



Srithai

SUSTAINABLE
DEVELOPMENT
GOALS

2025

ANNUAL REPORT

(Form 56-1 One Report)



SAVE MATERIAL
ENERGY
THE WORLD



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SRITHAI SUPERWARE PUBLIC COMPANY LIMITED

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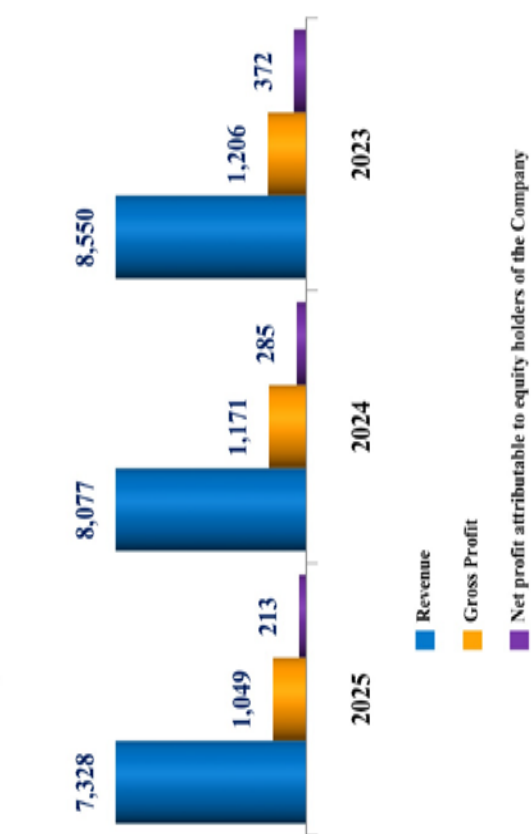
HIGHLIGHT OF CONSOLIDATED FINANCIAL STATEMENTS

Unit : Million Baht

	2025	2024	2023
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION			
Assets	6,711	7,190	7,562
Liabilities	2,364	2,721	3,033
Shareholders' Equity	4,347	4,469	4,529
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME			
Revenue	7,328	8,077	8,550
Gross profit	1,049	1,171	1,206
Selling & Administrative expenses	(809)	(839)	(868)
Dividend income and other income	96	95	153
Finance costs	(40)	(50)	(82)
Profit before income tax	320	388	431
Profit attributable to equity holders of the Company	213	285	372
CONSOLIDATED STATEMENTS OF CASH FLOWS			
Net cash flows from operating activities	764	950	951
Net cash flows used in investing activities	(349)	(372)	(198)
Net cash flows used in financing activities	(549)	(506)	(633)
Cash and cash equivalents at end of year	640	736	755
KEY FINANCIAL RATIOS			
Current Ratio (times)	1.81	1.70	1.69
Account Receivable Turnover (days)	71.76	67.97	69.92
Inventory Turnover (days)	58.11	54.66	56.32
Account Payable Turnover (days)	45.25	43.28	47.09
Gross Profit Ratio to Sales (%)	14.31	14.50	14.10
Net Profit Ratio to Total Revenues (%)	2.92	3.44	4.32
Return on Total Assets (%)	3.12	3.81	4.79
Debt to Shareholders' Equity Ratio (times)	0.54	0.61	0.67

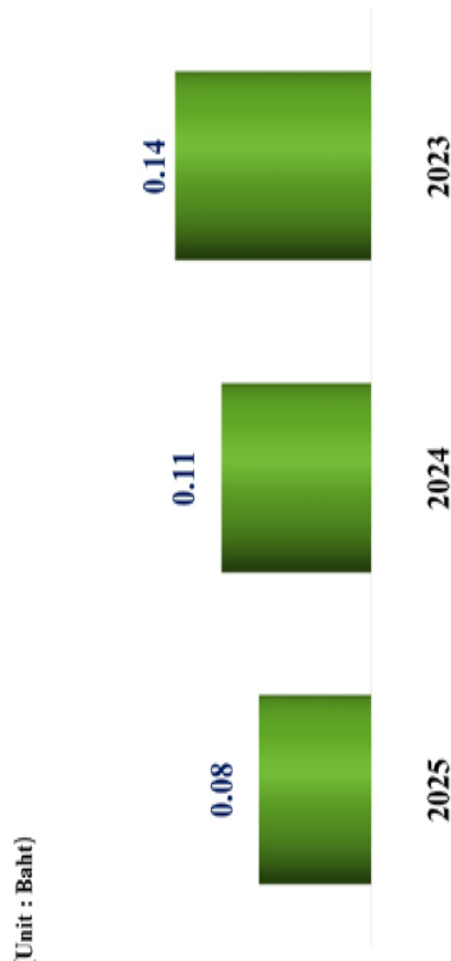
Operating Results

(Unit : Million Baht)



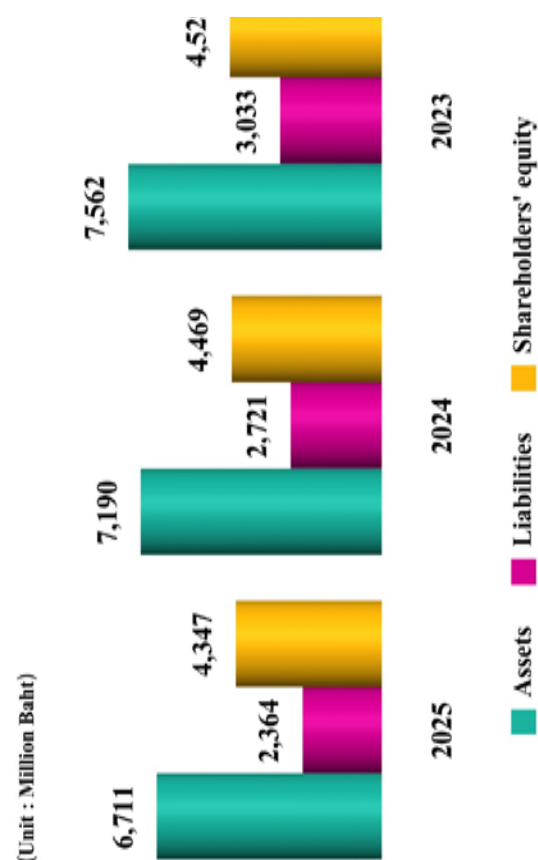
Earnings per Share

(Unit : Baht)



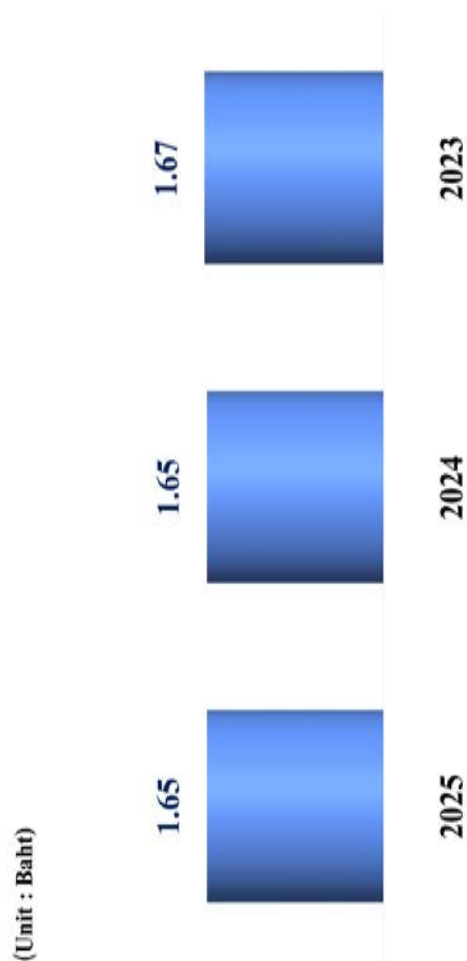
Assets, Liabilities and Shareholders' equity

(Unit : Million Baht)



Book Value per Share

(Unit : Baht)



MESSAGE FROM CHAIRMAN AND PRESIDENT



In 2025, the global economy continued to face increased uncertainty, driven by geopolitical tensions resulting in unstable and fluctuating energy and raw material prices, and the ongoing restructuring of global supply chains. These factors have placed immense pressure on the manufacturing sector, particularly the petrochemical and packaging industries, requiring companies to operate more efficiently while adapting to rising costs and environmental constraints.

Despite this challenging environment, Srithai Superware Public Company Limited has remained resilient, operating with prudence and strong financial discipline. Our company remains focused on effective and rigorous cost management, operational excellence, and the development of higher value-added products to sustain its competitive strength.

Srithai approached these challenges with determination, choosing to further reinforce our foundation through continuous human capital development, improvements in production processes, and strategic investments in advanced technologies, including the integration of AI into its operations. At the same time, Srithai is making good progress in our development of environmentally friendly materials and products, supporting the transition toward a circular economy and long-term sustainability.

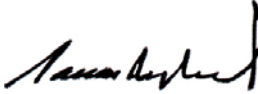
Srithai has also upgraded and replaced our machinery with more productive and energy-saving equipment that has improved production efficiency in line with the company's "3S" philosophy: Save Energy, Save Materials, and Save the World. In addition, Srithai has also continued to expand our production capacity and presence in the international market.

Furthermore, Srithai remains firmly committed to the principles of good corporate governance, transparency, and accountability to all stakeholders, while supporting management in executing strategic initiatives to achieve stable and sustainable growth. In 2025, these efforts were recognized as Srithai was included in the ESG100 list, received a 5-star CGR rating, and earned an "A" rating in the SET ESG Ratings. These achievements reflect our on-going commitment to sustainable business practices and long-term value creation.

As we enter 2026, the prolonged conflict in the Middle East continues to pose significant risks, particularly in relation to energy prices, raw material costs, and global logistics. Srithai is closely monitoring these developments and will continue to take proactive steps to manage potential impacts as needed. Management is working closely with suppliers and customers to ensure supply chain continuity domestically and internationally and maintaining delivery commitments, while prioritizing key partnerships to strengthen operational resilience.

Although the severity and complexity of this crisis is impactful on a global scale – particularly in the petrochemical sector – Srithai remains confident in its ability to successfully navigate these challenges. Drawing from experience from past crises, strong collaboration with partners, and close monitoring of global developments, we are in a strong position to manage the impact and respond effectively.

On behalf of the Board of Directors, I would like to express my sincere appreciation to our shareholders, business partners, customers, and all stakeholders for their continued support. Srithai remains firmly committed to strengthening our company and delivering sustainable growth. We value your trust and will do our utmost to ensure another productive year of partnership.



Mr. Sanan Angubolkul

Chairman & President

Srithai Superware Public Company Limited

Part 1

BUSINESS AND BUSINESS PERFORMANCE

1. STRUCTURE AND OPERATIONS OF THE GROUP

1.1 Policy and Business Outlook

Vision and Mission of the Company

The Company has announced its Vision and Mission for all executives and staff members. It is to share a common understanding and coordinate among themselves to push the Company forward to achieve the desired goals, and move together in the same designated direction steadily. Additionally, its Vision and Mission have been communicated to the general public and all stakeholders of the Company in order that they gain acknowledgement of the direction and future of the Company and do business with the Company in a confident manner.

The Company has established its strategies and business direction that are appropriately aligned with its stated Vision and Mission. The Company reviews its ongoing 'Vision and Mission' annually so that they properly correspond with the changes in business situation affected by both the current internal and external factors. The Company's Vision and Mission were acknowledged from the Board of Directors in the year 2025 and shall remain as follows :

Vision

To be the world's largest manufacturer of melamine household products and ASEAN's leading manufacturer in the plastic injection business.

Mission

1. To create a learning and knowledge-sharing environment for the beneficial development of our human capital.
2. To develop and enhance work skills, competency, and competitiveness to accommodate Srithai's value chain.
3. To conduct business with ethical standards and principles of good corporate governance.
4. To develop our organization's efficiency and extend long-term contributions to society to create social capital.

