As already mentioned in the table above and below.

List of Audit Committee

No.	Names	Position	Number of Meeting Attendances	Meeting allowance	** annual remuneration
1	Mr. Thanomsak Chotikaprakai	Independent Director / Chairman of the Audit Committee	4/4	40,000	220,000
2*	Mr. Thongkoon Sangthammarat	Independent Director / Member of the Audit Committee	4/4	40,000	80,000
3	Admiral Thomrat Hatayodom	Independent Director / Member of the Audit Committee	4/4	40,000	80,000
Total				120,000	380,000

* Knowledge and experience in reviewing the credibility of financial statements as a certified public accountant

** Annual remuneration 2025 paid in 2026

(Information/details about directors, executives and company secretary are provided in Attachment 1)

Audit Committee Charter

- 1) Objective: To define the roles, duties, and responsibilities of the Audit Committee in overseeing financial reporting systems, internal controls, and audits in accordance with good governance principles.
- 2) Composition: The Audit Committee shall consist of at least three independent directors, at least one of whom shall have knowledge and experience in accounting or finance. The Chairman of the Audit Committee must be an independent director.
- 3) Duties and Responsibilities:

Scope of authority:

- 1) Review the company's financial reporting to be accurate and adequate.
- 2) Review the company's internal control system and internal audit to be appropriate and effective, and consider the independence of the internal audit unit, as well as approve the consideration of appointment, transfer, or dismissal of the head of the internal audit unit or any other unit responsible for internal audit.
- 3) Review the company's compliance with the Securities and Exchange Act, the stock exchange regulations, or laws related to the company's financial business.
- 4) Consider, select, and propose the appointment of an independent person to act as the company's auditor, and propose the remuneration of such person, including attending a meeting with the auditor without the management at least once a year.
- 5) Consider related transactions or transactions that may have conflicts of interest to be in accordance with the law and the stock exchange regulations in order to ensure that such transactions are reasonable and of the utmost benefit to the company.
- 6) Prepare the Audit Committee's corporate governance report, to be disclosed in the Company's annual report, which must be signed by the Chairman of the Audit Committee. and must include at least the following information:
 - (a) Opinion on the accuracy, completeness and reliability of the Company's financial report
 - (b) Opinion on the adequacy of the Company's internal control system
 - (c) Opinion on compliance with the Securities and Exchange Act, the Stock Exchange's regulations or laws related to the Company's business
 - (d) Opinion on the suitability of the auditor
 - (e) Opinion on items that may cause conflicts of interest
 - (f) Number of Audit Committee meetings and attendance of each Audit Committee member
 - (g) Overall opinions or comments received by the Audit Committee from performing its duties in accordance with the charter
 - (h) Other items that the shareholders and general investors should be aware of, within the scope of duties and responsibilities assigned by the Board of Directors
- 7) Perform any other duties as assigned by the Company's Board of Directors with the approval of the Audit Committee

4. Meetings: Meetings will be held at least once a quarter. Auditors or executives may be invited to attend meetings as appropriate.

5. Reporting: The Audit Committee will report its performance to the Board of Directors and disclose it in the One Report according to the guidelines established.

Nomination and Remuneration Committee Charter

1. Objective: To define the roles, duties, and responsibilities of the Nomination and Remuneration Committee in selecting suitable individuals to serve as directors and senior executives, and to determine fair, transparent, and aligned remuneration with the company's performance.

2. Composition: Consists of at least 3 directors, mostly independent directors. The Chairman must be an independent director.

3. Duties and Responsibilities: Establish criteria and processes for the nomination of directors and senior executives; consider the qualifications, suitability, and independence of directors; determine the policy and remuneration structure for directors and executives; consider remuneration to be consistent with the company's performance and strategy; oversee the succession plan; and report results to the Board of Directors.

4. Meetings: Meetings will be held at least once a year, or as deemed appropriate.

7.4 Information about executives

List of executive committees/executives/controlling persons

No.	Name	Position
1*	Mrs. Soranee Deephanphongs	Chairman of the Board
2	Mr. Chaiyong Deephanphongs	Advisor to the Executive Committee
3*	Mr. Sahasee Chitanondh	Advisor to the Executive Committee
4*	Mr.Thanawat Sornjai **	Managing Director
5	Ms. Gunyapart Deephanphongs **	Executive Vice President Business & Finance Group / Vice President Marketing and Support Division / CFO ¹
6	Mr. Toshinobu Yoshigai **	Executive Vice President Manufacturing & Technology Group ²
7	Mr. Pramot Hansakul **	Vice President Legal Affair
8	Mr. Thatawat Chansri **	Factory Manager, Factory Line
9	Mr. Ekkasit Kongsakul	Assistant Vice President of Corporate Strategy Planning
10	Mr. Asoke Kannasoot	Assistant Vice President Purchasing – Strategic Sourcing & Logistics ³
11	Mr. Prajoub Lerdtai	Assistant Factory Manager, Engineering & Production, Factory Line
12	Mr. Kasem Kusolsirikun	Assistant Factory Manager, Production Planning & Production, Factory line
13	Mr. Rewat Kaoluang	Assistant Factory Manager, Quality Assurance, Production & Production Technology, Factory Line
14	Ms. Prapa Phisutthithada	Purchasing Manager, Marketing and Support Division
15	Ms. Rasamee Nonsiri	Strategic, Sourcing & Logistic Manager, Marketing and Support Division
16	Mr. Pipat	Engineering Manager, Factory Line ⁴
17	Mr. Anat Champanan	Production Manager 2, Factory Lines
18	Mr. Chookiat Khumkaew	Production Manager 3, Factory Line
19	Ms. Laphatrada Saikham	Human Resources Manager
20	Mrs. Nittaya Phinyo	Accounting Manager, Accounting Division (Accountant) ⁵
21	Mr. Surachai Topipatchai	Sales and Marketing Manager, Marketing and Support Division
22	Mr. Chutipol Plabnil	Finance Manager ⁶
23	Mr. Likhit Uthiya	Production Manager 1, Factory Line
24	Mr. Atthapol Kaewsuk	Production Manager 4, Factory Line
25	Ms.Chamiporn Irakom	Quality Assurance Manager, Factory Line

26	Ms. Matree Nuankratok	Research and Development Manager, Factory Line
27	Ms. Kamonwan Panrong	Production Planning Manager, Factory Line
28	Mr. Teeravit Lertnaruemitkul	Information Technology Manager

* Authorized director according to certificate of company

** No. 4-8: the first 4 executives from Managing Director

No.4-6, 8-21, 24-28: Factory Executive Officers

¹ Appointed as the person assigned with the highest responsibility in the accounting and finance department (CFO) on February 25, 2025, having completed the SET's e-learning CFO's Orientation for New IPOs (Thai language) course in 2024 on January 15, 2025.

² Working until September 2025 due to illness and unable to continue working.

³ Assumed the position on June 1, 2025

³ Assumed the position on 2025

⁵ Appointed as the person assigned with direct responsibility for supervising accounting (accountant) on January 1, 2025, with the qualifications and conditions of being an accountant following the criteria specified in the announcement of the Department of Business Development, and has undergone continuous training to develop knowledge in accounting.

⁶ Assumed the position on February 1, 2025

Managing Director Charter

- Objective: To define the roles, powers, duties, and responsibilities of the Managing Director in managing the company's operations in accordance with the policies and strategies set by the Board of Directors.
- Roles and Powers: The Managing Director has the following duties:
 - 1) Manage the company's business operations in accordance with approved authority, strategic plans, and budgets.
 - 2) Conduct business in compliance with laws, regulations, and company policies.
 - 3) Establish appropriate internal control systems and risk management.
 - 4) Regularly report performance results to the Board of Directors.
 - 5) Lead in promoting corporate culture and business ethics.
- Limitations of Power: Decisions on significant matters must be approved by the Board of Directors. The Managing Director must not engage in any actions that create a conflict of interest.
- Performance Evaluation: The Board of Directors will evaluate the Managing Director's performance annually, considering operational results, compliance with policies, and good governance principles.

Scope of Authority: Manage work within the scope of authority assigned by the Board of Directors or as assigned, including carrying out various tasks which are normal business practices or related to normal business operations of the Company and in accordance with general trading conditions or in accordance with the policies and criteria that the Board of Directors has considered and approved, including consideration of various matters which must be approved or approved by the Board of Directors or the shareholders' meeting according to the company's regulations or laws.

In this regard, the powers and duties of the Chief Executive Officer, Managing Director Under the rules of the law, rules, regulations, and regulations of the company, therefore, the approval of the transaction that the Chief Executive Officer, managing director, or any person who may have a conflict of interest, has an interest, or may have a conflict of interest in any other manner with the company must be proposed to the Board of Directors' meeting. company to consider and approve such transactions.

(Information/details about directors, executives, and company secretary are provided in Attachment 1)

Remuneration for Directors and Executives

(1) Monetary Remuneration (The year 2025)

- Total remuneration of all directors (Meeting allowances and gratuities with meeting allowances and all audit committee remuneration) totaling 11, totaling 1.02 million baht (see details in the table in section 7.2)
- Total remuneration and the number of executive directors/executives of the company (salaries, bonuses, accommodation) totaling 5 persons (only the first 4 top executives, see details in the table in topic 7.2) in the amount of 13.75 million baht.

(2) Remuneration other than money

- Executive car

7.5 Information about employees

In 2025, the company has a total of 293 employees and subcontractor employees, divided into 228 males, representing 77.8% (excluding 2 disabled persons) and 65 females, representing 22.2% (excluding 1 disabled person). There is a total compensation of employees in the amount of 140.69 million baht, consisting of salary, wages, social security, compensation fund, welfare, Provident Fund and bonus money.

Employee development policy in addition to the company being certified for the quality management system ISO 9001: 2015, which covers overall management, and the implementation of job advancement development projects and position replacement plans to enable employees to be enthusiastic in their work and can see their own future progress. The company has also been certified for environmental management system standards ISO 9001:2015, ISO 14001 : 2015, ISO 14064:2018, JIS H 4000 and IS 737:2024, including training for executives and employees both inside and outside the premises.

Personnel development training

The company has developed the potential of its personnel to have knowledge, skills, abilities, and behaviours that are consistent with the organization's core values and corporate culture towards excellence in all aspects. The company realizes that personnel are valuable resources and are an important force in driving the organization. Therefore, it focuses on developing personnel to be quality person who are responsible for the organization and society. Their abilities will help promote the organization's sustainable growth. The company places importance on personnel and has set policies to focus on developing potential, skills, knowledge, and abilities to work for all employees appropriately and continuously equally, as follows:

1. Employee training plan There is an annual training plan for all employees in the organization, both in work that requires performing duties or other related work, to develop knowledge, understanding, and abilities to work correctly, safely, and appropriately in each position. According to the analysis of data from the survey, employee training is needed each year to find problems that are obstacles to employees' work due to lack of knowledge and skills in the work.

2. External training to develop potential, knowledge, and abilities according to the appropriate nature of work. The company has sent employees to attend training courses or seminars with external training institutions.

3. Internal training to develop the concept and potential and review the knowledge and ability of employees by specifying that executives or employees with knowledge and ability provide knowledge related to the company's business, including those with knowledge in the work to transfer and organize training within the organization regularly.

4. On-the-job training (OJT) for new employees and employees who are promoted. The company has organized on-the-job learning to have knowledge and understanding of the operations of each department to develop employees to be able to work more efficiently. Therefore, there is continuous training to provide knowledge to employees in both technical skills. Including employees who start new jobs with the company, there will be basic knowledge training for employees so that employees always learn first.

Training and development of directors, executives and employees both within the facility and outside, consist of :-

- ☐ SET Carbon: Digital Solution for Sustainable Business, Disclosure of Information via SETLink System” (Issues 1/2568, 2/2568, 3/2568, 4/2568), Essential Knowledge for Company Secretaries Regarding IFRS S1 and IFRS S2, FTSE Russell ESG Scores: Achieving Sustainability with International Standards, Know Beforehand, Prevent: The Role of Company Secretaries in Preventing Insider Trading, Preparing One Report (One Report Creator and One Report Approver), Preparing e-One Report (Phase 2), Course “Financial Management for Personnel of Listed Companies”: Corporate Financial Management for Sustainable Growth, Financial Projection, Capital Structure in

a Strategic Business Context, Frequently Asked Questions in Calculating Capital Value. Key issues companies need to know and consider when incurring debt, using e-Proxy Voting services and a demonstration of e-Proxy Voting, SET Sustainability Forum 1/2025 "Strengthening Market Confidence Through Audit Excellence: Elevating Confidence in the Thai Capital Market with New International Audit Standards", In-depth analysis of expectations regarding the appropriate role and duties of the Audit Committee (AC) and Chief Audit Officer (CAE)", CAE Forum 2025: "Forward Looking at the Internal Audit Profession".