Significant changes and Developments

Srithai Superware Public Company Limited "the Company" was initially operated under the name "Srithai Plastic Industry Limited Partnership". It was founded by Mr. Sumit Lertsomitkul on August 1, 1963, to operate as a manufacturer and distributor of household plasticware.

In 1972, the business was renamed "Srithai Superware Limited Partnership" and the executive team was reorganized with the appointment of Mr. Sanan Angubolkul as Factory Manager. A new product line, melamine tableware, was added.

In 1979, the limited partnership was transformed into a limited company under the name "Srithai Superware Company Limited" after which the Company kept on expanding.

The Company was listed on the Stock Exchange of Thailand on October 2, 1991, with an increase of registered capital from Baht 170 million to Baht 200 million. The Company was transformed into a public limited company on December 13, 1993. Subsequently, the Company increased its registered capital to Baht 470 million on January 14, 1994 and to Baht 500 million on March 19, 1996 with paid up capital of Baht 400 million. Following the debt restructuring, affected by the economic crisis throughout the Asia Pacific Region, the Company's paid up capital increased from Baht 400 million to Baht 2,857 million.

In 2005, the Board of Directors unanimously appointed Mr. Sanan Angubolkul as the Chairman and President of the Company replacing Mr. Sumit Lertsumitkul, the late Chairman who passed away.

In 2008 the Company decreased its registered and paid-up capital from Baht 2,857 million to Baht 2,710 million by writing off repurchased common shares which were not disposed of in 3 years from date of repurchase according to the Company's share repurchase scheme in 2005 for the purpose of financial management being in line with legal requirement.

The Company implemented a major 'rebranding' campaign in 2015, and started to use the newly designed logos so as to accommodate a more modern and international corporate image that will better support the businesses of the Company as well as be more easily recognized by our clients and customers, as follows :

Corporate Brand



Product Brand



Business Brand



On July 2, 2015, the Stock Exchange of Thailand (SET) reclassified the Company from the "Home & Office Products" sector under the "Consumer Products" industry group to the "Packaging" sector under the "Industrial Products" industry group. The purpose is for better clarity for investors as well as to be appropriate for the Company's core businesses, products and revenues.

On August 1, 2020, the Company transferred the entire production line of household products, wholesales and export of household to a subsidiary in which the Company holds 100% of the shares, for the purpose of centralizing the main production of the household business line in Thailand under a single company. The transfer of such business unit has no impact on the Group's consolidated financial statements.

In 2024, the Company repurchased treasury stock under the share repurchase program for financial management purposes total of 73,147,900 shares were repurchased with an aggregate value of Baht 107 million, representing 2.70% of the Company's total issued and paid-up capital, with a total repurchase value of Baht 107 million. The Company has announced the resale period for the repurchased shares, which will take place from March 3 to May 30, 2025. Subsequent to the expiration of the resale period for the repurchased common shares, the Company was unable to resell all of such shares. On June 6, 2025, the Company registered a capital reduction with the Ministry of Commerce, decreasing its issued and paid-up capital from Baht 2,709,904,800 to Baht 2,636,756,900 through the cancellation of 73,147,900 repurchased common shares with a par value of Baht 1 per share, totaling Baht 73,147,900. This was carried out in accordance with the share repurchase program for financial management purposes and the relevant legal requirements.

In conducting our current businesses, the Company attaches much importance and is also committed to continuously expanding overall business operations as well as the customer base for the household and industrial plastics products businesses, our core businesses, together with expanding both the production and customer bases overseas - especially in the ASEAN countries. The Company has achieved much success in investing in Vietnam through our subsidiaries which have grown in terms of business activities and sales revenues and also have future potential growth in line with the expected economic growth of Vietnam. Apart from Vietnam, the Company has invested in India, with an aim to explore new business opportunities, increase the Company's competitiveness and expand into the Indian market.

There are various strategic plans in place to drive our business operations forward; such as: importance to improving both our operating procedures and production operations; acquiring other businesses, reorganizing our corporate structure, searching new technology and innovation applications from domestic and overseas sources to develop raw materials so as to expand our e-commerce market base on a continuing basis, together with adapting our business model to correspond with the new social environment in this digital era and conducting business in accordance with sustainable development principles. Such strategies will strengthen the Group's businesses to become competitive and achieve continuous growth in a stable and sustainable manner. This can be undertaken based on a framework of conducting and managing our businesses in an effective manner together with good corporate governance practices and corporate social responsibility.

The Moulds Business Line, operated by a Subsidiary, has played a key role in supporting and complementing our Plastics Business Line. The group of Subsidiaries gives importance to producing and offering high quality plastic moulds, along with superior customer services from mould design phase to mould production, in order to deliver moulds that meet customers' requirements and specifications with maximum satisfaction. Additionally, maintaining good relationship with our business partners and customers will enable the group of Subsidiaries to gain increased new business opportunities and increased sales revenues whenever customers need new mould products or once various related industries finally recover.

For other businesses under the mould and other business lines, the Company focuses on selecting a variety of quality products from both domestic and international markets to generate additional income for the Company in addition to industrial products and household products.

Utilization of funds raised

The Company has not submitted any application for the offer for sale of securities to raise additional capital in 2025.

Obligations that the Company has committed in the statement for the offering of securities and/or the Terms of Authorization of the Securities and Exchange Commission and/or conditions of receipt of securities of the Stock Exchange of Thailand.

None

General Information

Company Name :	Srithai Superware Public Company Limited
Symbol :	SITHAI
Registration Number :	0107536001516
Nature of Business :	<ol style="list-style-type: none"> 1. Manufacture and distribution of plastic industrial products and melamine household products 2. Moulds and other businesses : manufacture moulds and source local and overseas products for sale and distribution
Registered and Paid up Capital :	<p>Baht 2,636,756,900*</p> <p>comprising 2,636,756,900* common shares at par value Baht 1.00 each</p> <p>* On June 6, 2025, the Company registered a capital reduction with the Ministry of Commerce, reducing its issued and paid-up capital from Baht 2,709,904,800 to Baht 2,636,756,900 through the cancellation of 73,147,900 repurchased common shares with a par value of Baht 1 per share, totaling Baht 73,147,900.</p>

Location :**Head Office**

15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok 10140

Tel. : 66 2427 0088

URL : www.srithaisuperware.com**Factories producing plastic industrial products****1. Suksawat Factory**

15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok 10140

Tel. : 66 2427 0088

2. Bangpoo Factory

610 Soi 8A, Bangpoo Industrial Estate, Tambon Prak-Sa, Amphoe Mueang, Samut Prakan Province 10280

Tel. : 66 2709 3020

3. Amata City Chonburi Factory

700/13 Moo 1, Amata City Chonburi Industrial Estate, Tambon Klong Tamru, Amphoe Mueang, Chonburi Province 20000

Tel. : 66 3821 3250

Factory producing melamine household products**Srithai Superware Korat Company Limited**

335 Moo 6, Suranaree Industrial Estate, Ratchasima-Chok Chai Road,

Tambon Nongrawiang, Amphoe Mueang, Nakhon Ratchasima Province 30000

Tel. : 66 4421 2100

Office of Direct Sales

15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok 10140

Tel. : 66 2428 8855

URL : www.superwaredirectsales.com

Accounting Period :	January 1 – December 31
Company Secretary /	Mr. Chaiwat Kulphattaravanich
Head of Investor Relations Unit :	Srithai Superware Public Company Limited
	15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok 10140
	Tel. : 66 2427 0088, 66 2874 5016

1.2 Nature of Business**Structure of Revenue**

The revenue structure of the Group comprises revenue, dividend income and other income which can be categorized as follows :

Consolidated Revenue	% Shareholding by the Company	2025		2024		2023	
		Million Baht	%	Million Baht	%	Million Baht	%
Revenue							
Plastics Business Line							
Household Business Unit							
Srithai Superware Public Company Limited	-	170	2.3	168	2.1	171	2.0
Srithai Superware Korat Company Limited	100.0	619	8.3	753	9.2	808	9.3
Srithai (Vietnam) Company Limited	100.0	191	2.6	207	2.5	208	2.3
Srithai Superware Manufacturing Private Limited	100.0	116	1.5	148	1.8	171	2.0
Srithai Superware India Limited	82.4	14	0.2	25	0.3	25	0.3
Total Household Business Unit	-	1,110	14.9	1,301	15.9	1,383	15.9
Industrial Business Unit							
Srithai Superware Public Company Limited	-	3,268	43.9	3,441	42.0	3,406	39.0
Srithai (Vietnam) Company Limited	100.0	1,447	19.4	1,522	18.6	1,861	21.3
Srithai (Hanoi) Company Limited	100.0	797	10.7	1,045	12.8	1,045	12.0
Srithai-Otto (Thailand) Company Limited	75.0	63	0.8	63	0.8	66	0.8
Srithai Moulds Company Limited	71.0	10	0.2	12	0.1	5	0.1
Srithai Miyagawa Company Limited	51.0	492	6.6	597	7.3	617	7.1
Total Industrial Business Unit	-	6,077	81.6	6,680	81.6	7,000	80.3

Consolidated Revenue	% Shareholding by the Company	2025		2024		2023	
		Million Baht	%	Million Baht	%	Million Baht	%
Moulds Business & Other Businesses Line							
Srithai Superware Public Company Limited	-	10	0.2	8	0.1	13	0.1
Srithai Superware Korat Company Limited	100.0	1	0.0	1	0.0	1	0.0
Srithai (Vietnam) Company Limited	100.0	-	-	-	-	1	0.0
Srithai (Hanoi) Company Limited	100.0	1	0.0	-	-	-	-
Srithai Moulds Company Limited	71.0	129	1.7	87	1.1	130	1.5
Srithai Miyagawa Company Limited	51.0	-	-	-	-	22	0.2
Total Moulds Business & Other Businesses Line	-	141	1.9	96	1.2	167	1.8
Total revenue	-	7,328	98.4	8,077	98.7	8,550	98.0
Dividend income and Other income	-	96	1.3	95	1.2	153	1.8
Share of profit of investment in associates and joint venture	-	24	0.3	11	0.1	22	0.2
Total income	-	8,183	100.0	8,725	100.0	9,469	100.0

In addition, the main income of the Group is classified by country of origin as follows:

Consolidated Revenue	2025		2024		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Total Core Revenue	7,328	100.0	8,077	100.0	8,550	100.0
From Domestic : Thailand	4,400	60.0	4,589	56.8	4,597	53.8
From abroad :						
- CLMV	2,445	33.4	2,777	34.4	3,121	36.5
- China, India and Japan	194	2.7	232	2.9	263	3.1
- Europe	124	1.7	142	1.7	162	1.9
- America	53	0.7	129	1.6	112	1.3
- Other	112	1.5	208	2.6	295	3.4

Remark

Additional information is disclosed in the Notes to Financial Statements for the year ended December 31, 2025 No. 27 Segment information.

Product Information

1. Plastics Business Line

The Company's plastics business line has 2 categories by its main products i.e. industrial business unit and household business unit. The categorization is made according to the function of the products as shown hereunder:-

1.1 Industrial Business Unit

(a) Description of Product or Service

Categorized into 5 groups :

Group 1 Food and Beverage Packaging

Food Packaging : Plastic package for containing food and beverage, produced with thin-wall injection technology, comprising :-

- Packaging of beautiful design, produced with In-Mould Labeling technology
- Packaging with decoration printed by offset technology
- Packaging for chilled and frozen food, and tamper - evident packaging



Beverage Packaging : Closure and preform of soft drink bottle and PET bottle including beverage 'blowing' services



Group 2 Rigid Packaging

Container : Pail for paint, chemical, lubricant and grease



Group 3 Material Handling

Bottle Crate : Plastic container with divided compartments for keeping bottles upright such as soft drink, beer, and other drinks, etc.