- ☐ The Future of Sustainable Supply Chain Management: Sharing from Leaders in Action, Upgrading sustainability disclosure according to International Sustainability Standards Board (ISSB Standards)", Best Practices in Generative AI for Organizations, Workshop on Circular Materials & Policy Dialogue: Solutions for managing waste in a circular economy to support the draft Circular Economy Promotion Act. Providing knowledge on Circular Material Management and laws related to the circular economy, Unlocking Circular Economy Pathway.
- ☐ Preparing products for export to the European Union: CBAM to study the product manufacturing process for assessing greenhouse gas emissions according to the Carbon Footprint Assessment (CFP) and CBAM guidelines, "Low-Carbon Industry: The Path to the Future of Thai Industry" to promote and develop non-ferrous metal industries or steel, such as aluminum, to reduce greenhouse gas emissions in accordance with the circular economy and low-carbon society policies. Assessing the greenhouse gas emission situation of establishments that should be developed and improved to be ready to support carbon measures. Creating case studies of greenhouse gas emission reduction in target establishments as examples for scaling up and promoting widespread adoption, including transferring knowledge and successes from greenhouse gas emission reduction in establishments, and how to use the system for submitting reports on energy management audits and certifications via the eService system.
- ☐ Activities to provide knowledge on the rights and duties of shareholders. Class action lawsuit, 2025 ESG Investment Campaign for Listed Companies, Biodiversity: Why businesses must act: The importance and policy direction of biodiversity in Thailand, Guidelines for disclosing sustainability information according to international standards related to biodiversity, Examples of biodiversity initiatives by listed companies, Empowering Future Sustainability Through TSD e-Services: The future of sustainability driven by electronic service technology.
- ☐ ESG for Executives 2025, ESG in the Boardroom: A Practical Guide for Boards (ESG), ESG Risks Mitigation: What directors need to know. Before risk becomes a turning point for an organization, the following resources are available: ESG Workshop: Fraud Risks, TLCA CFO Professional Development Program (TLCA CFO CPD) "Digital Asset: Utility Token", "Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency", Insight in SET: ID & AC Focus – Comprehensive knowledge for growth and sustainability in the capital market, CS Knowledge Sharing on the topic of Board Meetings, and CS Knowledge Sharing on the topic of Preparing Stakeholder Reports. And internal data usage policies, "Global Market Entry Strategies" delving into strategies for building Thai brands in global markets, especially India, Indonesia, China, and the Middle East, Sustainable Development Journey 2025
- ☐ Drug prevention project and promotion of TO BE NUMBER ONE clubs, Upgrading organizational sustainability with CFO standards with Socotec, GHG Scope 3 in Action, Implementing circular economy standards in organizations, Thai Foundry Energy and Environment Day, Technical Seminar on Aluminum Alloy in Thailand 2025, KUT PROMISSORY NOTE PROCESS, KUT FIX FORWARD RATE PROCESS, KUT TAX MANAGEMENT PROCESS, KUT MONTH END PROCESS, KUT SALES EXPOCESS, KUT SALES DIMENSIONS PROCESS, UAT PROMISSORY NOTE PROCESS, UAT SELES PROCESS, UAT Test Case Outbound Process, UOB Sustainability Compass

- ☐ Review Standard Form Sales & Purchase, Methods for Measuring Purchasing Performance and Preparing Purchasing Reports, Supplier Management and Performance Evaluation, Efficient Purchasing and Management, Developing Organizational Loyalty and Values, Budget Meeting, Knowledge of the Government Rice Information Act B.E. 2540 and Labor Law, Employee Welfare Fund Contribution Collection, Strategic International Trade Leaders (SIT) Batch 2, Human Rights Risk Management Workshop, Human Resource Management in the Context of Sustainable Development (ESG), Sustainable Development Journey 2025, Supply Chain Risk Management.
- ☐ FA Chuck head R-W cannot slide in/out FSL02, FA Pump Deg. leaking FCL02, FA Steam Dryer pipe 1 leaking FCL01, FA OC32-25040318 Crane cannot move left or right; FA OC69-2504080086 Rope Guide is broken due to wire rope misalignment; FA plate is scratched after exiting Leveler FCL01; FA furnace extinguisher (FA-HF1-25090134); FA-HF1-25090045 (furnace extinguisher); FA AF15-25030080 Burner Zone 3 L1 system; switching on/off for submersible pump operation; rail burning; Head Box inspection; Startup/shutdown of 15kVA UPS Master guard system; setting/entering data for TERZ 91-s Gas Flow Meter; opening PLC Hsy stem and PLC FM458 programs for CM2 machine; can disposal. Spraying in the factory, Replacing the Kapton Film of the FCL1 X-ray machine, Using and maintaining lawn mowers, Calibrating the Analyzer for the IGG machine, Knowledge of piston hydraulic pumps, Basic knowledge of using foot gauges, Basic knowledge of Mec. Seals, Procedures for receiving finished goods into the warehouse, How to start/stop the computer system of the FSL3 sheet surface detector, How to check and troubleshoot Inverter alarm overload, How to check the difference in AV sheet surface, Precautions in assembling Lock nut spacer thrust Bearing Chock BU Roll CM2, Personal Protective Equipment (PPE), OPL Slit inspection in the production process of the SH2 machine, Knowledge test on crane condition inspection and crane operation, Coil numbering test, RoHS stamping test, Line marking and tagging test.
- ☐ New employee orientation and work regulations, PDPA training, Basic knowledge of ISO 9001:2015 + ISO 4001:2015/Guidelines for managing various types of waste and 5S activities in the factory, Crane operation. Occupational safety, safety in handling hazardous chemicals and emergency response, basic firefighting and evacuation, operators of industrial waste management systems, refresher courses for crane operators, contractors, and material handlers, crane supervisors, skill matrix development, item code design and template completion, digital platform training workshops, and AI for procurement.

7.6 Other Important Information

7.6.1 List of person assigned to be directly responsible for supervising accounting, company secretary, internal audit supervisor, or externally employed internal auditors. The head of the company's compliance department (compliance) and attach the information of the person assigned to it are in the attachment.

The person assigned to be directly responsible for supervising the accounting.

● Ms. Nittaya Pinyo, Accounting Manager, Accounting Department, E-mail: nittaya@varo.thai.com, has been appointed as a person directly assigned to be responsible for supervising accounting (Accountant) on January 1, 2025, replacing Ms. Wasana Suksayan, who was directly assigned to be responsible for supervising accounting, who retired on December 31, 2024, with qualifications and conditions of being an accountant according to the criteria specified in the announcement of the Department of Business Development and has continuous training to develop knowledge in accounting.

(There are information/details about the person assigned to be directly responsible for supervising the accounting in Attachment

Company secretary

- Mr. Pramot Hansakul, Vice President Legal affairs E-mail: pramot@varo.thai.com

The Board of Directors has resolved to appoint Mrs. Soranee Deephanphongs, Director of the Company, to the position of Company Secretary since August 11, 2008, and resigned from her duties on March 9, 2020. The Board of Directors has resolved to appoint Mr. Pramote Hansakul, Director of Legal Affairs, to the position of Company Secretary since March 9, 2020, replacing Mrs. Soranee Deephanphongs.

(There are information/details about Company Secretary as per Attachment 1)

Internal Audit Supervisor / Externally Employed Internal Auditor, it is the use of services outside the company (outsource).

- Ms. Ruethaichanok Supapong from Dharmniti Internal Audit Co., Ltd.

The Board of Directors agreed with the Audit Committee's proposal to use the outsourced services of Dharmniti Internal Audit Co., Ltd., effective from February 26, 2021, onwards. The Audit Committee has appointed Dharmniti Internal Audit Co., Ltd. by assigning Ms. Ritthichanok Supaphong as the company's internal auditor to oversee the company's operations to ensure compliance with laws, regulations, rules, and requirements from relevant agencies. The company's related employees will support the operations and coordinate with the appointed auditors.

Head of the compliance department of the company (compliance)**7.6.2 Head of Investor Relations and Contact Information**

- Mr. Pramot Hansakul, Vice president Legal Affairs / Company Secretary has been assigned to perform investor relations duties for the company.

7.6.3 Auditor's remuneration Audit firm where the auditor works

(1) Audit fee paid by the company to Ms. Watoo Kayankannavee, CPA No. 5423 affiliated with EY Office Limited for the fiscal year ended December 31, 2025, totaling 1,550,000 baht (2) Other service fees (non-audit fees) are collected as necessary as actually paid, such as travel expenses, and accommodation expenses, but not exceeding 120,000 baht, which is in accordance with general practice.

8. Report on key corporate governance performance**8.1 *Summary of performance of the Board of Directors in the past year***

The Board of Directors plays an important role in formulating policies and strategies that lead to increasing competitiveness, building culture and corporate values. Including enhancing the supervision of the adequacy of the internal control system and risk management of the organization. Giving other opinions that are beneficial to the development of the organization

8.1.1 Recruiting, developing, and evaluating the performance of the Board of Directors

In late 2007, the Board of Directors appointed and assigned the Audit Committee to serve as the Nomination and Remuneration Committee to perform such duties as assigned. It is also responsible for selecting and screening qualified person according to the Company's policy and nominating candidates for consideration. with suitable qualifications and submit their opinions to the Board of Directors for approval from the Board of Directors. Subsequently, the names of such directors will be presented to the shareholders' meeting for the election of directors according to the following criteria.

The company did not have a nomination committee at the end of 2007. The Board of Directors resolved to appoint and assign the audit committee to act as the nomination and remuneration committee. In the past year, the committee 1 meeting was held to consider the recruitment, selection, and screening of qualified person according to the Company's Articles of Association to be appointed as directors/managing director and present names to the Board of Directors for consideration. appointed as a director. The shareholders' meeting, with a majority vote of the number of shares attending the meeting and voting, shall consider approving it. the following method

Appointment: Directors shall be elected by the shareholders' meeting in accordance with the criteria. and the following methods

- 1) One shareholder has one vote = 1 share per 1 vote.
- 2) Each shareholder must use all the votes he has under (1) to elect one person or several.
person can be a director but cannot share his or her voice with anyone in any amount.
- 3) Persons receiving the highest votes in descending order will be elected as directors = the number of directors to be elected at that time. In the event that person elected in descending order have equal votes which would otherwise exceed the number of directors required or to be elected at that time. The chairman shall have a casting vote. In addition to retirement by rotation according to the Company's Articles of Association, the Board of Directors shall select any person with qualifications and has no prohibited characteristics under the law on public limited companies to be a substitute director at the next Board of Directors' meeting.

As for the recruitment of high-level executives, the Executive Committee will consider the preliminary screening, recruiting, qualified person, having skills, knowledge, ability, expertise, specific experience, and understanding of business operations. of the company as well and able to manage the work to achieve the objectives, goals, which the Board of Directors has set and then present to the Nomination Committee and consider selecting suitable persons in terms of knowledge, experience and expertise, determining qualifications, criteria, knowledge and skills, to present the list of names to the Board of Directors and/or the shareholders' meeting for consideration and appointment.

The Board of Directors arranges for the performance assessment of the Board of Directors, sub-committees, and individual self-assessment by using the self-evaluation form of the committee of the Corporate Governance Development Department for Capital Markets, SET.

The evaluation form of the Board of Directors focuses on the application of evaluation results to improve the performance of the Board of Directors with the following evaluation criteria:

- 0 = no action taken on that 1 = Little has been done on the subject 2 = There has been some action on that matter.
3 = Well done on that subject 4 = Excellent action on that subject

The evaluation form for the Board of Directors as a group consists of 4 main topics, namely:

Main topic		Performance evaluation score (%)									
		Evaluation criteria 2024					Evaluation criteria 2025				
		4	3	2	1	0	4	3	2	1	0
1	Structure and characteristics of the board:	86	13	1	-	-	82	18	-	-	-
2	Board meetings:	92	8	-	-	-	83	17	-	-	-
3	Roles, duties and responsibilities of the board:	80	20	-	-	-	62	37	1	-	-
4	Other matters:	91	9	-	-	-	55	45	-	-	-

The evaluation form for the Board of Directors on an individual basis consists of 3 main topics as follows:

Main topic		Performance evaluation score (%)									
		Evaluation criteria 2024					Evaluation criteria 2023				
		4	3	2	1	0	4	3	2	1	0
1	Structure and characteristics of the board:	91	9	-	-	-	100	-	-	-	-
2	Board meetings:	87	11	2	-	-	77	23	-	-	-
3	Roles, duties and responsibilities of the board:	96	4	-	-	-	80	20	-	-	-

In summary, the overall evaluation of the Board of Directors was rated as Excellent (Level 4 = 70.45%) and Good (Level 3 = 30.30%), with no scores in the 0–1 range and only a small percentage in the 2 range (0.19%). This reflects the high level of effectiveness of the Board's functions. The Board of Directors' overall evaluation was rated as good to excellent, with outstanding performance in terms of structure and meetings. The company sees opportunities for further development in strategic roles and overall governance to enhance the Board's effectiveness in line with international best practices.