Container : Container for storing fruits & vegetables, milk-pack container, food container, and spare part box

Pallet : Flat, Low-rise square plastic pedestal used for putting heavy goods on in warehouse, with openings inside the pallet for forklift trucks to insert forks for lifting





Garbage Bin : Large waste container with and without wheels placed on the sidewalk or public places

Group 4 Furniture and Houseware

Furniture : Tables and chairs



Premium Product : Product manufactured especially for promotional campaign by brand-owners or retail stores. Products are mostly designed by brand owners, or co-designed with the Company, and printed with their brands.



Group 5 Automotive Products and Parts

Battery Case : Exterior plastic case, lid and anode & cathode of batteries for cars and motorcycles



Automotive Component Parts : Used in the assembly of various automobiles and motor cycles

Industrial Parts : Parts that are used in the assembly of industrial products such as microwave oven, air-conditioner, refrigerator, washing machine, fax machine, printer, etc.

Product research and development

The research and development for industrial products group of the Company represents a joint cooperation with customers and expertise business partners in each field, including producers of raw materials, plastic injection and molding machine manufacturers, designer and/or owner of specialized production technique companies. In addition, there is a participation from leading educational institutions in the study and research for the development of more efficient production process and / or product differences which can be adjusted to keep up with changes in technology and environmental conservation in all aspects, such as reducing energy, water, greenhouse gas emission, waste, and pollution throughout the production process. Especially, the use of plastic pellets, which are main raw material of products, can be reduced through recycling or adopting cutting-edge innovations, such as lightweight beverage packaging and thin food packaging products with less raw materials but retaining the same quality, efficiency, and success to helps save the environment due to a large quantity of assumption each year and a single-use packaging that should not be reused for the safety of consumers. Additionally, the Company adheres to great importance of research and development for the use of bio-plastic of naturally biodegradable raw materials as components in production towards a commercial niche of customers including obtaining certification of the Carbon Footprint of Products (CFP) for the Company's products.



Following the Company's diverse product groups covering many industries, it is important to maintain good relationships with stakeholders and organizations which contributes to the effectiveness of research and development of products according to the novel needs of customers in line with a fast pace of changes in technology and consumer trends.

(b) Marketing and Competition**Description of Customer****Group 1****- Food Packaging**

Ready-to-serve food factories, cinema house launching marketing campaign, and convenient stores

- Beverage Packaging

Beverage bottlers

Group 2**- Packaging**

Color and chemical manufacturing factory that requires packaging for products

Group 3**Material Handling**

Bottle crates, pails, pallet and garbage bins to be used by manufacturing plants, warehouses, logistics businesses or services operators and government agencies

Group 4**- Furniture and Houseware**

Retailers who distribute the products to consumers and HORECA businesses being Hotel, Restaurant, and Catering business operators

- Premium Product

Directly sold to products brand-owners or retailers, for use in their marketing promotional campaigns

Group 5**Automotive Products
and Parts**

Automobiles component parts, battery case and industrial parts for manufacturers who use the products for further assembly in their production process before putting on sale

Credit Term

Usually a credit term of 30-120 days is granted to customers of plastic products. Sales in grand sale event are made in cash.

Competitive Strategy

- Emphasis is put on high quality products, to differentiate it from products of competitors by using modern technology.
- Goods are value added by introduction of innovation and development for environmental friendliness.
- Focuses are made on wide variety of products and complete integration of services including blowing. Facilities of the subsidiaries are also available to produce moulds for customers.

- Research & development could be carried out in collaboration with customers, raw material suppliers, and mould makers to assure that products could fulfill need of customers and/or decrease expenses for customers.
- Large-scale manufacturing base in Vietnam together with products patents will strengthen customers' confidence as well as enhance the overall competitiveness of the Company's products.
- Varieties of products, apart from those manufactured by the Company, are added by sourcing quality products from domestic and overseas suppliers.

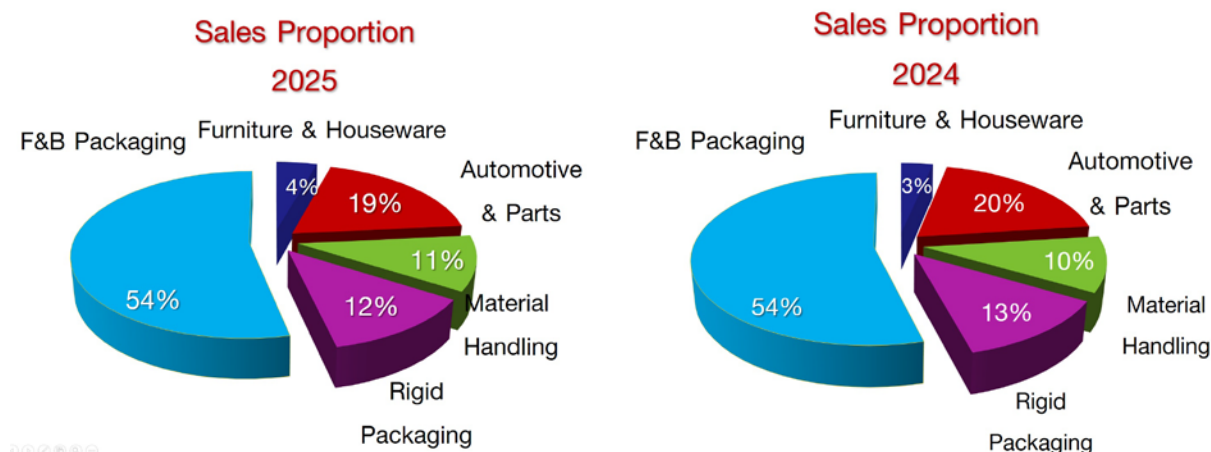
Distribution Channel

Plastic products are distributed through the following markets :

Export Sales: 6%

Domestic Sales: 94%

Classified by product group as follows:



Domestic distributors are Srithai Marketing Company Limited, Siam Melamine Marketing Company Limited, Tanasiri Industries Company Limited and S. Sirithai Trading Company Limited. Those companies have long been our trade partners and other distributors who are related companies are Srithai-Otto (Thailand) Company Limited and Srithai Sanko Company Limited.

In addition, the Company also has distribution channels for online product sales through its own e-commerce website under the name www.srithaionline.com, as well as partnership with various online shopping platforms. This aims to provide convenience for customers and consumers to access the Company's quality products anytime, anywhere and correspond with contemporary lifestyles.

Competitive Environment

Most plastic product producers focus on just any one particular product line and compete only in their niche markets. For instance, producers of household plastic products will only produce household products and not others. There are a lot of plastic factories in the country, most of which are relatively small like shop-house factories or household factories with low investment and low technology. Only few plastic factories considered large enough can produce quality products to serve individuals and businesses as it requires high investment, strict quality control, and advanced technology. Additionally, brand name is also

important in creating creditability among customers, especially for manufacturing of industrial parts which requires high quality and punctuality of delivery.

The Group is a leader in plastic industry having potential and ability to compete with other business operators in this industry sector as well as being among the first choice for customers due to the following strengths and reasons:

- Continuous business operations for more than 60 years with sustainability.
- Various product brands those are memorable and acceptable domestically and internationally.
- Having 3 plants for industrial products with combined capacity as being one of the company in Thailand with highest capacity and has obtained Carbon Footprint for Organization (CFO) certification from the Thailand Greenhouse Gas Management Organization (Public Organization).
- Highly efficient production processes that are environmental friendly through using modern machinery and the latest technology.
- Owning the products' patents.
- High quality and modern design products with eco-friendliness that meet the requirements of our varied customers.
- Extensive experience in the manufacturing of industrial products that require precise specifications of outputs - such as food and beverage packaging, having high caliber of design and highly specialized production technologies.
- One of very few producers in the world to produce closures that are light-weighted with the shortest production cycle time.
- Certified for many quality standards being accredited for products and production processes. Recipient of various awards in international competitions are a testimony to the increasing well-acceptance and popularity among our international consumers.
- Adoption of 3 Save Guidelines : Save Material, Save Energy, Save the World which increases productivity as well as reduces usage of raw materials, labour and energy costs in the manufacturing process, leading to a participation in environmental preservation and CSR activities of the Company and business partners.
- Good business relationship and cooperation with raw materials suppliers, overseas business allies and customers in researching and developing raw materials, production processes and the products themselves to be modernized and innovative, continuously developed, differentiate from rivals as well as to meet the requirements of customers.
- Ability to support wide range of customer's needs, or being a solution provider for the customers, such as providing holistic service including blowing package molding for beverage packaging customer, or providing products and services that help increase the efficiency of inventory and logistic system management for logistics and warehouse operators.
- Focus on large industry market that requires high quality product and volumes. The Group does not compete with small plastic manufacturers that produce general consumer goods in price competitiveness and low-quality markets.
- Strong production base with successful operations of our subsidiaries in Vietnam, including the ability to mutually support and strengthen each other in doing business and production process between the Company and our subsidiaries.
- Strong financial position and sufficient funding for working capital and business expansion.

- The additional new executives together new generation of engineers of the Company and the ongoing and continuous development of humans resources are fully aligned with the Company's overall short term and long term strategies for sales and manufacturing activities. In addition, the Company has established supply chain management division by recruiting executives with knowledge and competence in supply chain management to manage cost reduction and operation time in various processes of the supply chain.
- Organizational management which focuses on sales and production efficiency, as well as management planning and control throughout the supply chain.
- The mission to continue investment overseas, especially in the ASEAN countries to expand the business and pursue M&A opportunities, along with investment in technology in order to grow and achieve further success.

Based on the above reasons together with our good relationship with trading partners throughout the supply chain and constant efforts to create innovation and seek new customers, the Company is therefore confident in its competitiveness of its operations as well as its ability to maintain its market share. The Industrial Plastic Products Business Group of Srithai then has growth opportunities along with other industrial sectors in the future.

Size of the Company as Compared to Competitors'

The Company cannot compare its size with its competitors because there are thousands of medium and small plastic injection factories. With our modern technology and production capacity, including product variety, the Company is a leader in manufacture and distribution of plastic industrial products in Thailand. It has gained recognition among customers who have confidence in the quality of our products. In 2025, the Company assessed its market share of each product group as follow:

Type of products	%
Battery Case	45
Container & Bottle Crate	35
Garbage Bin	30
Pallet	25
Food & Beverage Packaging	20
Furniture & Houseware	15

(c) Sourcing of Products or Services

The Company has three plants producing industrial products, i.e. Suksawat, Bangpoo and Amata City Chonburi with different products as follow:-

Suksawat Plant produces food packaging products and pails.





Bangpoo Plant produces battery cases.

Amata City Chonburi Plant in Chonburi produces almost all industrial products, small and large sizes. These include pallets, bottle crates, pails, garbage bins, food & beverage packaging, decoration accessories, battery cases, electrical parts and automotive parts and premium products.



Additionally, the Company has 2 plants for industrial products in Vietnam, operating under 2 subsidiaries in which the Company has a 100% equity shareholding, namely, Srithai (Vietnam) Company Limited and its subsidiary - Srithai (Hanoi) Company Limited.



Srithai (Vietnam) Company Limited Producing beverage packaging, crates, pails, household products, plastic helmets, and industrial component parts.

Srithai (Hanoi) Company Limited Producing beverage packaging products.