In summary, the overall individual evaluation results were excellent (Level 4 = 82.73%) and good (Level 3 = 17.27%), with no scores in the 0-2 range. This reflects that all directors performed their duties appropriately and effectively. Each director received a good to excellent evaluation score, demonstrating outstanding qualifications and understanding of their roles and responsibilities. The company will continue to promote the professional development of its directors to adapt to changing business environments and corporate governance requirements.

The evaluation form for the Audit committee as a group consists of 4 main topics, namely:

Main topic		Performance evaluation score (%)									
		Evaluation criteria 2024					Evaluation criteria 2025				
		4	3	2	1	0	4	3	2	1	0
1	Structure and characteristics of the board:	90	10	-	-	-	85	15	-	-	-
2	Board meetings:	94	6	-	-	-	94	6	6	-	-
3	Roles, duties and responsibilities of the board:	75	19	3	3	-	67	33	19	-	-
4	Other matters:	-	-	-	-	-	100	-	-	-	-

The evaluation form for the Audit committee on an individual basis consists of 3 main topics as follows:

Main topic		Performance evaluation score (%)									
		Evaluation criteria 2024					Evaluation criteria 2025				
		4	3	2	1	0	4	3	2	1	0
1	Structure and characteristics of the board:	100	-	-	-	-	100	-	-	-	-
2	Board meetings:	100	-	-	-	-	75	25	-	-	-
3	Roles, duties and responsibilities of the board:	100	-	-	-	-	73	27	-	-	-

In summary, the overall evaluation of the Audit Committee was rated Excellent (Level 4 = 82.10%) and Good (Level 3 = 17.90%), with no scores in the 0-2 range. This reflects the high level of performance of the Audit Committee in accordance with the principles of good corporate governance. The Audit Committee demonstrated excellent performance, particularly in meeting arrangements and organizational structure. However, the company focuses on further development in in-depth governance to enhance the effectiveness of the Audit Committee in line with international best practices.

In summary, the individual evaluations were rated Excellent (Level 4 = 82.8%) and Good (Level 3 = 17.2%), with no scores in the 0-2 range. This reflects that each Audit Committee member possesses knowledge and skills, and performs their duties effectively. Each Audit Committee member achieved evaluation results ranging from good to excellent, demonstrating outstanding qualifications and specialized expertise. The company will continue to promote the development of the Audit Committee's capabilities, especially in risk governance and internal control systems.

8.1.2 Meeting Attendance and Remuneration for individual directors

(Disclosed in Section 7.2 – 7.3)

8.1.3 Supervision of operations of subsidiaries and/or associated companies

The company has no subsidiaries or associated companies.

8.1.4 Monitoring to ensure compliance with corporate governance policies and guidelines

The Company places great importance on good corporate governance by stipulating relevant codes of conduct/policies and guidelines in the Code of Conduct and Corporate Governance Code (CG Code), as well as promoting genuine practice to build confidence among the stakeholders. Stakeholders are monitored to ensure compliance with good corporate governance and have already been disclosed in Section 6.

In addition, the company has followed up to achieve compliance with good corporate governance in 4 other issues as follows:

(1) Prevention of conflicts of interest

The Company has established a code of conduct/policy that the Board of Directors, executives, and employees must perform their duties in the best interest of the Company. In the event that any person has an interest or involvement in the transaction being considered, he or she must notify the supervisory authority and not participate in the consideration of the transaction. In the past year, cases that may cause conflicts of interest have been disclosed in Section 9 Related Party Transactions.

(2) Using inside information to seek benefits

The company has a code of conduct/policy and procedures for supervising executives in using inside information of the company for their own benefit or for securities trading by requiring executives to report their securities trading as required by law and in accordance with good corporate governance principles. It has already been disclosed in item 6 because if the holding of securities is moving, it can be an indicator of honesty and in the past, there was no movement of the holding of securities, or it appeared that the company's executives used internal information for personal benefit in any way.

(3) Anti-corruption

The company has a code of conduct/policy to operate legally and encourage employees of the company to work with morality and ethics, including encouraging business partners of the company to operate properly, with transparency as well along with creating awareness, values, and right attitudes at all levels, providing checks and balances, and effective internal control systems, no conflicts of interest, so that the code of conduct / anti-corruption policy, the company's policy has been treated in a concrete manner and is considered the company's work regulations that all employees must comply with.

In addition, the company has joined in announcing its intention to join the Thai private sector's Collective Action Coalition (CAC), which is a collaboration of 8 leading organizations, including the Thai Institute of Directors Association (IOD), Thai Chamber of Commerce, International Chamber of Commerce, Thai Listed Companies Association, Thai Bankers Association, Thai Capital Market Business Council, Federation of Thai Industries, and the Tourism Industry Council of Thailand from November 1, 2021, the company has a period of 18 months to prepare an evaluation form and improve the system to apply for certification with CAC and to receive a certificate of membership in the Thai Private Sector Collective Action Coalition Against Corruption (CAC) from The Thai Private Sector Collective Action Coalition Against Corruption Committee certifies that the company has passed the self-assessment process to have policies and practices, including various measures to prevent corruption within the organization, in accordance with the CAC's criteria, but the company has not yet completed the assessment and improved the system to apply for certification with CAC and to receive the certificate within the specified time frame, so it must resubmit the declaration of intent to be a Private Sector Collective Action Coalition Against Corruption (Collective Action Coalition: CAC) within the time frame specified by CAC. In 2024-2025, the company has not yet submitted such a declaration of intent. It is expected that it will submit the declaration of intent within 2026 by participating in the SET's Jump+ project.

How ever, the company has appointed a working group to arrange self-assessment and improve the system to combat by allowing all departments to participate in expressing their opinions, as well as setting guidelines and anti-corruption measures to be used as guidelines for practice within the company.

The company has provided channels for complaints or whistleblowing from illegal actions, a code of conduct, an anti-corruption policy, and behavior that may imply corruption or misconduct of individuals in the organization. This includes employees, executives, and stakeholders through the complaint and whistleblowing system. (Whistleblower) other than written notice via e-mail, letter, or comment box. If you see a violation of compliance with rules, or regulations set by law, misconduct in regard to good governance, corrupt acts, or witness unethical acts and anti-corruption policies of the company.

In addition, the Internal Audit Office will assess, and monitor good governance, compliance with the Code of Conduct, and Anti-Corruption Policy and report to the Audit Committee.

(4) Whistleblowing (Whistleblowing)

To ensure that the Company's business operations are correct, appropriate, fair, and verifiable. The company, therefore, has established a code of conduct/policy to provide channels for complaints or whistleblowing from illegal actions, a code of conduct/policy against corruption or behavior that may result in fraud or misconduct of persons in the organization. Any person, if witnessing an action that is considered fraudulent, corrupt or implied corruption that directly or indirectly affects the Company, must not ignore or ignore such behavior and should report through the official channels. Received the matter which has already been disclosed in Section 6, Subsection 12. Ethics on Anti-Corruption, Whistleblowing, and Complaints.

8.2 Report on the performance of the Audit Committee in the past year

8.2.1 Number of meetings and meeting attendance of individual audit committee members It has already been disclosed in Section 7.3.

8.2.2 The performance of the audit committee has been disclosed in the topic Attachment 6 Report of the audit committee.

8.3 Summary of performance of other committees

8.3.1 Number of meetings and meeting attendance of individual committees

8.3.2 The results of the performance of such sub-committees as assigned by the Board of Directors.

The company has disclosed the number of meetings and attendance of meetings, the performance of the sub-committees of the company, which is the only one committee, which is the Audit Committee which acts as the Nomination and Remuneration Committee as well, in item 8.1.1

9. Internal control and related transactions**9.1 Internal Control**

In addition to company directors and executive directors, executives will manage and control within a certain level. The company also has an audit committee which is independent, totaling 3 members, with a qualified director in accounting as a director and an internal auditor hired from outside. It is the use of services outside the company (outsourcing) from Dharmniti Internal Audit Co., Ltd. which the Audit Committee and internal auditors have audited, supervised by examining documents and evidence, asking for information from the management and related party, including attending consultation meetings, exchanging opinions with the management. In the past year, inspections were carried out as follows:

- Subject: Internal Controls Relating to Financial Accounting and Financial Statement Closing: To provide reasonable assurance that the company's financial accounting and financial statement closing systems have adequate, appropriate, and practical internal controls in place. This includes defining accounting policies, chart of accounts and account descriptions, recording accounts receivable and revenue collection, recording accounts payable and payments, asset control, preparing bank reconciliation statements, preparing accounting adjustments, closing accounts, and preparing financial statements, and defining access rights to data in the ERP system related to the accounting and financial statement closing processes.

- Subject: Coil and Product Production Planning and Control: To provide reasonable assurance that the company's coil and product production planning and control processes have adequate, appropriate, and practical internal controls in place for planning and ordering coil and product production; requisitioning of raw materials according to the Bill of Materials (BOM) and company-specified chemical values; recording of production results; controlling production waste; and handling slow-moving or non-moving coils and products.

- Human Resource Management: To provide reasonable assurance that the human resource management processes have adequate, appropriate, and practical internal controls in place for recruitment, selection, and hiring of employees, personnel training and development, succession planning and development for key positions, and calculation of salaries, wages, and overtime. Calculation and submission of social security contributions, personal income tax, and provident fund contributions; compliance with relevant laws.

- Subject: Sales Process: To provide reasonable assurance that the company's sales process has adequate, appropriate, and practical internal controls in place for new customer acquisition and review, personnel training and development, pricing and discounts, purchase contract preparation, sales compensation payments to employees and external parties, and defining access rights to ERP system data related to the sales process.

However, in order to comply with the company's operating regulations, as well as amending the internal control system to be appropriate, have sufficient performance. In addition, the audit committee discussed with the internal auditors to plan and approve the annual audit plan. The audit result from the overall condition was good, and satisfactory by the audit committee. take a test (It has already been opened in the topic of Attachment 6, Report from the Audit Committee). Therefore, the Board of Directors views that the internal control system as well as the monitoring and supervision of the Company's operations are sufficient and suitable for the current situation. There was no evidence that the Company's executives used the Company's assets illegally or without authority.

The Company attaches great importance to the establishment of a good internal control system. This is in line with the principles of good corporate governance by performing duties with transparency, fairness, credibility, and having a check and balance mechanism. can be audited, which will lead to the best interests of shareholders, employees, and all stakeholders. The Board of Directors has assigned the Audit Committee to review and ensure that the Company has good internal control and internal audit systems, as well as review the Company's operations to be in accordance with appropriately and efficiently to ensure that the Company has a business operating system that complies with the guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission.

9.1.1 Adequacy and suitability of the company's internal control system

9.1.2 Deficiencies in the internal control system

From the audit of internal auditors, Dharmniti Internal Audit Co., Ltd. from outside the company (outsourced) has reviewed and assessed the sufficiency of the company's internal control system and tested the operation according to the company's internal control system. There were observations found from the review and there was progress in the follow-up and remedial actions. The Audit Committee acknowledged the review report and assessed the adequacy of the internal control system and informed the company's management to acknowledge and improve the observations found from the audit. In which the aforementioned issues were found to have risks at many medium levels. The Audit Committee therefore initially considered that the Company's internal control system was still at an acceptable level.

9.1.3 Opinions of the Audit Committee in case of differences between the opinions of the Board of Directors or the auditor's remarks on internal control.

- None -

9.1.4 Opinion of the Audit Committee that oversight of the incumbent, the head of the internal audit has qualifications, education, experience, and training that are appropriate and adequate for the performance of duties.

The Company has used the services of an external agency (outsourced) from Dharmniti Internal Audit Company Limited to act as an internal auditor for the Company. which has been screened by the audit committee in proposing to use the service, the service provider has sufficient qualifications to perform duties as disclosed in Attachment 3.

9.1.5 Appointment, dismissal, and Transfer of internal audit supervisors

- None -

9.2 Related Transactions
As of December 31, 2025 and 2024
Unit: million baht

Related Transactions			2025		2024	
Related companies	Item characteristics	Relationship	Value	Balance	Value	Balance
Thai Metal Works Company Limited	The company leases a 250-square-meter building to be used as the company's office. The lease term is 1 year, ending on December 31, 2025, at a monthly rental rate of 20,000 baht. The tenant has the right to renew the lease upon expiration upon written notice, which is following normal business operations and general trade conditions as agreed upon.	is a major shareholder of the Company holding 48.59 percent of the total number of shares of the Company	0.24	0.02	0.02	-
MALC-Thai Co., Ltd. and Thai-MC Co., Ltd.	DISTRIBUTOR - SALES AND PURCHASE AGREEMENT by appointing MALC-Thai Co., Ltd. as a distributor to distribute aluminum products to Japanese customers under general trading conditions, namely cost plus margin from January 27, 2022, the contract period 1 year and year per year	- MALC-Thai Co., Ltd. is held by MA Aluminum Corporation (formerly Mitsubishi Aluminum Co., Ltd which is the major shareholder of the company holding 13.39 percent of the total number of shares of the company). in the proportion of 49.00 percent and with Sasano Max Thailand holding 51%	839.13	212.43	810.75	215.87
Mr. Sanchai Chaixanien as a co-owner	The company leases the land in front of the company's factory area, totalling 9 rai, for the company's business use and as a parking lot. The lease term is 1 year, ending on December 31, 2025, at a rental rate of 15,000 baht per month. The lessee has the right to renew the lease when the term expires, with written notice. This is following normal business operations and general trade conditions as agreed.	Former CEO/Chairman of the Board of Directors, Mr. Sanchai Chaixanien holds shares representing 0.77 percent of the total number of shares of the company.	0.18	0.18	0.18	0.18
Niti Innotech Co., Ltd. (former name Niti Casting Co., Ltd.)	The company hires steel fabricators to produce necessary consumables according to normal business operations and generally agreed terms and conditions compared to market prices.	having common directors with the company are: Mr. Sahasee Chitanondh, Lt. Kamolnai Chaixanien and Mrs.Sorraneee Deephanphongs.	-	-	0.18	-
	has bought aluminum (scrap) that is not used by the company which is in accordance with normal business operations and general trading conditions comparable to market prices.		0.19	0.004	0.10	-

Related Transactions			2025		2024	
Related companies	Item characteristics	Relationship	Value	Balance	Value	Balance
United Construction Materials Company Limited	The company has purchased piles along with driving services for foundations for machines and buildings from the pile manufacturer, which is in accordance with normal business operations and general trade conditions agreed upon, comparable to market prices.	having common directors with the company are: Mrs.Sorranee Deephanphongs, Lt. Kamolnai Chaixanien and Mr. Sahasee Chitanondh,	-	-	-	-
Thaiwadee Engineering Co., Ltd.	The company rents one furnished apartment with electrical appliances for use as a residence for a Japanese engineer from September 1, 2024 – May 31, 2025, at a rental rate of 75,000 baht per month, plus utility fees, which are following normal business operations and general trade conditions agreed upon, comparable to market prices.	having common directors with the company are: Lt. Kamolnai Chaichanian and Mrs. Sorranee Deephanphongs	0.68	-	0.85	0.0064
Mr.Thanawat Sornjai	The company leases a vehicle for use as an official car for the Managing Director. The lease agreement is for one year, ending December 31, 2025, at a monthly rental rate of 37,990 baht (including all taxes, maintenance, insurance, inspection, consumable parts, lubricants, repairs, and other expenses). This is in line with normal business operations and general commercial terms and conditions, comparable to market prices.	Director /managing director of the company.	0.46	-	0.46	-

The above-related transactions are fair transactions and do not cause a transfer of benefits. The Audit Committee has approved the review of such transactions. It is in accordance with the nature of normal business, and the reasonableness of the transaction. Including according to the market mechanism, the market price is equivalent to the price made with general outsiders by following regulations has passed the proper approval process and will continue to be available in the future as necessary under conditions of normal commercial operation by using the policy of trading, negotiating according to market mechanisms, and no transfer of benefits.

(see financial statements and notes to financial statements)

Part 3**Financial Statements****(Annual financial statements ended 31 December 2025)****REPORT ON THE BOARD'S RESPONSIBILITIES TOWARDS THE FINANCIAL REPORT**

The Board of Directors is responsible for the Company's Financial Statements including the information as appeared in the Annual Report, which is made in accordance with the generally accepted accounting standard, with consideration in choosing an appropriate accounting system and using such on a regular basis. Significant data must be sufficiently disclosed in the Notes accompanied by the Financial Statements in accordance with the regulations of the Securities and Exchange Commission and the Stock Exchange in regard to the arrangement and presentation of the Financial Statements according to the Securities and Security Exchange Act B.E.2535.

The Board has appointed the Audit Committee consisting of independent directors to examine and supervise the Financial Statements, to assess the internal control system and the internal audit to achieve efficiency, to assure that the recording of factual accounting is correct and complete in sufficient time and punctually, and to protect against any wrongdoing or irregularity according to the opinion of the Audit Committee as appeared in the Audit Committee's Report which is shown in this year's Annual Report.

The Board is of the opinion that the internal control system and the internal audit system are able to create reasonable confidence towards the believability of the Company's Financial Statements, showing correct financial position, operation results and cash flow



(Mrs.Sorranee Deephanphongs)

Chairman of the Board



(Mr.Thanawat Sornjai)

Managing Director

Independent Auditor's Report**To the Shareholders of Varopakorn Public Company Limited****Opinion**

I have audited the accompanying financial statements of Varopakorn Public Company Limited (the Company), which comprise the statement of financial position as at 31 December 2025, the related statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the financial statements, including material accounting policy information (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Varopakorn Public Company Limited as at 31 December 2025, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address

the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.

Revenues from sales

Revenue from sales is significant to the Company's financial statements because it directly impact the Company's annual profit and loss. In addition, the competitive situation in the rolled and sheet aluminium industry has affected the sales of the Company. I therefore direct my audit attention to the revenue recognition, particularly on the occurrence of sales.

I have assessed and tested the Company's internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed key controls. On a sampling basis, I also examined supporting documents for sales transactions occurring during the year and for the sales transactions occurring near the end of the accounting period. I reviewed credit notes that the Company issued after the period-end and performed analytical procedures on revenue from sale account. I also reviewed a correlation analysis between sales income, trade receivables and cash receipts to detect possible irregularities in sales transactions throughout the accounting period, particularly those entries made through journal vouchers.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon. The annual report of the Company is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Company, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Wattoo Kayankannavee

Certified Public Accountant (Thailand) No. 5423

EY Office Limited

Bangkok: 27 February 2026

Statement of financial position
As at 31 December 2025
(Unit: Baht)

	<u>Note</u>	<u>2025</u>	<u>2024</u>
Assets			
Current assets			
Cash and cash equivalents	7	28,323,244	72,206,560
Trade and other current receivables	8	610,528,844	734,779,913
Inventories	9	703,944,838	863,267,581
Derivative assets		679,863	-
Other current assets	10	65,684,337	58,592,539
Total current assets		1,409,161,126	1,728,846,593
Non-current assets			
Restricted bank deposits		400,000	400,000
Property, plant and equipment	11	765,471,752	769,039,582
Intangible assets		416,342	743,180
Other non-current assets		12,679,951	7,285,422
Total non-current assets		778,968,045	777,468,184
Total assets		2,188,129,171	2,506,314,777

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)
As at 31 December 2025
(Unit: Baht)

	<u>Not</u> <u>e</u>	<u>2025</u>	<u>2024</u>
Liabilities and shareholders' equity			
Current liabilities			
Short-term loans from financial institutions	12	150,000,000	170,000,000
Accounts payable - trust receipts	12	621,845,825	873,779,586
Trade and other current payables	13	297,323,955	388,449,463
Current portion of lease liabilities		1,036,402	979,701
Current portion of long-term loans	14	25,200,000	25,200,000
Derivatives liabilities		2,822,895	1,458,529
Other current liabilities		12,377,911	54,006,228
Total current liabilities		1,110,606,988	1,513,873,507
Non-current liabilities			
Lease liabilities, net of current portion		705,549	1,741,951
Long-term loans, net of current portion	14	11,200,000	36,400,000
Non-current provision for employee benefits	15	20,145,650	15,896,172
Deferred tax liabilities	19	41,313,368	35,173,809
Other non-current liabilities		1,059,954	1,266,440
Total non-current liabilities		74,424,521	90,478,372
Total liabilities		1,185,031,509	1,604,351,879

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)
As at 31 December 2025

		(Unit: Baht)	
	<u>Note</u>	<u>2025</u>	<u>2024</u>
Shareholders' equity			
Share capital			
Registered			
100,000,000 ordinary shares of Baht 5 each		500,000,000	500,000,000
Issued and fully paid			
99,902,123 ordinary shares of Baht 5 each		499,510,615	499,510,615
Share premium		374,400,000	374,400,000
Retained earnings			
Appropriated - statutory reserve	16	50,000,000	50,000,000
Unappropriated (deficits)		(110,963,613)	(178,738,377)
Other component of shareholders' equity	17	190,150,660	156,790,660
Total shareholders' equity		1,003,097,662	901,962,898
Total liabilities and shareholders' equity		2,188,129,171	2,506,314,777
		-	-

The accompanying notes are an integral part of the financial statements.

Statement of comprehensive income
For the year ended 31 December 2025
(Unit: Baht)

	<u>Note</u>	<u>2025</u>	<u>2024</u>
Profit or loss:			
Revenues			
Sales		2,782,429,455	2,982,924,742
Other income			
Gain on exchange		4,837,172	40,911,146
Others		12,772,467	5,005,346
Total revenues		2,800,039,094	3,028,841,234
Expenses			
Cost of sales		2,594,733,683	2,738,629,791
Selling and distribution expenses		36,285,219	46,468,996
Administrative expenses		56,019,521	57,123,367
Loss on derivatives revaluation		2,143,032	1,458,529
Total expenses		2,689,181,455	2,843,680,683
Operating profit		110,857,639	185,160,551
Finance cost		(43,175,825)	(54,561,989)
Profit before income tax		67,681,814	130,598,562
Income tax benefit (expense)	19	1,778,943	(167,681)
Profit for the year		69,460,757	130,430,881
Other comprehensive income:			
<i>Other comprehensive income not to be reclassified</i>			
<i>to profit or loss in subsequent periods</i>			
Changes in revaluation of assets - net of income tax		33,360,000	-
Remeasurement loss on defined benefit plans - net of income tax		(1,685,993)	-
Total other comprehensive income not to be reclassified			
<i>to profit or loss in subsequent periods</i>		31,674,007	-
Other comprehensive income for the year		31,674,007	-
Total comprehensive income for the year		101,134,764	130,430,881
Basic earnings per share	21	0.70	1.31

The accompanying notes are an integral part of the financial statements.

Statement of changes in shareholders' equity

For the year ended 31 December 2025

(Unit: Baht)

	Issued and paid-up		Retained earnings		Other component of shareholders' equity	
	share capital	Share premium	Appropriated - statutory reserve	Unappropriated (deficits)	Surplus on revaluation of assets	Total
Balance as at 1 January 2024	499,510,615	374,400,000	50,000,000	(309,169,258)	156,790,660	771,532,017
Profit for the year	-	-	-	130,430,881	-	130,430,881
Total comprehensive income for the year	-	-	-	130,430,881	-	130,430,881
Balance as at 31 December 2024	499,510,615	374,400,000	50,000,000	(178,738,377)	156,790,660	901,962,898
						-
Balance as at 1 January 2025	499,510,615	374,400,000	50,000,000	(178,738,377)	156,790,660	901,962,898
Profit for the year	-	-	-	69,460,757	-	69,460,757
Other comprehensive income for the year	-	-	-	(1,685,993)	33,360,000	31,674,007
Total comprehensive income for the year	-	-	-	67,774,764	33,360,000	101,134,764
Balance as at 31 December 2025	499,510,615	374,400,000	50,000,000	(110,963,613)	190,150,660	1,003,097,662
						-

The accompanying notes are an integral part of the financial statements.

Cash flow statement
For the year ended 31 December 2025
(Unit: Baht)

	<u>2025</u>	<u>2024</u>
Cash flows from operating activities		
Profit before tax	67,681,814	130,598,562
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities		
Depreciation and amortisation	90,530,740	96,312,578
Reversal reduction of inventory cost to net realisable value	-	(7,900,556)
Gain on disposal of machinery and equipment	(211,546)	(128,049)
Unrealised exchange (gain) loss	5,661,349	(15,481,608)
Loss on derivatives revaluation	2,143,032	1,458,529
Income from government grants	(206,486)	(279,986)
Finance cost	43,175,825	54,561,989
Provision for employee benefits	4,030,678	3,696,916
Profit from operating activities before changes in operating assets and liabilities	212,805,406	262,838,375
Operating assets (increase) decrease		
Trade and other current receivables	117,404,050	(267,536,522)
Inventories	131,358,032	(138,278,278)
Other current assets	(7,091,798)	19,933,702
Other non-current assets	(5,394,529)	(7,220,422)
Operating liabilities increase (decrease)		
Trade and other current payables	(87,656,561)	164,363,416
Other current liabilities	(41,628,317)	41,175,605
Cash paid for employee benefits	(1,888,692)	(14,782,069)
Cash flows from operating activities	317,907,591	60,493,807
Cash paid for interest expenses	(44,558,724)	(54,062,199)
Net cash flows from operating activities	273,348,867	6,431,608

The accompanying notes are an integral part of the financial statements.