Major raw materials are various grades of plastic resin which are mainly purchased domestically from dealers of many producers. Hence, there is no problem of raw material quality or shortage. Nevertheless, the prices of plastic resins fluctuate along with the prices of crude oil in the global market. To reduce risk on fluctuation of resin prices, the Company places orders frequently, and negotiates for better trade terms with suppliers on occasional basis to get reasonable raw material prices under

consideration of the supply chain management division of the Company. The Committee is in charge of monitoring and evaluating the movement of raw material prices, required volume and price negotiation with distributors. In case of rising raw material prices, the Company sometimes can pass on rising cost to customers since the selling price of some products are calculated on a 'cost plus' basis, or based on an agreement. The Company tries to avoid accepting orders of long-term delivery.

Even though our production process does not have any impact on environment and even have received various certifications of accepted environmental safety standards, the Company still regularly places much importance to protecting and preserving the environment. The Company focuses on reduction of pollution and addressing the issue of global warming. Meanwhile, the overall efficiency of the production process as well as of the useful life cycle of the products themselves are maintained so as to make the most valuable use of the limited available natural resources.

(d) Assets in business operations

The main fixed assets used in industrial production lines comprise 5 factories in Thailand and 2 factories in Vietnam, main plastic injection machines, molds, and other production equipment. The Company and its four subsidiaries hold their own ownership and have no mortgage obligations with financial institutions, except for the land of two subsidiaries in Vietnam with long-term lease agreements with industrial estate operators and land with buildings of a subsidiary in Thailand, with mortgages as collateral for revolving credit facilities with financial institutions as disclosed by the Company in Attachment 4 : Assets in business operations and details of asset appraisal lists.

(e) Pending Orders

Customer-base of the Company is extensive; varied by types of products. With efficient production process and delivery following ordering plan of the customers, the Company did not have undelivered orders with big customers as at December 31, 2025 worth more than 10% of total revenue.

1.2 Household Business Unit

(a) Description of Product or Service

Household Business Unit consists of 2 product lines, one of which being the melamine household products made from melamine (melamine formaldehyde) in various shapes and designs such as dish, bowl, rice bowl, ladle, spoon, cup etc. The other line is products that the Company sources from domestic or overseas suppliers in order to better support holistic customer's needs for daily use.

Srithai Superware Korat Company Limited, a wholly owned subsidiary by the Company, is the Group's largest melamine-household products manufacturer in Thailand. It operates a wholesale distribution and export of household products. For the sales in Thailand through distribution channels of direct sales and retail sales of melamine products via Srithai Super Outlet, it is operated by the Company with a specific management structure.

1) Melamine Household Products

The Group categorizes the household products made of melamine powder into various groups based on its customer group, as products development and production planning activities can be carried out directly to meet the specific requirements of each market segment relating to products quality, design, and pricing. The products groups are classified as follows:



Group 1 Niche Market

The Niche Market is for products with high quality, well-designed shapes and beautiful decorative, and in trend for customers who have high purchasing power. Focuses are also put on new products with innovation and designed to look like tile or ceramic ware but are durable for extensive use of HORECA businesses - such as those in the hotels, restaurant and catering.



Group 2 Mass Market

The Mass Market is for products available for general use, with beautiful design and varied decorative patterns, suitable for everyday use, and pricing not too high. As well, it covers the premium products which are for retail business operators being used as premium or promotion items during the period of sales promotions campaigns.



2) Other Household Products

These include products that the Company are supplied from domestic and overseas suppliers such as mattress and various cooking tools.

Product research and development

The product line of melamine household products does not have a complex product structure despite diverse customer groups and/or use of advance manufacturing technology or investment in mass production machinery and equipment similar to a group of industrial products which directly meets the needs of consumers and users. The research and development process of the melamine household products is a joint cooperation with customers and expertise business partners in each field, including producers of raw materials, plastic injection and molding machine manufacturers, designer and/or owner of specialized production technique companies. In addition, there is a participation from leading educational institutions in the study and research for the development of more efficient production process, including the improvement to reduce work processes and create machines in production lines to be more automatic or semi-automatic types and/or have different products from competitors with value added products or product group expansion, ranging from tableware to others such as bathroom devices and equipment. This can also adapt to the trends or customer behaviors or changes of product users, with participation to help save the environment from both production processes and products by reducing the use of raw materials in production through components of natural materials or recycling process into new or other product types. Moreover, the Company adheres to research and development of biodegradable melamine products towards commercial opportunities and niche customers in the future.

(b) Marketing and Competition

Description of Customers Distributed by wholesale and direct sales channels, HORECA businesses operators i.e. Hotel, Restaurant, and Catering businesses, and exporting abroad.

Credit Term

- 1) Direct sales as single-level marketing are mostly traded in cash.
- 2) Domestic distributors and foreign distributors receive a credit-term of 30-150 days.
- 3) Export customers buy in cash or receive a credit term of 30-60 days.
- 4) Sales in grand sales event are in cash.

Competitive Strategy

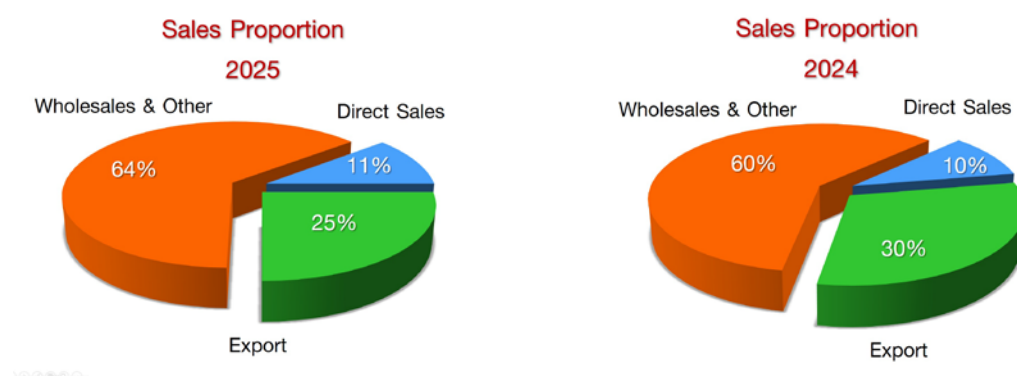
- Focus on good quality products certified by the Thai Industrial Standards Institute (TISI) and comply with international standards on quality and safety and aesthetically appealing products that suit the lifestyle and taste of the customers in each sector of each country.



- Product development with new innovation and cost effectiveness to keep the price competitive and suit the customer's sector.
- Use of advance technology to help extend the distribution channels and payment methods.
- Increase of the variety of products, apart from those manufactured by the Company, by sourcing good quality products from domestic and overseas suppliers.

Distribution Channel

Sales proportion of household products via various channel distribution in 2024 against 2025 are as follows :



Distributors in Thailand are Siam Melamine Marketing Company Limited and Srithai Marketing Company Limited, which have been trading partners for over many years and distribution channels for online product sales through its own-commerce website under the name www.srithaionline.com as well as various online shopping platforms.

Competitive Environment

Household products made of “melamine powder (melamine formaldehyde)”, which is heat resistant up to 100 °C, is suitable for using as food container because it is safe for consumer. There are only a few producers of this product in the country. Melamine products of the Group become popular in the markets both domestic and abroad due to its durability, beautiful, colorful decoration and high quality of raw material made of 100% melamine powder and continuing product development. Hence, quality and safety to consumers can be assured. The Group has been doing export to more than 100 countries and marketing channels could be expanded further.

The Group possesses 9 brands of household products made of melamine, i.e. Superware, Vanda, Flowerware, Melamineware, Unica, Ektra, The Potters, Best Buy and Lingo. In Thailand, the Company is the only melamine product distributor who deploys a team force of direct sales.



In 2025, the Group's household products business has declined from the previous year due to the economic conditions in Thailand and several other countries that are contracted and affected by many factors such as high competition with low quality products in both domestic and international markets, as well as lower consumer purchasing power and spending. All of these became obstacles for the growth of household products business. Nonetheless, with competitive strength and capabilities, the Group could confidently maintain market share in Thailand, while expanding into overseas markets and being a leader in the melamine product industry with an appropriate growth as follows :

- The Group is one of the world's leading 100% melamine products manufacturer, based on the Group's large manufacturing facilities located in Thailand as well as of its subsidiaries located in Vietnam and India that can meet the current customers' demand.
- Quality and safety of products are certified as mandatory standards for melamine containers and utensils under the Thai Industrial Standard and International Standards. Our products have been recognized and trusted internationally over the years. With mandatory standards for melamine containers of the Thai Industrial Standard, consumers are more aware of safety certified by the industry standards, which can also prevent imported low quality products sold in Thailand.
- The Company joins hands with institutions to find ways to improve manufacturing system aiming for higher quality and being automatic.
- The Company has an experienced Knowledge Management Team that records, documents and disseminates or transfers technical knowhow acquired by the Company to its next generation of employees. This is so as to maintain the standards of operations, create positive 'role model' teams to be prepared for as well as to support the ongoing business expansion by the Company - especially in expanding its manufacturing bases overseas.
- The use of Total Innovation Management or TIM is in searching for new innovation and improvement of product for the benefit of all stakeholders whether internally or externally in the form of Value Chain Creation throughout every process. The process starts with finding information from various sources in order to forecast the trend in design, taste, and demand from customers. It is then followed by the development process in order that the products

meet the customer's needs at competitive price. This is to give the identity to the Company's Superware products and brand and to deviate our products from competitors.

- The production base is expanded to Vietnam and India that have a large working age population, with an appropriate and affordable local wage structure and focus on continually expanding the customer base.
- The retail store of Srithai Super Outlet is located in Chonburi Province. It is the first and only combined and comprehensive sales outlet of a full line of various brands of household products manufactured by the Company, products of other leading manufacturers, and imported products with reasonable prices and quality. The Srithai Super Outlet offers the Company the opportunity to have a direct access to consumers.



- Further product development activities are undertaken and aimed at achieving product differentiation to meet the needs of all customer groups - both in the domestic and overseas export markets - as well as to correspond, in a timely manner, to the current changing market situation. This will be carried out in collaboration with raw materials producers, mould makers and decal producers in regards to product innovation. The Company seeks out new color designs and production techniques so as to add value to the respective products on a continuous basis, and focus on using more natural raw materials to be mixed with the melamine powder that will help preserve the environment. Currently, the Group offers special melamine products as outcome from new innovative processes such as products have shining colorful appearance, and have distinct decorative designs and appearance like tableware made with various natural raw materials: metal, stone, wood, ceramic and enamel. In addition, the Group also has melamine products made with processed raw materials that have been developed with quality control. This will be an alternative for consumers who want quality and affordable melamine products.



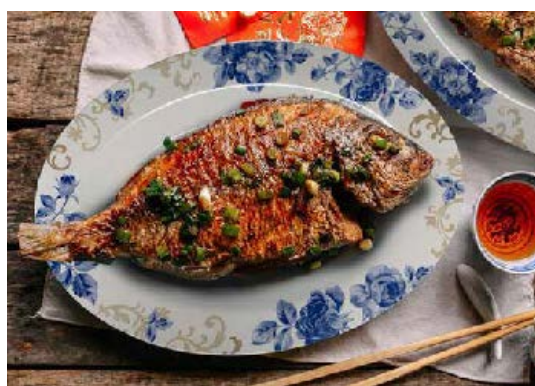
Natural Wood Design



Classic Enamelware Design



Thai Culture - Basketry



Natural Floral Design



Save the World by
Melamine Collection

- The Group has maintained organizational management which focuses on sales and production efficiency, as well as management through planning and control throughout the supply chain.
- Ongoing improvements have been made to working styles of the members, group leaders, and the sales management of Direct Sales teams in Thailand. The purpose is to adapt to the changing trends in overall social environment of the new generation by stressing on the Human Capital. This includes enhanced business model that is based on a digital platform, and introduction of new technology applications used in sales and payments for the E-commerce. The mechanism has been deployed through learning support, implanting a consciousness or mindset of being an entrepreneur in own business, revising compensation scheme. It also covers providing support for sales promotions campaigns and increase in sales opportunities for the sales members. These are aimed at creating greater confidence, on their part, motivation in jointly driving business and sales growth.
- The Company has launched new marketing campaigns via new channels in response to increasing trends, such as Influencer Marketing to collaboratively promote the Company's products to gain recognition and expand the market into target groups effectively.