Cash flow statement (continued)
For the year ended 31 December 2025
(Unit: Baht)

	<u>2025</u>	<u>2024</u>
Cash flows from investing activities		
Acquisition of machinery and equipment	(19,156,578)	(35,992,628)
Acquisition of computer software	-	(264,600)
Proceeds from sales of machinery and equipment	211,816	1,814,411
Net cash flows used in investing activities	(18,944,762)	(34,442,817)
Cash flows from financing activities		
Decrease in bank overdrafts and short-term loans		
from financial institutions	(20,000,000)	(49,198,029)
Increase (decrease) in accounts payable - trust receipts	(252,107,720)	174,838,290
Payment of lease liabilities	(979,701)	(926,106)
Repayment of long-term loans	(25,200,000)	(25,788,000)
Net cash flows from (used in) financing activities	(298,287,421)	98,926,155
Net increase (decrease) in cash and cash equivalents	(43,883,316)	70,914,946
Cash and cash equivalents at beginning of year	72,206,560	1,291,614
Cash and cash equivalents at end of year	28,323,244	72,206,560
	-	-
Supplemental disclosures of cash flow information		
Non-cash transactions		
Decrease in accounts payable for acquisition of machinery		
and equipment	(2,184,947)	(849,016)

The accompanying notes are an integral part of the financial statements.

Notes to financial statements**For the year ended 31 December 2025****1. General information**

Varopakorn Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the manufacture and distribution of semi-finished aluminium products and its registered address is 181 Soi Amorn, Nanglinchee Road, Yannawa, Bangkok. Its factory is located at 280 Moo 4, Sukhumvit Road Km.41.5, Tumbol Bangpoo-Mai, Amphur Muang, Samuthprakarn.

2. Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

3. New financial reporting standards**3.1 Financial reporting standards that became effective in the current year**

During the year, the Company has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2026

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2026. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes

directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

Sale of goods

Revenue from sale of goods is recognised when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns, discounts and allowances.

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Finished goods and work in process are valued at the lower of cost (under the weighted average cost basis) and net realisable value. The cost of inventories includes all production costs and attributable factory overheads.

Raw materials, factory supplies and spare parts are valued at the lower of cost (under the first-in, first-out basis) and net realisable value and are charged to production costs whenever consumed.

over the economic useful life of 10 years. The amortisation expense is charged to profit or loss.

4.6 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

4.7 Leases

At inception of contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company as a lessee

The Company applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received. Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Machinery and equipment	5	years
Motor vehicles	5	years

If ownership of the leased asset is transferred to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are presented as part of property, plant and equipment in the statement of financial position.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Company discounted the present value of the lease payments by the interest rate implicit in the lease or the Company's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

4.8 Foreign currencies

The financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.9 Impairment of non-financial assets

At the end of each reporting period, the Company performs impairment reviews in respect of the property, plant and equipment and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss. However, in cases where land was previously revalued and the revaluation was taken to equity, a part of such impairment is recognised in equity up to the amount of the previous revaluation.

4.10 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses, contributions to the social security fund and other benefits are recognised as expenses when incurred.

Post-employment benefits and other long-term employee benefits

Defined benefit plans and other long-term employee benefits

The Company has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Company treats these severance payment obligations as a defined benefit plan. In addition, the Company provides other long-term employee benefit plan, namely long service awards.

The obligation under the defined benefit plan and other long-term employee benefit plans is determined by a professionally qualified independent actuary base on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term employee benefits are recognised immediately in profit and loss.

4.11 Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.12 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.13 Financial instruments

The Company initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Company’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Company measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives.

Classification and measurement of financial liabilities

Except for derivative, at initial recognition, the Company’s financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Company takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset or the Company has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is

treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

For trade receivables, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

4.14 Derivatives

The Company uses derivatives, such as forward currency contracts and commodity swap agreements, to hedge its foreign currency risks and commodity price risks, respectively.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

4.15 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Net realisable value of inventories

The management uses judgment to estimate the net realisable value of inventories based on the amount the inventories are expected to realise. These estimates take into consideration fluctuations of price directly relating to events occurring after the end of reporting date. In addition, the management makes judgment and estimates expected loss from stock obsolescence based upon past sales history, the stock deterioration and the prevailing economic condition.

Property, plant and equipment/Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

The Company measures land at revalued amounts. Such amounts are determined by the independent valuer using the market approach. The valuation involves certain assumptions and estimates.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses in the period when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

Post-employment benefits under defined benefit plans and other long-term employee benefits

The obligation under the defined benefit plan and other long-term employee benefit plans is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

6. Related party transactions

During the years, the Company had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

	<u>2025</u>	<u>2024</u>	(Unit: Million Baht) <u>Pricing policy</u>
<u>Transactions with related companies</u>			
Sales of goods	839	811	Cost plus margin
Purchases of raw material and supplies	1	1	At an agreed price

The Company entered into a distribution agreement with related companies for the distribution of products to Japanese customers. Commercial terms are as stipulated in the agreement.

The balances of the accounts as at 31 December 2025 and 2024 between the Company and those related parties are as follows:

	<u>2025</u>	<u>2024</u>
Trade receivables - related parties (Note 8)		
Related companies (related by shareholders)	212,431	215,872
Total trade receivables - related parties	<u>212,431</u>	<u>215,872</u>
Trade payables - related parties (Note 13)		
Related companies (related by shareholders and directors)	20	6
Total trade payables - related parties	<u>20</u>	<u>6</u>

Directors and management's benefits

	<u>2025</u>	<u>2024</u>
(Unit: Million Baht)		
Short-term employee benefits	8.6	7.9
Post-employment benefits	0.2	0.9
Total	<u>8.8</u>	<u>8.8</u>

7. Cash and cash equivalents

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Cash	104	94
Bank deposits	28,219	72,113
Total	<u>28,323</u>	<u>72,207</u>

As at 31 December 2025, bank deposits in saving accounts carried interests at 0.25 percent per annum (2024: 0.25 percent per annum).

8. Trade and other current receivables

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
<u>Trade receivables - related parties</u>		
Aged on the basis of due dates		
Not yet due	145,161	157,881
Past due		
Up to 3 months	67,270	57,991
Total trade receivables - related parties	<u>212,431</u>	<u>215,872</u>
<u>Trade receivables - unrelated parties</u>		
Aged on the basis of due dates		
Not yet due	305,350	419,148
Past due		
Up to 3 months	92,656	99,747
3 - 6 months	79	-
Over 12 months	1,437	1,437
Total	<u>399,522</u>	<u>520,332</u>
Less: Allowance for expected credit losses	<u>(1,437)</u>	<u>(1,437)</u>
Total trade receivables - unrelated parties, net	<u>398,085</u>	<u>518,895</u>
Total trade receivables - net	<u>610,516</u>	<u>734,767</u>
<u>Other current receivables</u>		
Other current receivables - unrelated parties	13	13
Total other current receivables	<u>13</u>	<u>13</u>
Total trade and other current receivables - net	<u>610,529</u>	<u>734,780</u>

The normal credit term is 30 to 90 days.

9. Inventories

(Unit: Thousand Baht)

	Cost		Reduce cost to net realisable value		Inventories - net	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Finished goods	140,670	148,522	-	-	140,670	148,522
Work in process	300,792	341,159	-	-	300,792	341,159
Raw materials	125,795	101,647	-	-	125,795	101,647
Spare parts and factory supplies	82,603	112,600	(18,354)	(18,354)	64,249	94,246
Goods in transit	72,439	177,693	-	-	72,439	177,693
Total	<u>722,299</u>	<u>881,621</u>	<u>(18,354)</u>	<u>(18,354)</u>	<u>703,945</u>	<u>863,267</u>

During 2024, the Company reversed the write-down of cost of inventories by Baht 7.9 million, and reduced the amount of inventories recognised as expenses during the year.

10. Other current assets

(Unit: Thousand Baht)

	<u>2025</u>	<u>2024</u>
Input tax refundable	58,433	47,057
Advance payment for goods	1,868	519
Others	5,383	11,017
Total other current assets	<u>65,684</u>	<u>58,593</u>

11. Property, plant and equipment

(Unit: Thousand Baht)

	Revaluation basis	Cost basis						
	Land	Factory buildings	Machinery and factory equipment	Furniture and office equipment	Motor vehicles	Right-of-use assets	Construction in progress and machinery under installation	Total
Cost / Revalued amount:								
1 January 2024	236,300	173,444	2,692,875	22,790	9,239	5,320	31,949	3,171,917
Additions	-	663	3,221	890	-	-	30,370	35,144
Transfers	-	2,178	32,632	-	-	-	(34,810)	-
Disposal / Write off	-	-	(9,191)	(428)	(4,119)	-	-	(13,738)
31 December 2024	236,300	176,285	2,719,537	23,252	5,120	5,320	27,509	3,193,323
Additions	-	297	2,277	1,128	-	-	13,269	16,971
Transfers	-	-	30,525	-	-	-	(2,560)	27,965
Disposal / Write off	-	-	(4,203)	(1,473)	-	-	-	(5,676)
Revalue	41,700	-	-	-	-	-	-	41,700
31 December 2025	278,000	176,582	2,748,136	22,907	5,120	5,320	38,218	3,274,283
Accumulated depreciation:								
1 January 2024	-	142,531	2,167,562	20,881	8,971	470	-	2,340,415
Depreciation for the year	-	4,872	89,536	845	135	532	-	95,920
Depreciation for disposal / write off	-	-	(7,505)	(428)	(4,119)	-	-	(12,052)
31 December 2024	-	147,403	2,249,593	21,298	4,987	1,002	-	2,424,283
Depreciation for the year	-	4,733	83,945	861	133	532	-	90,204
Depreciation for disposal / write off	-	-	(4,203)	(1,473)	-	-	-	(5,676)
31 December 2025	-	152,136	2,329,335	20,686	5,120	1,534	-	2,508,811
Net book value:								
As at 31 December 2024	236,300	28,882	469,944	1,954	133	4,318	27,509	769,040
As at 31 December 2025	278,000	24,446	418,801	2,221	-	3,786	38,218	765,472
Depreciation for the year								
2024 (Baht 95 million included in manufacturing cost, and the balance in selling and administrative expenses)								95,920
2025 (Baht 89 million included in manufacturing cost, and the balance in selling and administrative expenses)								90,204

The Company arranged for an independent professional valuer to appraise the value of land by using the market approach.

Key assumptions used in the valuation are summarised below:

	2025	2024	Result to fair value whereas an increase in assumption value
Price per square wah (Baht)	20,000	17,000	Increase in fair value

Had the land been carried in the financial statements on a historical cost basis, their net book value as of 31 December 2025 and 2024 would have been as follows:

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Land	40,312	40,312

As at 31 December 2025, certain items of building, machinery and equipment were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 1,553 million (2024: Baht 1,403 million).

The Company has mortgaged land with structures thereon and part of its machinery, with a total net book value as at 31 December 2025 amounting to approximately Baht 510 million (2024: Baht 520 million) to secure short-term loans, long-term loans and credit facilities from financial institutions.

12. Bank overdrafts and short-term loans from financial institutions / accounts payable - trust receipts

		(Unit: Thousand Baht)	
	Interest rate (percent per annum)	2025	2024
<u>Short-term loans from financial institutions</u>			
Promissory note	2.8 - 6.0	150,000	170,000
<u>Accounts payable - trust receipts</u>			
Accounts payable - trust receipts	2.6 - 5.4	621,846	873,780

Credit facilities obtained from financial institutions are secured by the mortgage of the Company's land with structures thereon and part of its machinery, as discussed in Note 11 to the financial statements.