Size of the Company as Compared to Competitors'

The Group has the highest production capacity in Thailand with 50% of market share of melamine household products in Thailand, much higher than its rivals in the same industry.

(c) Providing a product or service

Melamine household products in Thailand are produced by the Group's plant at Srithai Superware Korat Company Limited, a wholly owned subsidiary locating at Suranaree Industrial Estate, Nakorn Rachasima province, and distributed both for domestic and overseas markets. Major raw material is melamine powder, mainly purchased from domestic producers. These producers have maintained good relationship with the Company. There are no problems on quality or shortage of raw material, and production process causes no environmental impact.

The Company also has 2 overseas plants operating under its subsidiaries in which it has a 100% equity shareholding, namely: Srithai (Vietnam) Company Limited in Vietnam; and Srithai Superware Manufacturing Private Limited in India.

The Group buys melamine powder from Thai MFC Company Limited more than 50% of the total annual purchase of melamine powder. Thanks to being an associate company, purchase price is reasonable and quality is up to international standard, having no problem of raw material shortage.

(d) Assets in business operations

The main fixed assets used in industrial production lines comprise 1 factory in Thailand and 2 factories in Vietnam and India, main plastic injection machines, moulds and other production equipment. The Company and its three subsidiaries hold their own ownership and have no mortgage obligations with financial institutions, except for the land of a subsidiary in Thailand with lease agreements with the Company. Land of a subsidiary in Vietnam and a subsidiary in India are rented with long-term lease agreements from industrial estate operators, as disclosed by the Company in Attachment 4: Assets for Operation and Details the Property Appraisal List

(e) Pending Orders

The Group sells to many of customers in domestic and export markets, both consumers and distributors. There was no pending order amounted more than 10% of total revenue as of December 31, 2025.

2. Moulds Business & Other Businesses Line**1. Moulds Business Line**

The Company does not itself make moulds for sale to outsiders. However, such business is carried out solely by Srithai Moulds Company Limited a subsidiary in which the Company holds a 71.0% shareholding, following the discontinuation of the mould production line by another subsidiary, Srithai Miyagawa Company Limited in which the Company holds a 51.0% shareholding, due to a decline in subcontracting volume and the inability of the mould business to generate profits. Nevertheless, Srithai Moulds Company Limited is make to orders mould for plastic injection for automobile industry, electrical appliance industry, toiletry and food & beverage packaging products (Thin Wall) which require very high precision of injected parts.

As mould is used for producing both industrial and household products under the plastic business line, mould is an important factor. Each mould has different feature and efficiency. If low quality mould is used, the end products may be of low quality and sub-standard and it may result in rejects in the production line. There are three groups of moulds as follow:-

- Group 1 Mould to produce products of simple design like household products and toys that require simple plastic injection system. These groups of moulds are not costly and many small mould-makers are engaged in this business.
- Group 2 Mould to produce products like electrical parts, automotive parts and parts for sanitaryware that need high technology & long production process. The mould-makers under this group require large investments for machinery and equipment as well as software systems in order to accommodate the production.
- Group 3 Mould of round shape or square with smooth surface such as mould to produce buckets or glass or food & beverage packaging products (Thin Wall) which require high efficiency machines. Most mould-makers in Thailand cannot make moulds of this group, so they hire overseas mould-makers to make such moulds and import them.

Srithai Moulds Company Limited is the manufacturers of moulds under Group 2 and Group 3 mentioned above in the mould-making industry.



(a) Description of Product or Service

The business is for making and supply moulds for plastic injection or melamine compression as per designs and sizes described by customers, including mould repair services.

(b) Markets and Competition

Demand for parts and plastic products keep on increasing every year as manufacturers in many industries always launch new designs of products. They try to save cost by replacing expensive raw materials such as metal to low cost plastic, such as in automotive industry; electrical appliance industry; sanitaryware industry; etc. Mould is an important part and a starting point of plastic injection. There are many mould makers, Thai or foreigners, investing in mould-making businesses, small or big moulds, with initial investment not so high. Thanks to the ongoing positive support for and the development of human resources within the local mould-making industry, it has resulted in an increase in mould production capacity with no labor shortage. Production

capacity of moulds could fulfill demand in the country. Only moulds of complicated shape and requiring high production technology are imported.

As mould-making business is open more widely at present, plastic product manufacturers could hire local or overseas mould-makers by comparing quality, capability and pricing among them before making decision. Hence, mould industry in Thailand has faced fierce competition from foreign makers in term of both pricing and technology.

Competitive Environment

Competency and availability of skilled labors, modern machinery & equipments, and software have made Srithai Moulds Company Limited to be capable of making high precision moulds. As well, they can produce and repair mould for automotive and electrical component parts, sanitary ware, packaging products, and thin-wall products for beverage containers etc., with an increase in annual outputs subject to sizes and complexity of moulds. Our moulds produced are of the same high quality and pricing is on par with moulds produced by international mould makers that are imported into Thailand, it gives another choice for domestic firms and customers to choose. However, as a result of intense pricing competition and the slowdown in the local automotive industry, electronic industry from the stagnant economy and consumer spending, made Srithai Moulds Company Limited has endeavored to reduce its production costs, in order to increase its price competitiveness while seeking new customers for revenues increase.

Size of the Company as Compared to Competitors'

Srithai Moulds Company Limited is equipped with mould, equipment, and a workforce capable of manufacturing moulds in a wide range of sizes, from small to large, with a maximum weight of up to 15 tons. Amid higher competition, each mould-maker has specialized skill in different kinds of mould. Therefore, Srithai Moulds Company Limited do not face high competition in the mould-making industry.

(c) Sourcing of Products or Services

Iron ingot is the raw material of mould-making. There are many import agents for iron ingots in Thailand. As competition among those import agents is tense, our mould-making companies can procure iron ingots easily without shortage of supply.

(d) Assets in business operations

The main fixed assets used in moulds production lines comprise 1 factory in Thailand, main Computer Numerical Control (CNC), Electrical Discharge Machine (EDM) and Wire Cut Machines for turning and milling applications and other production equipment. The subsidiary hold their own ownership with only land and buildings mortgaged as collateral for revolving credit facilities with financial institutions, as disclosed by the Company in Attachment 4 : Assets for Operation and Details the Property Appraisal List.

(e) Pending Orders

Not only time consuming is needed on design, production and testing when making mould, different kinds of moulds also require different time frame. As such, if many orders are received by year end or for complicated mould which requires time consuming, there is a chance that pending jobs will be varied subject to number of purchase orders received by year end.

Srithai Moulds Company Limited had two outstanding mold projects awaiting delivery to customers, each with value exceeding 10% of total revenue. These projects were received by the end of 2025 and expected to deliver completely within 2026.

2. Other Businesses Line

Other business lines operate the business by sourcing a wide variety of products with quality from both domestic and international to sell as additional income for the Company in addition to industrial products and household products.

In 2025, the Group had revenues from mould and other businesses came entirely from the moulds business line.

Characteristics of Customers and Relationships

(a) Customers Characteristics and Relationships in Plastics Business Line

Customers can be divided into 5 categories:-

1. Overseas importers for own usage or distribution in their own countries such as shopping malls, and distributors. Those importers will order products from the Company from time to time.
2. Institutional customers such as companies or entities both in local and foreign markets which acquire the products for own use e.g. carbonated soft drink bottlers or HORECA group of businesses which consist of Hotel, Restaurant, and Catering operators. Some corporate customers acquire products for further assembly or supporting their business, e.g. car assemblers, household electrical appliances producers, food & beverage producers, and movie industry, etc. Customers in this category have good relationship with the Company, some having long been our customers.
3. Direct sales system which involves sales representatives or freelance sales persons. These persons earn discount income from the price-list and commission.
4. Sales agents who are juristic persons having long relationship with the Company and being able to acquire the products on trade credits. Those sales agents redistribute the Company's products to retailers and department stores.
5. Grand Sale fair where sales discount and seasonal promotions are held, taking place approximately 5-6 times a year at the Company's premises by selling in cash. Products sold in these events are defective goods, goods in excess of customer's orders, and slow moving items. Main customers of this channel are housewives and end consumers.
6. Home Shopping, a sales channel reaching consumers via satellite television 24 hours such as TV Direct and E-Commerce with high growth.

(b) Customer Characteristics and Relationships in Moulds Business & Other Businesses Line

Types of customers can be classified as follow:-

1. Srithai Moulds Company Limited whose staffs have expertise in mould making. Those staffs could give advice and offer services to factories producing industrial parts or plastic goods. Customers under this type of business are often those who have long term relationship.
2. Direct sales system has direct sales agents who are independent business owners earning their income from discounts received from retail prices and commission.

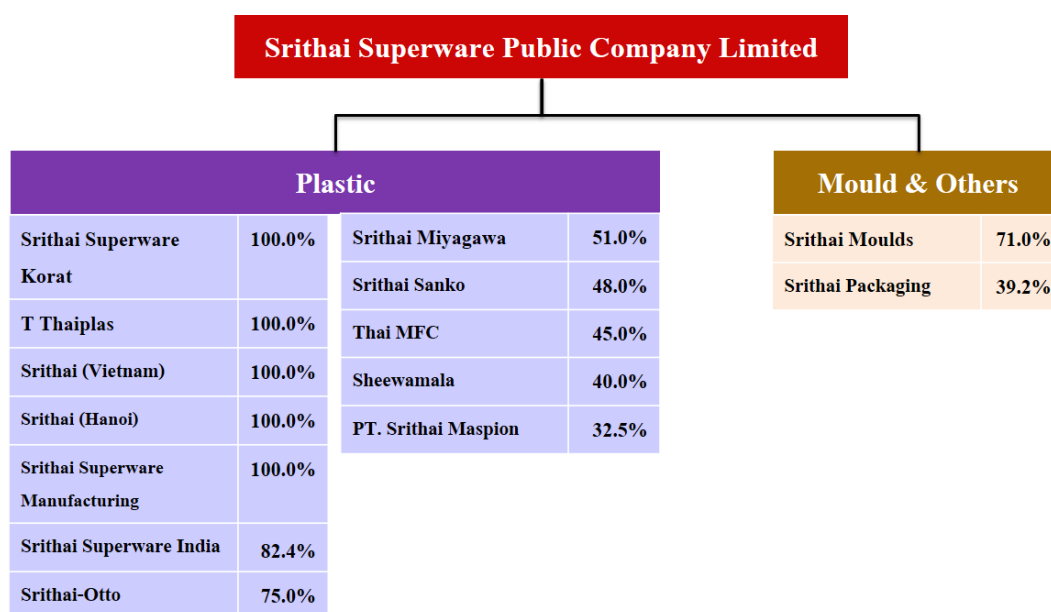
Investment Promotion Certificates

The Company and its subsidiaries have been approved of investment promotion certificates for several products by the Board of Investment. The main privileges include corporate income tax exemption and reduction during promotion period. The Company has disclosed the details in the Notes to Financial Statements for the year ended December 31, 2025, No. 25 Promotional privileges.