13. Trade and other current payables

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Trade payables - related parties	20	6
Trade payables - unrelated parties	241,849	310,632
Other current payables - unrelated parties	12,030	16,625
Other payables for purchase of machinery	7,484	9,668
Accrued expenses	35,941	51,518
Total trade and other current payables	<u>297,324</u>	<u>388,449</u>

14. Long-term loans

(Unit: Thousand Baht)				
Loan	Interest rate (percent per annum)	Repayment schedule		
			2025	2024
1	3M THBFIX + 1.85%	Monthly installments of Baht 2.1 million commencing from July 2020 within 84 months		
			36,400	61,600
Total			36,400	61,600
Less: Current portion			(25,200)	(25,200)
Long-term loans, net of current portion			<u>11,200</u>	<u>36,400</u>

Movements in the long-term loans account during the years ended 31 December 2025 and 2024 are summarised below:

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Beginning balance	61,600	87,388
Repayments	(25,200)	(25,788)
Ending balance	<u>36,400</u>	<u>61,600</u>

The loans are secured by the mortgage of the Company's land with structures thereon and part of its machinery as discussed in Note 11 to the financial statements.

The loan agreements contain certain covenants which, among other things, on 31 December each year, require the Company to maintain debt to equity ratio, debt service coverage ratio, and interest coverage ratio according to the specified ratio prescribed in the agreements. As at 31 December 2024, the Company could not maintain certain financial ratios as required in such loan agreements, however, the Company has received the

waive letter for the covenants from the bank. As at 31 December 2025, the Company was in compliance with the financial covenants. In addition, the Company has no indication that it will have difficulty complying with these covenants within the twelve months after the reporting period.

15. Provision for employee benefits

Provision for employee benefits, which represents compensation payable to employee after they retire from the Company and other long-term employee benefit plan, was as follows:

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Provision for employee benefits at beginning of year	15,896	26,981
Included in profit or loss:		
Current service cost	2,773	3,322
Interest cost	405	375
Remeasurement loss arising from		
Financial assumptions changes	853	-
Included in other comprehensive income:		
Remeasurement (gain) loss arising from		
Demographic assumptions changes	1,687	-
Financial assumptions changes	1,401	-
Experience adjustments	(981)	-
Benefits paid during the year	(1,888)	(14,782)
Provision for employee benefits at end of year	<u>20,146</u>	<u>15,896</u>

The Company expects to pay Baht 1 million of long-term employee benefits during the next year (2024: Baht 1 million).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit is 6 years (2024: 6 years).

Significant actuarial assumptions are summarised below:

	<u>2025</u>	<u>2024</u>
	(% per annum)	(% per annum)
Discount rate	1.42	2.53
Salary increase rate	3.50	3.00
Turnover rate	0.00 - 43.00	0.00 - 51.00

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2025 and 2024 are summarised below:

(Unit: Million Baht)

	2025		2024	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(1)	1	(1)	1
Salary increase rate	1	(1)	1	(1)
Turnover rate	(1)	1	(1)	1

16. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered share capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

17. Surplus on revaluation of assets

This represents surplus arising from revaluation of land.

(Unit: Thousand Baht)

	<u>2025</u>	<u>2024</u>
Balance at beginning of year	156,791	156,791
Increase	33,360	-
Balance at end of year	<u>190,151</u>	<u>156,791</u>

The surplus on revaluation of assets can neither be offset against deficit nor used for dividend payment.

18. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	<u>2025</u>	<u>2024</u>
Salary and wages and other employee benefits	157,830	164,852
Depreciation and amortisation	90,531	96,312
Repairs and maintenance expenses	29,834	33,948
Electricity and fuel	186,695	206,585
Raw materials and consumables used	2,143,087	2,277,418
Changes in inventories of finished goods and work in process	48,220	(12,653)

19. Income tax

Income tax for the years ended 31 December 2025 and 2024 are made up as follows:

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Current income tax:		
Current income tax charge	-	-
Deferred tax:		
Relating to origination and reversal of temporary differences	(1,779)	168
Income tax expense (benefit) reported in profit or loss	<u>(1,779)</u>	<u>168</u>

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follows:

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Deferred tax on gain from revaluation of land	8,340	-
Deferred tax on loss from remeasurement of defined benefits plan	(421)	-
Total	<u>7,919</u>	<u>-</u>

The reconciliation between accounting profit and income tax expenses (benefit) is shown below.

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Accounting profit before tax	<u>67,682</u>	<u>130,599</u>
Applicable tax rate	20%	20%
Accounting profit before tax multiplied by income tax rate	13,536	26,120
Previously unrecognised deductible temporary differences and tax losses that is used to reduce current tax expense	(15,838)	(26,490)
Effects of:		
Non-deductible expenses	532	517
Additional expense deductions allowed	(283)	(223)
Others	274	244
Total	<u>523</u>	<u>538</u>

Income tax expense (benefit) reported in profit or loss	(1,779)	168
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The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Deferred tax assets		
Allowance for expected credit losses	287	287
Allowance for diminution in value of inventories	3,671	3,671
Deferred Income from government	212	253
Provision for employee benefits	4,030	3,179
Total	<u>8,200</u>	<u>7,390</u>
Deferred tax liabilities		
Accumulated depreciation - machinery	1,958	3,324
Lease liabilities	17	43
Surplus from revaluation of land	47,538	39,197
Total	<u>49,513</u>	<u>42,564</u>
Deferred tax liabilities - net	<u>41,313</u>	<u>35,174</u>

As at 31 December 2025 the Company has unused tax losses totaling Baht 126 million (2024: Baht 286 million), on which deferred tax assets have not been recognised as the Company believes that future taxable profits may not be sufficient to allow utilisation of unused tax losses. The unused tax losses will expire within 2028.

20. Promotional privileges

The Company has received promotional privileges from the Board of Investment for the manufacture of aluminium sheet product and aluminium rolled product, pursuant to the investment promotion certificate No. 61-0139-1-00-1-0 issued on 3 January 2018. Subject to certain imposed conditions, the privileges include an exemption of import duty on imported machinery and raw materials and an exemption of corporate income tax from such promoted operations, totaling not over 100 percent of the investment amount, excluding the cost of land and working capital, for a period of 3 years from the date the promoted operations commenced generating revenues. At present, the Company has not yet utilised a privileges in respect of corporate income tax exemption from the promoted operation.

21. Basic earnings per share

Basic earnings per share is calculated by dividing the profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

The following table sets forth the computation of basic earnings per share:

	<u>2025</u>	<u>2024</u>
Profit for the year (Thousand Baht)	69,461	130,431
Weighted average number of ordinary shares (shares)	99,902,123	99,902,123
Earnings per share (Baht per share)	0.70	1.31

22. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as Chairman of the Board.

The Company is principally engaged in the manufacture and distribution of semi-finished aluminium products. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profit and assets as reflected in these financial statements pertain to the aforementioned reportable operating segment.

Geographic information

Revenue from customers is based on locations of the customers.

	(Unit: Million Baht)	
	<u>2025</u>	<u>2024</u>
Revenue from customers		
Thailand	1,171	1,160
Asia	1,410	1,602
Europe	126	126
America	38	60
Oceania	37	35
Total	<u>2,782</u>	<u>2,983</u>

Major customers

For the year 2025, the Company has revenue derived from 3 major customers in amount of Baht 839 million, Baht 652 million and Baht 355 million (2024: revenue derived from 3 major customers in amount of Baht 811 million, Baht 577 million and Baht 535 million).

23. Commitments and contingent liabilities

23.1 Capital and purchase of raw material commitments

As at 31 December 2025, the Company had capital commitments relating to the purchases of machinery and equipment and purchase of raw material commitments of approximately USD 5 million, Yuan 2 million and Baht 4 million. (2024: USD 10 million and Yuan 25 million).

23.2 Service Commitments

As at 31 December 2025, the Company had service commitments approximately Baht 5 million (2024: Baht 8 million).

23.3 Guarantees

As at 31 December 2025, there were outstanding bank guarantees issued by the banks on behalf of the Company of approximately Baht 7.7 million (2024: Baht 14.7 million) to guarantee electricity use.

As at 31 December 2025, the Company has pledged bank deposits amounting to Baht 0.4 million (2024: Baht 0.4 million) as collateral to secure bank guarantees.

24. Fair value hierarchy

As at 31 December 2025 and 2024, the Company had the assets and liabilities that were measured at fair value using different levels of inputs as follows:

		(Unit: Thousand Baht)			
		2025			
		Level 1	Level 2	Level 3	Total
Assets measured at fair value					
Land		-	-	278,000	278,000
Derivatives					
Foreign currency forward contracts		-	680	-	680
Liabilities measured at fair value					
Derivatives					

Foreign currency forward contracts	-	100	-	100
Commodity swap agreements	-	2,723	-	2,723

(Unit: Thousand Baht)

	2024			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Land	-	-	236,300	236,300
Liabilities measured at fair value				
Derivatives				
Foreign currency forward contracts	-	1,459	-	1,459

25. Financial instruments

25.1 Derivatives

	(Unit: Thousand Baht)	
	<u>2025</u>	<u>2024</u>
Derivative assets (liabilities)		
Derivatives assets (liabilities) not designated as hedging instruments		
Commodity swap agreements	(2,723)	-
Foreign exchange forward contracts	580	(1,459)
Total derivative liabilities	<u>(2,143)</u>	<u>(1,459)</u>

Derivatives not designated as hedging instruments

The Company uses foreign exchange forward contracts and commodity swap agreement to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions and risk from volatility in prices of raw materials, respectively, generally from 1 to 12 months.

25.2 Financial risk management objectives and policies

The Company's financial instruments principally comprise cash and cash equivalents, trade receivables, short-term loans from financial institutions, accounts payable - trust receipts, trade and other current payables, derivatives and long-term loans from financial institutions. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company is exposed to credit risk primarily with respect to trade receivable. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade receivables

The Company manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored and sales to some overseas customers are required to pay a partial advance payment. Additionally, the Company assesses the credit ratings of all new overseas customers through financial institution.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The calculation reflects the reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Market risk

There are three types of market risk comprising foreign currency risk, interest rate risk and commodity price risk. The Company's risk management policy is disclosed in the foreign currency risk, interest rate risk and commodity price risk topic, respectively.

Foreign currency risk

The Company's exposure to the foreign currency risk relates primarily to its trading transactions that are denominated in foreign currencies. The Company seeks to reduce this risk by entering into foreign exchange forward contracts when it considers appropriate from time to time. Generally, the forward contracts mature within one year.

As at 31 December 2025 and 2024, The balances of financial assets and liabilities denominated in foreign currencies are summarised below.

<i>Foreign currency</i>	Financial assets		Financial liabilities		Average exchange rate	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
<i>US dollar</i>	10	14	7	25	31.5826	33.9879

To manage the foreign currency risk exposure, the Company entered into foreign exchange forward contracts as summarised below.

As at 31 December	Foreign currency	Bought amount (Million)	Contractual exchange rate (Baht per 1 foreign currency unit)	Contractual maturity date
2025	US dollar	4	30.7300 - 32.0700	May 2026 - June 2026
2024	US dollar	20	32.1242 - 36.1532	January 2025 - June 2025

Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Company's profit before tax to a reasonably possible change in US dollar exchange rate, with all other variables held constant. The impact on the Company's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2025 and 2024. The Company's exposure to foreign currency changes for other currencies is not material.

Currency	2025		2024	
	Profit before tax increase		Profit before tax increase	
	Increase/Decrease (%)	(decrease) (Thousand Baht)	Increase/Decrease (%)	(decrease) (Thousand Baht)
US dollar	+1	3,170	+1	(2,884)
	-1	(3,170)	-1	2,884

This information is not a forecast or prediction of future market conditions and should be used with care.

Interest rate risk

The Company's exposure to interest rate risk relates primarily to its short-term loans from financial institutions, accounts payable - trust receipts, and long-term loans from financial institutions. Most of the Company's financial assets and liabilities bear fixed interest rates which are close to the market rate.

The details of short-term loans / accounts payable - trust receipts and long-term loans from financial institutions as at 31 December 2025 and 2024 are set out in Note 12 and 14 to the financial statements, respectively.

Commodity price risk

The Company is exposed to risk of volatility in raw material prices because the Company's major raw material is aluminum ingot, which is a commodity. In managing the risk, the Company has entered into short-term commodity swap agreements with commercial banks from time to time.

The Company's outstanding commodity swap agreements are as follows:

	Commodity swap agreements	Quantity (Tons)	Maturity
31 December 2025	Floating price to fixed price swap	1,025	January 2026 - March 2026

Liquidity risk

The Company monitors the risk of a shortage of liquidity through the use of loans from financial institutions. The Company has policy to use short-term loans from financial institutions to maintain the Company's working capital within the facilities approved by the financial institutions and reviewed by the Company's management. In addition, the period of maturity of accounts payable - trust receipts is consistent with the period of receiving payments from trade receivables. The Company has assessed the concentration of risk with respect to refinancing its debt and determined it to be low. The management believes that if necessary, an existing lender will agree that debts maturing within 12 months can be rolled over.

The table below summarises the maturity profile of the Company's non-derivative financial liabilities and derivative financial instruments as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

	2025			
	On demand	Less than 1 year	1 to 5 years	Total
Non-derivatives				
Short-term loans from financial institutions	-	150,597	-	150,597
Account payable - trust receipts	-	628,174	-	628,174
Trade and other current payables	-	297,324	-	297,324
Long-term loans	-	27,154	12,014	39,168
Total non-derivatives	-	1,103,249	12,014	1,115,263
Derivatives				
Derivative liabilities: net settled	-	2,823	-	2,823
Total derivatives	-	2,823	-	2,823

(Unit: Thousand Baht)

	2024			
	Less than		1 to 5	Total
	On demand	1 year	years	
Non-derivatives				
Short-term loans from financial institutions	-	170,323	-	170,323
Account payable - trust receipts	-	887,596	-	887,596
Trade and other current payables	-	388,197	-	388,197
Long-term loans	-	27,750	39,013	66,763
Total non-derivatives	-	1,473,866	39,013	1,512,879
Derivatives				
Derivative liabilities: net settled	-	1,459	-	1,459
Total derivatives	-	1,459	-	1,459

25.3 Fair values of financial instruments

Since the majority of the Company's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The fair value of derivatives has been determined by using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies and interest rate and commodity yield curves.

During the current year, there were no transfers within the fair value hierarchy.

26. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2025, the Company's debt-to-equity ratio was 1.18 :1 (2024: 1.78:1).

27. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 27 February 2026.

Attachment 1

Details of Directors, Executives, Persons with Controlling Authority,
Person who assigned which highest responsibility in accounting and finance,
Persons assigned to be directly responsible for supervising accounting, company secretary

Note. All Directors, Executives, and Persons with Controlling Authority have not had information on the history of the directors, executives, and controllers in the past 5 years due to offenses under the Securities and Exchange Act B.E. 2535 or the Derivatives Act B.E. 2546 in the following matters

- (1) Act of dishonesty or gross negligence
- (2) Disclosure or dissemination of information or false statements that may cause misunderstandings or concealing factual statements that should be disclosed in material matters which may affect the decision of shareholders, investors or related persons
- (3) Unfair acts or taking advantage of investors in securities or derivatives trading or has or has been involved in or supported such action

1. Details of Directors, Executives, Persons with Controlling Authority, Persons who assigned which highest responsibility in accounting and finance, Persons assigned to be directly responsible for supervising accounting, company secretary.

Name-surname / position			Age (Y)	Educational qualifications	Shareholding in the Company (%)	Family relationship between Directors and Executives	Work experience in the past 5 years	
							Period	Position in Varopakorn Plc.
1*	Mrs. Soranee Deephanphongs	Chairman of the Board	72	-Diploma Bonmouth College of technology, England -Corporate Secretary Development Course, Class 15 training, Thai Listed Companies Association - Director Accreditation Program (DAP) Class 81/2009 training, Thai Institute of Directors Association (IOD)	** 4.59	Wife of the Former Chief Executive Officer	2000-2008 2008-2020 2020-Present	Board Secretary Director / Company Secretary Chairman / Authorized Director
2	Mr. Chaiyong Deephanphongs	-Director -Former Chief Executive Officer - Advisor ¹	78	-Master's degree in Electrical Engineering, I.I.T. Chicago, USA -Director Accreditation Program (DAP) Model 184/2021, Thai Institute of Directors Association (IOD)	** 4.59	Chairman's husband	1996-1997 1997-2002 2002-2015 2015-2020 2020-2023	Factory Manager / Production Manager Factory Manager Director of Operations Vice Chief Executive Officer Chief Executive Officer
3*	Mr. Sahasee Chitanondh	-Director -Former Managing Director ² -Advisor ¹ -Person assigned to the highest responsibility in accounting and finance	62	-Master's degree MBA Eastern, Michigan University -Bachelor's degree in Economics and Business Administration, Kasetsart University - Director Certification Program (DCP) Year 2003 training, Thai Institute of Directors Association (IOD)	1.41	Cousin of the Chairman	1996-Present 1998-2000 2001-2/2025 2008-2023 2008-Present 2023- Present	Director Executive Vice President Executive and Finance Director Managing Director Authorized Director Advisor
4*	Mr. Thanawat Sornjai	-Director / Managing Director ³	60	- MBA, International Business Management (AIT) - Bachelor of Engineering, Metallurgy, Chulalongkorn University - Corporate Management Development Program (CMDP) Montréal Canada. - Director Accreditation Program - DAP 214/2024 (Thai Institute of Directors Association: Thai IOD)	-	-	2023- Present	Director / Managing Director /Authorized Director
5	Mr. Thanomsak Chotikaprakai	Independent Director / Chairman of the Audit Committee	61	-MBA, Eastern Michigan University, Ypsilanti, Michigan, U.S.A. - B.Eng. (Electrical Engineering), Chulalongkorn University -Director Certification Program (DCP 90), Thai Institute of Directors Association (IOD)	-	-	2021-Present	Independent Director / Chairman of the Audit Committee

Name-surname / position			Age (Y)	Educational qualifications	Shareholding in the Company (%)	Family relationship between Directors and Executives	Work experience in the past 5 years	
							Period	Position in Varopakorn Plc.
6	Thongkun Sangthammarat	Independent Director / Member of the Audit Committee	47	-Bachelor Degree in Business Administration (Major Accounting), Honored, Srinakharinwirot University -Master Degree in Master of Science (Major Accounting), Thammasat University	-	-	2022-Present	Independent Director / Member of the Audit Committee
7	Admiral Thomrat Hatayodom	Independent Director / Member of the Audit Committee	78	-Suffolk University, Boston, MA Master's degree in Public Administration -Director Accreditation Program (DAP) 184/2021, Thai Institute of Directors Association (IOD)	-	-	2021-Present	Independent Director / Member of the Audit Committee
8	Mr. Pitiphong Bisalputra	Independent Director	61	-Master of Business Administration, University of Hartford, USA -Successful Formulation & Execution of Strategy (SFE 3/2009) -Director Certification Program (DCP 5/2003), Thai Institute of Directors Association (IOD) -Advanced Security Management 2011 -Diploma, National Defence College, The National Defence Course Class (NDC.57), The Association of National Defence College of Thailand Under The Royal Patronage of His Majesty The King -Senior Management Development, Royal Thai Police 2020	0.01	-	2019-Present	Independent Director
9	Mr. Chirawut Chaiyawat	Director	68	-Master of Engineering Management (Mechanical Engineering) Rensselaer Polytechnic Institute (RPI), NY, USA. -Director Accreditation Program (DAP) 133/2017, Thai Institute of Directors Association (IOD)	0.89	Cousin of the Chairman	2015-Present	Director
10	Flg.Off.Kamolnai Chaixanien	Director	68	-Master of MBA, Cornell University -Bachelor's degree in chemical engineering University of New Hampshire -Director Certification Program (DCP, Thai Institute of Directors Association (IOD)	0.54	Cousin of the Chairman	1996-Present	Director
11	Mr Yoshinao Toyoda	Director	61	-Keio University, Faculty of Business & Commerce	-	-	2020-Present	Director

Name-surname / position			Age (Y)	Educational qualifications	Shareholding in the Company (%)	Family relationship between Directors and Executives	Work experience in the past 5 years	
							Period	Position in Varopakorn Plc.
12	Miss Gunyapart Deephanphongs	- Assistant Managing Director Business and Finance Group / - Vice President Marketing and Supporting Division -Chief Financial Officer ¹	44	-Bachelor of Engineering (Electrical) Chulalongkorn University -Master of Science in Industrial Engineering, University of Pittsburgh	0.92	Daughter of Chairman	2015-2017 2018-2020 2020 2020-Present 2023-Present 2/2025-Present	Senior Engineer Assistant Vice President Engineering Affairs, Assistant Vice President Marketing&Supporting Vice President of Marketing&Supporting Assistant Managing Director Business and Finance Group Chief Financial Officer
13	Mr. Pramot Hansakul	-Vice President Legal Affairs, Legal Division -Company secretary	68	-Bachelor's degree in Law, Ramkhamhaeng University		-	1994-2002 2002-2007 2007-Present 2020-Present	Legal Officer Deputy Vice President Legal Affairs Vice President Legal Affairs Company secretary
14	Mr. Thatawat Charoensri	Factory Manager, Factory Division	62	-Bachelor of Science in Industrial Education -Mechanical Engineering, King Mongkut's Institute of Technology Thonburi -M.B.A. B.Sc.in Ind Ed. (Mechanical Engineering), King Mongkut's Institute of Technology Thonburi	-	-	2001-2005 2020-Present	Production Manager Factory Manager
15	Mr. Ekkasit Kongsakul	Assistant Vice President of Corporate Strategy Planning	59	-Bachelor of Engineering Mechanical branch King Mongkut's University of Technology Thonburi	0.004	-	3/2024-Present	Assistant Vice President of Corporate Strategy Planning
16	Mr. Asoke Kannasoot	Assistant Vice President Purchasing – Strategic Sourcing & Logistics ²	58	-Bachelor degree in industrial Engineering, Chulalongkorn university	-	-	6/2025-Present	Assistant Vice President Purchasing – Strategic Sourcing & Logistics
17	Mr. Prajoub Lerdtaai	Assistant Factory Manager Engineering and production, factory line	59	-Bachelor of Engineering mechanical branch, King Mongkut's University of Technology North Bangkok	0.005	-	2001-2003 2003-2016 2016-2020 2020-Present	Assistant Manager, Production Technical Engineering Manager Engineering Advisor Assistant Factory Manager, Engineering and production
18	Mr. Rewat Kaoluang	Assistant Factory Manager, Quality Assurance, Production & Production Technology, Factory Line	53	-Bachelor of Engineering Materials handling Technology, -Master of Engineering, King Mongkut's University of Technology Thonburi	-	-	2022-Present	Assistant Factory Manager Quality assurance and production / production technology, factory lines

Name-surname / position			Age (Y)	Educational qualifications	Shareholding in the Company (%)	Family relationship between Directors and Executives	Work experience in the past 5 years	
							Period	Position in Varopakorn Plc.
19	Mr. Kasem Kusolsirikrun	Assistant Factory Manager for planning, quality and production technology, factory line	50	-Bachelor of Industrial Science Electronics and Computer Branch, King Mongkut's Institute of Technology Ladkrabang	-	-	2004 2005 2007-2009 2009-2017 2016-Present 2018 2019-2022 2023-Present	Head of Planning Production / Production Technology Engineer Acting Production Planning Manager Production Planning Manager Assistant Factory Manager Assistant Director of Planning and QA Assistant Director of Cost Management Assistant Factory Manager for Planning & Production
20	Miss Prapa Phisuttitada	Purchasing Manager, Marketing and Support Division	54	-Master of Engineering industrial branch, King Mongkut's University of Technology Thonburi -Bachelor of Engineering food engineering (Mechanical Department)	0.004	-	2009-Present	Purchasing Manager
21	Mr. Pipat	Engineering Manager, Factory Division ³			-	-	2025-Present	Engineering Manager
22	Mr. Arnat Jumpanant	Production Manager 2, Factory Division	46	Bachelor of Industrial Engineering, Sripatum University	-	-	2009-2011 2011-2012 2012-2017 2018-2020 2020-Present	Production Engineer and Production Technology Supervisor 2 Assistant Production Manager 1 Production Manager 1 Production Manager 2
23	Ms. Rassamee Nonsiri	Strategic, Sourcing & Logistic Manager, Marketing and Support Division	42	-Bachelor of Humanities, English, Ramkhamhaeng University -Master of Science in Supply Chain Management, Assumption University	-	-	2016-2017 2017 2018-Present	Sales Coordinator Assistant Manager of Strategic Sourcing and Logistics Affairs Strategic Sourcing & Logistics Manager
24	Mr. Chukiat Khumkaew	Technical and production support Manager, Factory Division	66	Vocational Technology Campus, Rajamangala University of Technology	-	-	2021-2023 2021-Present	Technical and production support Manager Production Manager
25	Ms. Laphatrada Saikham	Human Resources Manager,	49	Bachelor's degree in Human Resource Management, Ramkhamhaeng University	-	-	2019-2020 2020-Present	Personnel Manager HR Manager
26	Mrs. Nittaya Phinyo	Accounting Manager ⁴	45	-Bachelor of Accounting, University of the Thai Chamber of Commerce -Master of Accounting, Ramkhamhaeng University	-	-	2018-2022 2022-Present	Assistant Accounting Manager Accounting Manager
27	Mr. Surachai Topipatchai	Sales and Marketing Manager	48	-Bachelor of Management, Kasetsart University -Master of Marketing, Srinakharinwirot University	-	-	2023-Present	Sales & Marketing Manager