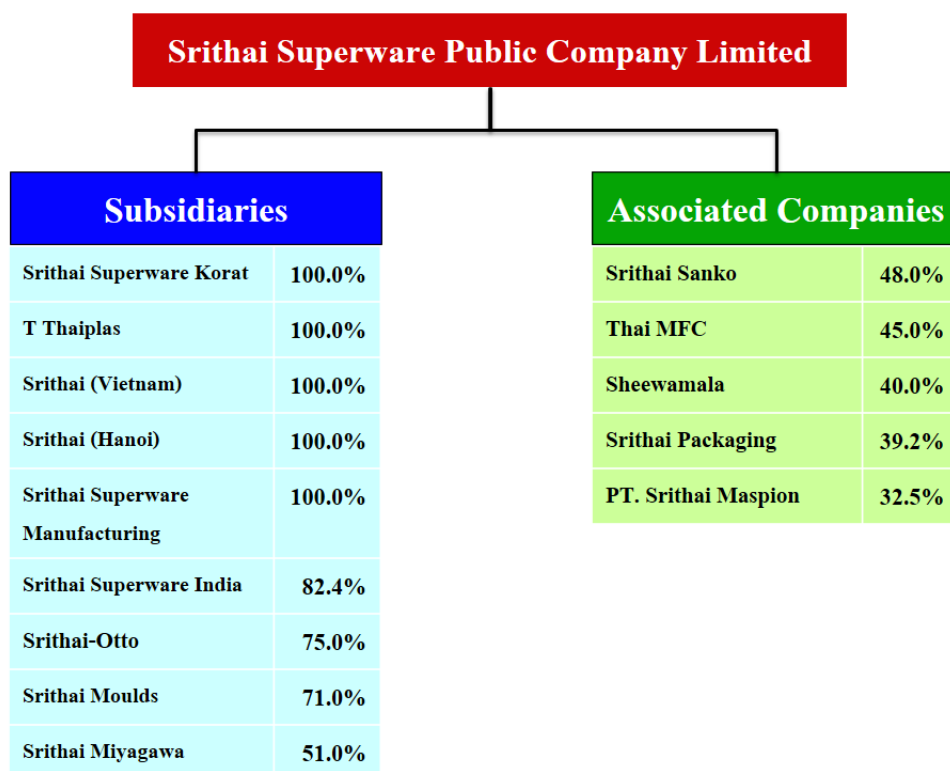
1.3 Structure of Shareholders of Srithai Superware Group

Overall business outlook of Srithai Superware Group is mostly under the same structure as that of our core businesses, which consist of Plastics Business Line dividing into industrial products and household products; and Mould Business & Other Businesses Line including subsidiaries making the moulds which are an important component of the plastics business line. There are also certain companies undertaking businesses other than those 2 core businesses of the Group. The Company has set its strategy of doing integrated businesses to reduce dependency on outsiders and enhance competitiveness of the Group.

SHAREHOLDING STRUCTURE OF SRITHAI SUPERWARE GROUP CLASSIFIED BY BUSINESS LINE



SHAREHOLDING STRUCTURE OF SRITHAI SUPERWARE GROUP – CLASSIFIED BY STATUS OF INVESTMENT



Remark: The 100% equity shareholding in Srithai (Hanoi) Company Limited, which indirect shareholdings of the Company via Srithai (Vietnam) Company Limited in Vietnam.

JURISTIC PERSON IN WHICH THE COMPANY HOLDS, DIRECTLY AND INDIRECTLY, MORE THAN 10% EQUITY

Subsidiaries

- 1. Company Name** : **Srithai Superware Korat Company Limited**

Location : 335 Moo 6, Ratchasima–Chok Chai Road,
Tambon Nongrawiang, Amphoe Mueang, Nakhon Ratchasima Province

Type of Business : Manufacture and distribution of household products

Telephone : 0 4421 2100

Registered Capital/ : Baht 300,000,000 comprising numbers of shares issued 30,000,000 shares with
Paid-up Capital par value per share: Baht 10.00

Proportion of the Company's shares held : 100% of the paid-up capital
- 2. Company Name** : **T Thaiphas Company Limited**

Location : 325-328 Suranaree Industrial Estate, Moo 6, Ratchasima–Chok Chai Road,
Tambon Nongrawiang, Amphoe Mueang, Nakhon Ratchasima Province

Type of Business : Manufacture and distribution of household products

Telephone : 0 4421 2650

Registered Capital / : Baht 2,000,000 comprising numbers of shares issued 200,000 shares with

Paid-up Capital⁽¹⁾ : par value per share: Baht 10.00

Proportion of the

Company's shares held : 100% of the paid-up capital

⁽¹⁾ The registered and paid-up capital was reduced from Baht 5 million to Baht 2 million due to a downsizing of the business while awaiting a review of the business direction or potential liquidation. The capital reduction was registered with the Ministry of Commerce on June 23, 2025. Following the capital reduction, the Company continues to hold 100% of the shares, with no change in ownership.

3. Company Name : Srithai (Vietnam) Company Limited

Location : 9 Street 2, Song Than 1 Industrial Park, Di An District, Binh Duong Province,
Socialist Republic of Vietnam

Type of Business : Manufacture and distribution of plastic industrial products and
melamine household products

Telephone : 84 2743 790023-4

Registered Capital/ : Equivalent to US Dollars 40,000,000

Paid-up Capital

Proportion of the

Company's shares held : 100% of the paid-up capital

4. Company Name : Srithai (Hanoi) Company Limited

Location : 1 Street 3, VSIP Bac Ninh, Tu Son District,
Bac Ninh Province, Socialist Republic of Vietnam

Type of Business : Manufacture and distribution of plastic industrial products

Telephone : 84 2743 790023-4

Registered Capital/ : Vietnamese Dong 424,920 million

Paid-up Capital

Proportion of the

Company's shares held : 100% of the paid-up capital
(held indirectly via Srithai (Vietnam) Company Limited)

5. Company Name : Srithai Superware Manufacturing Private Limited

Location : SM-22, GIDC Sanand-II (Bol), Taluka Sanand, Ahmedabad-382170,
Gujarat, Republic of India

Type of Business : Manufacture and distribution of melamine household products

Telephone : 91 968 763 1200

Registered Capital/ : Indian Rupees 720,000,000
shares with par value per share: Indian Rupees 10.00

Paid-up Capital : Indian Rupees 720,000,000⁽²⁾

Proportion of the

Company's shares held : 100% of the paid-up capital

⁽²⁾ When combined with the paid in premium on the share value (of the existing paid-up capital) of Indian Rupees 179.975 million, the total value of investment in this subsidiary is equal to Indian Rupees 899.975 million.

6. Company Name : Srithai Superware India Limited⁽³⁾

Location : SM-22, GIDC Sanand-II (Bol), Taluka Sanand, Ahmedabad-382170,
Gujarat, Republic of India

Type of Business : Distribution of household products

Telephone : 91 968 763 1200

Registered Capital/ : Indian Rupees 50,000,000 comprising numbers of shares issued 5,000,000 shares with par

Paid-up Capital value per share: Indian Rupees 10.00 /

Partially paid in the amount of Indian Rupees 42,500,000

Proportion of the

Company's shares held : 82.4 % of the paid-up capital

⁽³⁾ The Company is currently in the process of liquidation in accordance with the relevant legal procedures in India.

7. Company Name : Srithai-Otto (Thailand) Company Limited

Location : 15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok

Type of Business : Distribution of plastic industrial products

Telephone : 0 2427 0088

Registered Capital/ : Baht 20,000,000 comprising numbers of shares issued 200,000 shares with

Paid-up Capital par value per share: Baht 100.00/ Partially paid in the amount of Baht 10,000,000

Proportion of the

Company's shares held : 75.0% of the paid-up capital

8. Company Name : Srithai Moulds Company Limited

Location : 55/1 and 55/6 Moo 1, Nong-Samsak, Amphoe Ban Bueng, Chon Buri Province

Type of Business : Mould-making service, manufacture and distribution of plastic industrial products

Telephone : 0 3847 6525-7

Registered Capital/ : Baht 100,000,000 comprising numbers of shares issued 1,000,000 shares with

Paid-up Capital par value per share: Baht 100.00

Proportion of the

Company's shares held : 71.0 % of the paid-up capital

9. Company Name : Srithai Miyagawa Company Limited

Location : 539 Moo 4, Bangpoo Industrial Estate, Tambon Prak-Sa, Amphoe Mueang,
Samut Prakan Province

Type of Business : Manufacture and distribution of plastic industrial products⁽⁴⁾

Telephone : 0 2324 0425-6, 0 2324 0428-9

Registered Capital/ : Baht 120,000,000 comprising numbers of shares issued 1,200,000 shares with
Paid-up Capital par value per share: Baht 100.00

Proportion of the
Company's shares held : 51.0% of the paid-up capital

⁽⁴⁾ Discontinued the mould production line due to a decline in subcontracting volume and the inability of the mould business to generate profits.

Associates**1. Company Name : Srithai Sanko Company Limited**

Location : 15 Suksawat Rd., Soi 36, Bangpakok, Rasburana, Bangkok

Type of Business : Distribution of plastic industrial products

Telephone : 0 2427 0088, 0 2428 9936

Registered Capital/ : Baht 20,000,000 comprising numbers of shares issued 200,000 shares
Paid-up Capital with par value per share: Baht 100.00

Proportion of the
Company's shares held : 48.0% of the paid-up capital

2. Company Name : Thai MFC Company Limited

Location : 1 Siam Cement Road, Bang Sue, Bangkok

Type of Business : Manufacture and distribution of melamine powder

Telephone : 0 2586 3894-6

Registered Capital/ : Baht 200,000,000 comprising numbers of shares issued 2,000,000 shares with
Paid-up Capital par value per share: Baht 100.00

Proportion of the
Company's shares held : 45.0% of the paid-up capital

3. Company Name : Sheewamala Company Limited

Location : 1/132 Moo 2, Tambon Ta-sai, Amphoe Muang, Samut Sakorn Province

Type of Business : Manufacture and distribution of plastic products and melamine household products

Telephone : 0 3449 0130-1

Registered Capital/ : Baht 49,800,000 comprising numbers of shares issued 600,000 shares with
Paid-up Capital par value per share: Baht 83.00

Proportion of the
Company's shares held : 40.0% of the paid-up capital

4. Company Name : Srithai Packaging Company Limited

Location : 30/27 Moo 2, Tambon Khok Kham, Amphoe Muang Samut Sakhon,
Samut Sakhon Province

Type of Business : Manufacture and distribution of paper boxes

Telephone : 0 3445 2100-7

Registered Capital/ : Baht 60,000,000 comprising numbers of shares issued 600,000 shares with
Paid-up Capital par value per share: Baht 100.00

Proportion of the
Company's shares held : 39.2% of the paid-up capital

5. Company Name : PT. Srithai Maspion Indonesia

Location : Maspion Industrial Area unit 2, Tebel Village, Buduran, Sidoarjo,
East Java, Republic of Indonesia

Type of Business : Manufacture and distribution of melamine household products

Telephone : 62 31 891 1061-3

Registered Capital/ : Indonesian Rupiahs 10,394,130,000 comprising numbers of shares issued 9,320
Paid-up Capital shares with par value per share: Indonesian Rupiahs 1,115,250

Proportion of the
Company's shares held : 32.5% of the paid-up capital

Other Companies**1. Company Name : LN Srithai Comm Company Limited**

Location : 71/12 Moo 5, Tambon Tha-Kam, Amphoe Bang Pakong, Chachengsao Province

Type of Business : Manufacture and export of telephone sets

Telephone : 0 3857 3061-3

Registered Capital/ : Baht 76,000,000 comprising numbers of shares issued 76,000 shares with
Paid-up Capital par value per share: Baht 1,000.00

Proportion of the
Company's shares held : 20.0% of the paid-up capital

Persons who may have conflicts of interest with more than 10% shareholding in subsidiaries or associated companies with voting rights of the subsidiaries or associated companies.

The Group has only one subsidiary, Srithai Moulds Company Limited ("SMO"), with the Company's executives holding more than 10%. The executives hold shares of 15.4% in SMO, which was previously established in 1990 among foreign investors and later sold most of the shares in SMO to the Company and executives of less than 10%. In 1997, SMO faced an economic crisis and suffered losses and it was necessary to increase capital for survival. Whereas, the Company - a major shareholder of SMO, was under a rehabilitation plan and had limitation to increase the capital in SMO in proportion to its shareholding. The Company's executives then invested in SMO's capital increase, resulting in executives holding shares more than 10% of the number of its voting shares in SMO and such proportion has not changed until present.

Shareholders**List of Top 10 Major Shareholders as of December 30, 2025**

1. Shareholders who could participate in formulation of corporate policies

Name	Rank	Shares	%	Major Business
MR. SANAN ANGUBOLKUL	1	480,823,510	18.24	Chairman and President of the Company

2. Shareholders who could not participate in formulation of corporate policies

Name	Rank	Shares	%
MR. APIRUM PANYAPOL	2	316,646,000	12.01
MS. MAYUREE SIRIVAJANANGKUL	3	180,052,090	6.83
MRS. SRISUDA LERTSUMITKUL	4	150,000,000	5.69
MR. SOMYOD LERTSUMITKUL	5	103,500,000	3.93
MR. SOMKIEAT LERTSUMITKUL	6	103,500,000	3.93
MS. BUNNAPA LERTSUMITKUL	7	80,000,000	3.03
MR. THEARAWOOTTI NGAMEK-AUA	8	76,553,800	2.90
MS. MITTRADA LERTSUMITKUL	9	70,500,920	2.67
MR. SOMBAT LERTSUMITKUL	10	64,932,700	2.46
Total shares of top 10 major shareholders		1,626,509,020	61.69
Total common shares		2,636,756,900	100.00

Remarks :

- (1) Even though some of shareholders in the top 10 major shareholders group have a relationship that is classified as “close relatives”, as specified in the Notification of the Board of Governors of the Stock Exchange of Thailand. The Company views that each of them wishes to buy or sell shares on their own accord, and votes according to their own discretion. In the past Annual General Meetings, there was no block-voting to any significant degree in an attempt to control resolutions of the shareholders meetings. In consideration of the independence of each major shareholder, the Company disclosed their names individually without combining them as a group of shareholders of the same family.
- (2) Investors could access the name-list of the current top 10 major shareholders as shown in the Company’s website before scheduled date of the Annual General Meeting of Shareholders.

Shareholders' Agreement

The Company does not have any agreement between its major shareholders (Shareholders' Agreement) that affects the sale or the issuance of securities and the administration of the Company. The Company has only those limitations as stated in the Articles of Association of the Company in the holding of ordinary shares by foreign investors. It specifies that foreigner investors can aggregately hold a total of number shares in the Company of not more than 45% of the total issued common shares. As of December 30, 2025, which was the last day when the Company closed its shareholders register for 2025, foreign shareholders accounted for 0.86% of the total issued shares of the Company.

1.4 Registered and Paid up Capital

As December 31, 2025, the Company has registered capital of Baht 2,636,756,900, fully paid-up, comprising 2,636,756,900 shares at a par value of Baht 1.00 each. Subsequent to the Company's registration of a capital reduction with the Ministry of Commerce on June 6, 2025, the issued and paid-up capital was reduced from Baht 2,709,904,800 to Baht 2,636,756,900 through the cancellation of 73,147,900 repurchased common shares with a par value of Baht 1 per share, totaling Baht 73,147,900.

1.5 Issuance of Other Securities

None

1.6 Dividend Policy

Dividend Policy of the Company

The Company has a policy to pay dividends from profits at a rate of not less than 50% of the annual net profit according to the separate financial statements after deduction of income tax and various reserves as required by laws and specified by the Company each year depending on investment plans, necessities, and other appropriateness now and in the future. The Company has paid dividends for the past 5 years with details as follows :-

Year	2024	2023	2022	2021	2020
Earnings profit per share (Baht)	0.06	0.07	0.05	0.04	0.01
Dividends per share (Baht)	0.06	0.06	0.04	0.03	-(⁽¹⁾)
Dividends / Net profit ⁽²⁾ (%)	100.49	89.78	78.72	72.06	N/A

⁽¹⁾ The Company has not paid dividends from its operations for the year 2020.

⁽²⁾ The percentage rate of dividend payout ratio is calculated by the following formula : Total amount of dividend announced and approved to be paid (Baht) ÷ Total amount of Total net profit achieved for the year (as stated in the Separate Statement of Comprehensive Income) x 100%

In 2025, the Company paid interim dividends to shareholders based on the operating result of the first half of the year 2025 at a rate of 0.02 Baht per share, as resolved by the Board of Directors Meeting.

Dividend Policy of Subsidiaries

Each subsidiary company does not have any established dividend policy. However, the dividend policy will be considered for each year, based on their respective operating net profit. As such, if there are no retained losses or any other necessary reasons, the subsidiaries will then approve a dividend payment for that year at a rate that is deemed appropriate to their respective financial status at that time. Factors also taken into account include the amount of net profit, the business operations environment and investment plan for those subsidiaries, as well as any applicable conditions and restrictions, contractual obligations or covenants and relevant regulations for payments of dividend for each respective country in which the subsidiaries operate.

However, in the past, with regard to the payment of dividends by the subsidiaries each year, there has been no restriction or limitations imposed by any external authority that has resulted in the subsidiaries being unable to pay dividends as approved and announced.

2. RISK MANAGEMENT

2.1 Risk Management Policy and Plan

The Company recognizes the importance of risk management which covers the overall management of organization, processes and systems throughout the organization. The Company believes that risk management process enables the Company to achieve the objectives and manage risks at an acceptable risk appetite level. Effective risk management not only reduces obstacles or unexpected incidents which might affect company's performance, operation and trust from shareholders and stakeholders but also prevents damages on the Company's resources. In addition, Good management and internal control system help enhance trust and add value for the Company for sustainable growth in the future. The Company has therefore established the risk management policy as follows:

1. The Board of Directors is responsible for overseeing the risk management under the established policies, screening & giving recommendations, and monitoring the implementation of risk management effectively, including regularly reviewing and evaluating the risk management system.
2. The Audit Committee is responsible for reviewing the suitability & efficiency as well as the risk management process of the Company to ensure that the internal control and risk management practices are effective to cover the possible risks.
3. The Management is responsible for determining the direction, goals for the business operations of the Company, strategy and as well as establishing significant corporate policies of the Company and providing recommendation on risk management relating to the key governance policies & plans.
4. The Risk Management Sub-Committee, appointed by the Board of Directors, is responsible for formulating the risk management policy and framework to cover the strategic plans and key business goals of the Company, defining the Risk Appetite for approval from the Board of Directors prior to implementation, as well as overseeing the risk management system effectively to cover the entire organization by the preparation of risk management manual as a framework for executives and employees to practice in the same direction. It also oversees, screens, assesses, monitors the risk management appropriately to prevent damage or adverse events under changing circumstances, and manages the risks to an appropriate and acceptable level with the summary and reports presented to the Audit Committee and the Board of Directors on a quarterly basis.
5. The Company determines risk management of the organization in accordance with international standards with efficiency and effectiveness following the principles of Good Corporate Governance to reduce the likelihood and impact of risks as well as uncertainty or damage to the overall performance and increase the chances of success for the organization.
6. The Company implements and supports successful risk management across the organization by effectively using limited resources to identify, assess, and manage risks appropriately.
7. The Company promotes and stimulates risk management as the organizational culture by the mutual awareness of risk management.

The Company reviews and updates the risk management plan annually by the Risk Management Sub-Committee consisting of representatives from all business and operating lines including hiring external experts in certain cases to analyze, evaluate, and improve appropriately in response to the changing business and environment.

The plan will cover the identification of risks and opportunities, the assessment, and the determination of risk indicators, the establishment of Key Risk Indicators (KRIs). The risk management measures shall be at an acceptable level before submission to the Audit Committee and the Board of Directors for approval. Then it is extended to the practical sectors where representatives from each business line or operating line conduct communication within their lines and public relations within the organization for the correct knowledge and understanding of employees at all levels and to incorporate risk management as an integral part of the Company's operations and organizational culture in a sustainable manner.

2.2 Risk Factors for the Company's Business Operations

2.2.1 Risk from Reliance on a Few Major Customers

In 2025, the Group's proportion of income from the food and beverage packaging products has increased from last year or accounting for approximately more than one-third of the total core income of the Group; whereby there is an opportunity for this proportion to increase due to continuing high market demand for these products, of which the sales growth rate is higher than that of other products – especially in Vietnam.

At present, sales from the food and beverage packaging products are generated from 3 to 4 major customers in the food and cinema industries and 4 to 5 customers in the beverage industry, who have contracts with the Group. This is not a large number of customers. There are many competitors in the food and beverage packaging industries, and some of the products are not complicated to produce. Therefore, it is likely that these customers may switch to competitors or even invest in producing some of the products themselves. In case the Group loses its current customers and cannot immediately replace them with new ones, it will affect the consistent and continuing income generation, or result in declining income for a while.

Risk Countermeasures

The Group's products have their strength in patent and quality as they are produced with modern and efficient technology, such as the in-mould labeling technology that consumes less raw materials but produces durable and beautiful products, and the patent on closure which also consumes less raw materials, making it light-weighted. This helps reduce costs and promote CSR activities for customers. The Company has received the rights to produce and sell closures under the patent in 14 countries. As the Company has a stable financial position, it is ready to invest in the food and beverage packaging business that requires high-value machinery and production equipment. Moreover, having a large manufacturing base for these same products located in both Thailand and Vietnam is a unique strength in complementary production of the Group. That creates greater confidence, on the part of the major soft drinks and beverages producers, in terms of the Group's product quality, continuity of production operations and ability to deliver the products as required by our major clients. With these reasons, the Company is confident that its food and beverage packaging products can compete in the market very well, and it is difficult for any new comers to keep pace with. However, the Company is not complacent and has laid out approaches to handle risks as follows:

1. Maintain good relationship with current and potential customers from whom the Company is not able to take orders due to limited production capacity. This is one of the reasons why the Group only takes large orders from a few major customers. The Company keeps its customer relations by providing the knowledge and production assistance when there is an opportunity or when necessary;

2. Increase production output by investing both domestically and abroad and/or by improving the production process to increase its production capacity as well as managing production costs to be able to compete with the world market;
3. Consider extension of sale contracts when there is an opportunity, and carry out negotiations with customers;
4. Jointly research and develop products with customers, raw material producers and mould-makers in order to have products that meet the needs of customers;
5. Organize regular marketing campaigns to promote the strengths of the products particularly by encouraging participation in environmental preservation activities in order to further enhance the brand's reputation in the public;
6. Focus on providing a comprehensive service together with quality products by investing in integrated businesses such as bottle blowing service. This not only helps lessen the investment burden or the chances of customers switching to the competitors, but also transportation costs. As such, the Group has successfully received more consistent and certain orders of closures and preforms, as well as additional income from the blowing service;
7. Adjust the overall customer base together with the production bases for food and beverage packaging products. It can be done through relocating machinery and equipment to those countries where demand for such products is high or where there is ongoing economic growth such as Vietnam. This is in accordance with its objective to expand the production bases and market base to overseas and in order to utilize the production assets to its maximum capacity and to achieve maximum value and able to respond to the needs of customers in a timely manner and reduce transportation costs;
8. Keep a close watch on the trend and direction of production technologies, particularly new patents or technologies that might replace the current ones. The Company then can appropriately adapt its strategies to suit these changes in advance even though they do not happen easily or often since these changes will have impact on the production line of packaging and beverage producers. Moreover, with the expertise in plastic injection technology, regular research and development of production techniques and products, and good relationship with business operators in this supply chain, the Company will be enhanced with ability to communicate and adapt with customers and become a market leader in changing or leading to innovation for new products.
9. Be committed and giving importance to making new investment and expanding the customer base for the industrial products that have good potential in line with the country's overall economy and industrial sectors. These include materials handling sector, battery case sector and other packaging sectors so as to mitigate the possible contraction if orders for food and beverage packaging products are reduced.