Name-surname / position			Age (Y)	Educational qualifications	Shareholding in the Company (%)	Family relationship between Directors and Executives	Work experience in the past 5 years	
							Period	Position in Varopakorn Plc.
28	Mr.Chutipol Plubnil	Finance Manager ⁵	51	-Bachelor of Economics, Bangkok University -Master of Political Science and Public Administration, Chiang Mai University	-	-	1/2025-Present	Finance Manager
29	Mr. Likhit Uthiya	Production Manager 1, Factory Line	61	-Vocational Certificate in Industrial Technology Chiang Rai Technical College	-	-	1990-2019 2020 2021 2023-Present	Department Head, Sup Assis.Manager, Production Department 1 Assis.Production Manager 1 Production Manager 1
30	Mr. Atthapol Kaewsuk	Production Manager 4, Factory Line	43	-Bachelor of Engineering Industrial branch King Mongkut's University of Technology Thonburi	-	-	2023 2023 2024-Present	Production Engineer Production Manager 3 Production Manager 4
31	Ms. Chamiporn Irakom	Quality Assurance Manager, Factory Line	35	-Bachelor of Engineering Materials Engineering major, Prince of Songkla University	-	-	2557-2563 2020-2023 2023-Present	Quality Assurance Engineer Assistant Manager, Quality Assurance Department Quality Assurance Manager
32	Ms. Matree Nuankratok	Research and Development Manager, Factory Line	33	-Bachelor of Engineering Department of Chemical and Process Engineering, Walailak University	0.001	-	2016 2021-2023 2023 2023-Present	Quality Assurance Engineer Assistant Production Manager 4 Production Manager 4 Research and Development Manager
33	Ms. Kamonwan Panrong	Production Planning Manager, Factory Line	31	-Bachelor of Engineering Department of Management and Logistics Engineering, Silpakorn University	-	-	2018-2021 2021-2023 2023-Present	Planning Engineer Assis. Manager, Production Planning Department Production Planning Manager
34	Mr. Cheeravit Lertnaruemitkul	IT Manager	50	- Bachelor of Business Administration in Operations Management, Kasetsart University - Bachelor of Business Information Technology, Sukhothai Thammathirat Open University			2008 2008-2024 2024-Present	Programmer System development analysis officer Information Technology Manager

* Directors who have the authority to bind the company as specified in the current affidavit ** including the spouse's shares No.1-11 Director of the Company

No.4, 12, 13, 14 the first 4 executives No.4, 12, 14-27, 29-34 Factory Executive Officer

¹ Miss Gunyapart Deephanphongs, has been appointed to the position of Chief Financial Officer effective from 25 February 2025 successor of Mr. Sahasee Chitanondh and completed e-learning CFO's Orientation for New IPOs course (Thai) 2024 from the Stock Exchange of Thailand on 15 January 2025.

² Mr. Asoke Kannasoot, assumed the position on 1 June 2025.

³ Mr. Pipat, assumed the position on 2025.

⁴ Mrs. Nittaya Phinyo, has been appointed as the person assigned with direct responsibility for overseeing accounting operations (Accountant) from 1 January 2025, the qualifications and conditions for being an accountant as defined by the criteria set out in the announcement by the Department of Business Development, along with continuous professional development training in accounting.

⁵ Mr.Chutipol Plubnil, assumed the position on 1 February 2025

1.2 Duties and Responsibilities of Company Secretary

Company Secretary have duties to comply with the provisions of Section 89/15 and Section 89/16 of the Securities and Exchange Act (No. 4) B.E. 2551, which came into force on August 31, 2008, with responsibility caution and honesty as well as complying with the law, objectives, company regulations Board resolution as well as the resolutions of the shareholders' meeting.

The Board of Directors has appointed Mr. Pramot Hansakul, who holds the position of Director of Legal Affairs to perform duties as the Company's secretary another duty From February 28, 2020, to the present and has passed the training program for professional development of company secretary 2021-2022 of the Association of Thai Listed Companies under the support of the Thai Capital Market Development Fund, the legal duties of the Company Secretary are as follows:

1. Prepare and maintain the following documents:
 - 1.1 Register of Directors.
 - 1.2 Notice of the meeting Minutes of the Board of Directors Meeting and the Company's Annual Report.
 - 1.3 Notice of the meeting and the minutes of the shareholders' meeting.
2. Keeping stakeholder reports reported by directors or executives and send a copy of the report, having interests under section 89/14, the chairman of the committee and the chairman of the audit committee within 7 working days from the date the company receives the report.
3. Perform other actions as announced by the Capital Market Supervisory Board.

In addition, the company secretary There are other duties as the Company and/or the Board of Directors assigned as follows:

- Advise on legal and related regulations and regulatory practices in carrying out the activities of the Board in accordance with the law.
- Responsible for arranging meetings of the Board of Directors and shareholder meeting.
- Liaise with departments within the company to comply with the resolutions of the Board of Directors and the resolutions of the shareholders' meeting.
- Liaise with regulatory agencies such as the Stock Exchange of Thailand and supervise the disclosure of information and information reporting to regulatory agencies and the public to be correct and complete according to the law.
- Provide orientation Giving advice to newly appointed directors.
- Other duties as assigned by the company.

1.3 The Company does not operate its main business by holding shares in other companies (holding companies).

Attachment 2

Details of the directors of the subsidiary

-Non subsidiaries-

Details about the head of the internal audit and the head of the company's compliance

Attachment : Details of the Head of Internal Audit, *It is the use of services outside the company (outsourcing).*

Name	Ms. Ruetaichanoke Supamong (Dharmniti Internal Audit Co.,Ltd.) Age 42 years		
Educational qualifications	Bachelor of Humanities and Social Sciences, Marketing, Burapha University		
Certificate	Certified Professional Internal Audit of Thailand (CPIAT)		
Training	Pre-CIA Program CIA Part II Training Program COSO 2013 curriculum, theory and practice Course of internal control guidelines for companies preparing to be listed on the stock exchange International Standards for the Professional Practice of Internal Auditing IT Audit Course Corruption Investigation Course Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) Project for maintaining and improving the quality of the organization's internal audit work Asian Confederation of Institutes of Internal Auditors conference 2018 Internal Audit Comprehensive : IAC -Quality Assurance Reviews (QAR) - Cyber Risk Management - Fraud Risk Management - Best Practice Guidelines for Audit Committee to prevent and deter inappropriate behavior of listed companies - CAE Forum 2024 Preparation of Sustainability and ESG Performance Reports		
Shareholding	-None-		
Relationship characteristics	-None-		
Duration	Company	Position	Responsibility
May 2024 -present	Dharmniti Internal Audit Company Limited	Vice President	- Co-establish policies, goals, strategies, along with planning, monitoring and quality control of internal audit operations to comply with the defined policy - Agree on the audit action plan before presenting it to the Audit Committee for approval and signing the audit report
June 2016 - April 2024	Dharmniti Auditing Co., Ltd.	Executive Director Manager	
2011- 2016	Dharmniti Auditing Co., Ltd.	Assistant Manager	- Plan and control the performance of the internal audit to comply with the specified plans - Plan and control the performance of the internal audit to comply with the specified plans
2009- 2010	Dharmniti Auditing Co., Ltd.	Senior Internal Auditor	- Prepare an internal audit plan for submission to management and board of director - Control internal auditors and conduct audits to comply with the specified plans
2007- 2008	Dharmniti Auditing Co., Ltd.	Internal Auditor	Perform internal audit tasks as assigned

Attachment 4
Assets used in business operations and details of property appraisals
- Main fixed assets used in the Company's business

(Unit : Million baht)

Property Type/Characteristics	Proprietary nature	Net book value As of 31 December 2025	Obligation (Mortgage limit)
Land	Company owned	278.00*	1,305
Building	Company owned	24.45	
Machine-Equipment	Company owned	418.80**	726.08

*Note * The company has provided land appraisal by an independent appraiser in 2025 using the market price comparison method (Market Approach).*

*** Excluding work in progress of 38.22 million baht*

Important intangible assets in business

(Unit : Million baht)

Royalties	Computer software	Total
-	0.42	0.42

Details about the property appraisal list

-Non-

Policies and guidelines for corporate governance, full version and Code of conduct, full version that the company has prepared in the following matters

The Company has already disclosed in Form 56-1 One Report, Part 2 Corporate Governance, Article 6 Corporate Governance Policy.

Section 1 Code of conduct.

1. Code of Conduct for the Treatment of Stakeholders
 - 1.1 Treatment of Shareholders
 - 1.2 Treatment of customers
 - 1.3 Treatment of competitors
 - 1.4 Treatment of creditors and/or partners
 - 1.5 Treatment of employees
 - 1.6 Treatment of government or regulatory agencies
 - 1.7 Treatment of communities, society and the environment
2. Code of Conduct for Respecting Human Rights
3. Code of Conduct for Respecting and Complying with Laws, Regulations, and Related Regulations and respect for different cultures
4. Code of Conduct for Receiving or Giving Gifts or property or any other benefits
5. Code of Conduct for Insider Information and Confidentiality
6. Code of Conduct on Intellectual Property use of information technology and communication
7. Code of Conduct on Political Rights and Neutrality
8. Code of Conduct for Conflicts of Interest
9. Code of Conduct for Related Transactions
10. Code of Conduct for Control Systems internal audit and financial reporting
11. Code of Conduct for the Preservation and Use of Company Assets
12. Code of Conduct for Workplace Safety and Hygiene
13. Anti-Corruption Code of Conduct, Whistleblowing and Complaints
14. Personal Data Protection Code of Conduct (Privacy Policy)

Section 2 Code of Conduct for the Board of Directors, Executives and Employees

1. Conduct
2. Treatment of colleagues
3. Treatment of the Company

Section 3 Code of Conduct for Employees

1. Code of Conduct towards the Company
2. Code of Conduct towards oneself
3. Code of Conduct towards supervisors
4. Code of Conduct towards subordinates
5. Code of Conduct towards colleagues

Practice tracking

Examination or informing

(Reviewed on February 27, 2026)

Corporate Governance Code (CG Code)



The Company has disseminated such information in detail to the public through the Company's website. Detailed content can be viewed at link <https://www.varopakorn.com>

Code of conduct

Link: <https://www.varopakorn.com/th/company-structure/investor-relations/corporate-governance-code/>

Corporate Governance Code

Link: <https://www.varopakorn.com/th/company-structure/investor-relations/corporate-governance-code/corporate-governance-code-2>

(Reviewed on February 27, 2026)

Audit Committee Report

The Audit Committee of Waropakorn Public Company Limited consists of 3 independent directors who are appointed by the Board of Directors with all qualifications in accordance with the prescribed criteria and perform their duties independently. Within the scope of authority and duties under the Charter of the Audit Committee, including the requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

In 2025, the Audit Committee held a total of 4 meetings with executives, internal auditors, and auditors, which were attended by the Audit Committee at all meetings. The Audit Committee regularly reports the performance of its duties to the Board of Directors. The essence is summarized as follows:

1. Financial Statements: The Audit Committee has reviewed the Company's quarterly and annual financial statements by considering the accuracy, completeness, adequacy of information disclosure, and the appropriateness of accounting policies and practices. Together with the management and auditors, who are of the opinion that the process of preparing the Company's financial statements The financial statements accurately show the financial position and operating results in accordance with relevant standards.

2. Risk Management: The Audit Committee has continuously reviewed the Company's risk management process in collaboration with the management to assess the effectiveness and adequacy of the Company's risk management, including the operations of the management in accordance with the policies and approval powers set forth.

3. Internal Control and Internal Audit: The Audit Committee assessed the adequacy and effectiveness of the internal control system using reports from internal auditors and auditors, as well as providing suggestions on how to improve it to suit the business.

4. Corporate Governance and Legal Compliance: The Audit Committee has reviewed and monitored the Company's operations to ensure that it is in accordance with the Securities and Exchange Act. Regulations of regulatory agencies and other laws related to business operations. There is no significant indication that the Company has not complied with any applicable laws or regulations.

5. Connected Transactions that may have a conflict of interest: The Audit Committee has considered connected transactions and transactions that may have a conflict of interest based on the principles of normal business reasonableness, transparency and consideration of the interests of the Company and shareholders, as well as directing the disclosure of information completely and appropriately.

6. Auditor: The Audit Committee has considered and proposed the appointment of the auditor, including the audit fee for the year 2026, taking into account the independence, knowledge, understanding of the business, quality of work, and qualifications of the auditor.

Mr. Thanomsak Chotikprai
Chairman of the Audit Committee



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