2.2.2 Risk of Raw Material Price

The core income of the Group comes from industrial products that account for not less than 80% of the total income. As such, this products group uses various types of plastic resins as the core raw material that account for 60% of the raw materials costs. At present, the Company sources and purchases raw materials mostly from domestic producers, since these plastic resins are a by-product of the oil refinery industry; hence the price of this raw material always changes with the price of global crude oil and the volatility of the Baht/US Dollar exchange rate in the currency market, together with the level of production supply and consumer demand - both locally and overseas. As such, if the price of plastic resins fluctuates upwards greatly, this results in the

Company having a risk of fluctuations in the cost price of its products together with the resultant risk of not being able to adjust selling prices in a timely that are appropriate and correspond with timely the fluctuation in cost prices.

Risk Countermeasures

1. Monitor and assess the movement of raw material prices from domestic and international suppliers and manufacturers, as well as considering the consumption from order estimates, production plans, and deliveries with customers and suppliers of the raw materials. The operational objectives are to support the continuous and efficient production of the Company, to store the raw materials at an appropriate and sufficient level for production under normal circumstances as well as during emerging periods of uncertainty, and to negotiate prices with suppliers;
2. Consistently seek for additional qualified and standardized raw materials from local and overseas sources to secure sufficient raw material supply and to be alternative sources by comparing material prices from various suppliers or producers prior to the placing of orders to meet the best trade term;
3. Examine and monitor quality of raw materials regularly according to predetermined standard by random sampling check of raw materials by an external company or any governmental entity which provides quality testing services;
4. Buy raw materials to support production for a certain period of time if price tends to rise in the future so that goods can be produced and delivered to customers as agreed, or place order more frequently in case of price volatility;
5. Import raw materials in case that price in offshore market is lower than that of domestic market;
6. Negotiate with customers to sign agreements in accepting price adjustments as appropriate, subject to result of negotiation;
7. Determine selling prices for some product groups under a 'cost plus' framework as well as on changes in the prices of raw materials for a specific period as mutually agreed with the customers, or else for cases where customers manage their own raw material procurement and pricing. This will enable the Company to maintain its profit margins at an appropriate level without much fluctuation due to changing raw materials prices;
8. Regularly negotiate the credit terms with suppliers in order to receive discounts on raw materials prices, appropriately matched with cost of funds.

2.2.3 Strategic Risk

The Group has adjusted strategic plans in response to different situations, changing internal and external factors as well as uncertainty. The adjustment is performed appropriately with respect to business conditions, trade partners, situations or effects from the world economy, inflation, interest rate, exchange rate including factors about war and international conflicts, energy price, natural disasters, environmental problems, the government measures, new lifestyles, changing trend and consumer behaviors. The purpose is to enable the Company to deliver good performance with sustainable business operation amid various emerging crises. However, the adjusted strategic plans may not be executed in time or unable to respond to rapid changes. If those factors become more rapidly severe, the Group must plan and execute strategies carefully while growing the business and investment and cope with uncertainty and risks. As a result, the Group may not be able to grow as planned.

Risk Countermeasures

The Group is constantly improving its operational plans to prevent any issue which might occur. The overall business is not aimed at exponential growth, but rather is focused on working closely with all customers and partners for sustainable growth, as well as adjusting strategies correspondingly to the situations and changes, as follows:

1. Closely and continuously monitor the liquidity and working capital of the Company with a focus on order management, cash flow, working capital and cash reserves necessary for operations and investment;
2. Negotiate with business partners to extend credit terms, payments for purchases of goods and assets;
3. Give confidence to business partners and customers that the business and operations will be continued without disruption, especially in the production and delivery of products, as well as the ability to make payments, in line with the business continuity plan (BCP) to support any emergency.
4. Expand more online marketing to increase sales via e-commerce channels and select product groups appropriate for online sales;
5. Alter the organizational structure and management to be concise and in line with the Group's future growth plans;
6. Enhance and develop personnel to increase work efficiency and quality, and recruit new generation employees to help drive the business to grow continuously;
7. Create the business with responsibility of environment, society, and corporate governance (ESG) for sustainable growth;
8. Look for new businesses or potential partners for expansion of the businesses of the Group for as well as Mergers and Acquisitions (M&A) or joint investment for future growth and/or increase competitiveness.

In this regard, the Group has continued to monitor and evaluate every step's results closely to ensure that the strategies and plans have been implemented and reviewed regularly as well as adjusted in response to the changing situations.

2.2.4 Information Technology Risk

The Company makes use of information technologies as an essential tool for business competition in various areas such as communication, storage, processing, and analysis of information and also adopt them as part of business operations. The risk assessment of IT and plans to mitigate the risks are very important, especially the risk from cyber security threats which may have a vast impact on a number of work systems, including personal computers and data security. In addition, the risk may arise from the violation or offense related to the law about the use of computers, such as the Computer Crimes Act, the Personal Data Protection Act, 2019 ("PDPA") is effective from June 1, 2022 onwards, which may result in the Company's business being interrupted or prosecuted.

Risk Countermeasures

The Company has prepared plans, systems, and measures to prevent and mitigate the impact of risks as follows:

1. Announce the Personal Data Protection policy and issue practical guidelines and measures for the collection, use, disclosure, and transfer of personal information which requires consent in accordance with PDPA. In addition, training is provided for all relevant executives and employees to gain knowledge and understanding about the main contents of PDPA;
2. Announce the information technology security policy and determine the information technology policy of the Group consisting of guidelines for use, governance, prevention, security, and penalties, including providing relevant technology education in daily life, raising awareness and responsibility about using social media among employees through email notifications, training and activities, as well as providing employees with knowledge and understanding of proper use of technology and violation of law and data security against cyber threats, including pros and cons of using social media that will affect the society;

3. Build protection and security systems starting from computer networks to personal computers in the organization including devices that may be vulnerable to attack from third parties;
4. At the network level, a firewall is installed to prevent and verify the transmission of information via the specified channel and the allowed destination only;
5. At the device level, computer antivirus software is installed on all computers and connected to a central server to control and fix problems in computer machines accurately and quickly. In addition, the cause of the threat can be identified in order to fix the root cause problems and prevent future repeating issues;
6. Determine employees' rights to access various systems in order to categorize the level of confidentiality and management of information by ensuring that access to information is for the benefit of users and as needed only. This will prevent unwanted access to confidential information or espionage, a logging system will be installed to monitor and investigate access to information in various systems effectively;
7. Data center with backup of essential data is established to retrieve backup data when the main system has any problem. As a result, the business can operate continually without disruption;
8. Collect network usage data in accordance with the regulations of the Computer Crime Act, and oversight access to websites that are at risk of hacking or breaching the law;
9. Install the software to detect its illegal use on all computers to prevent any piracy or intellectual property infringement. On the part of the server system, the licenses are checked, verified and renewed every year. This is to ensure that all of the Company's software is used with all the legal licenses;
10. Install a system to record and track problems and solutions of computers and equipment in order for IT department to review such matters and communicate with users for future solutions effectively.

2.2.5 Labour's Health and Safety Risk

The Group is a major manufacturer of plastic industrial products and melamine household products. It has production bases in several locations in Thailand, Vietnam and India. As the Group's production processes being automated or semi-automated with modern machinery and production technologies, human labour remains essential to the manufacturing process. Therefore, workplace safety and compliance with legal standards in both production lines and offices are our top priority as well as providing necessary manuals and equipment for work and creating a safe environment for the health, life, and property of both our employees of the Group and external contract workers. Effective monitoring and control measures can also help prevent or reduce the risks of accidents, health hazards, and damage to production and property of the Group. This also includes fostering confidence and motivation among both internal employees and external contractors to give importance to workplace safety within the organization.

Risk Countermeasures

1. Announce the implementation of the "Safety, Health and Environment in the Workplace Policy" and the "Business Operator Safety Measures Policy" to ensure that all employees including external individuals are informed and adopt them as guidelines for work practices;
2. Establish Safety, Health and Environment Committees in each plant, comprising working groups and professional occupational safety officers. These Committees are tasked with assessing, monitoring, and controlling various risks that may arise, including those of critical and imminent nature, as well as identifying preventive and corrective measures;

3. Conduct regular surveys and assessments of the working environment and equipment used in operations, as well as potential impacts arising from production processes. This includes testing the operational readiness of various systems and inspecting the work environment by external experts as mandated by law, such as fire prevention systems and electrical systems, among others. This is aimed at identifying proactive solutions or developing investment plans to procure or maintain resources appropriately based on necessity and urgency;
4. Regularly assess the risk in each job process to enhance or rectify operations for increased efficiency and safety;
5. Provide continuous safety training manuals and sessions for employees, including briefing and explanation of work procedures to external individuals before entering the Company's premises. Also, organize ongoing safety awareness activities to collectively foster a safety culture within the organization;
6. Provide basic welfare benefits and appropriate relief measures when incidents occur to employees or affected individuals, such as conducting annual health check-ups suitable for employees in each position or before commencing work, accident insurance coverage as well as both monetary and non-monetary relief measures.

2.2.6 Financial Risk

2.2.6.1 Risk of Breaching Financial Covenants

The Company has to comply with financial covenants, as required by the loan agreements between the Company and financial institutions. The agreements are still effective until outstanding loans being fully repaid. In case the Company is unable to comply with the terms and conditions, this may risk the Company being in breach of those financial covenants.

Risk Countermeasures

The Company has prepared a financial projection for internal use. It can be used as a tool by management to forecast financial ratios of the future. Actual data in subsequent interim periods are closely monitored to lessen the chance of breaching any financial covenant.

2.2.6.2 Risk of Foreign Exchange Rates

The Group's exports of products and imports of raw materials, finished goods and machines & equipment are also exposed to risk of foreign exchange fluctuation. In such case, the Group cannot forecast income, cost and cash flow accurately.

Risk Countermeasures

In 2025, the Company and a domestic subsidiary had export sales of approximately 5% and 50% of sales, respectively. Most of the export sales are in US Dollar and increase in line with the expansion of the export business. Most imports of the raw materials, machinery, and production equipment of the Company and its subsidiaries are managed via Natural Hedge by balancing foreign currency inflows and outflows. This includes maintaining Foreign Currency Deposit (FCD) accounts, particularly in US Dollar, to facilitate the matching of export proceeds with foreign currency payments and obligations. This also includes considering the use of foreign exchange forward contracts, as appropriate, to hedge against the risk arising from fluctuations in foreign currency exchange rates. Such arrangements enable the Company to achieve greater certainty over its cash flows and to formulate appropriate strategic plans accordingly.

In addition, negotiation and quotation of goods prices denominated in currencies other than US Dollar - such as in Thai Baht. The purpose of having a variety of foreign exchange currencies is for the sake of having a diversification of foreign exchange

risk and lessening the impact on being dependent on any particular currency. Furthermore, negotiations are also made with major customers to allow adjustments of selling prices in the event of any significant foreign currency fluctuations.

With regard to overseas subsidiaries, their revenues are recorded in the respective local currencies with approximately 95% of their total sales derived from local customers. At the same time, they import raw materials, production machinery and equipment in US Dollar based on the demand for raw materials, annual investment budget. The subsidiaries manage their foreign exchange related risks in line with the Company's guidelines depending on their respective situations. As such, their customer bases are extended to include overseas customers that will derive revenues in foreign currencies, while some raw materials are sourced locally in order to reduce the import quantity, or negotiations are made with some suppliers/distributors to transact in currencies other than the US Dollar. Effective planning of required investment as well as entering into the appropriate forward foreign exchange contracts are additional means to minimize the foreign exchange rates risks.

2.2.6.3 Interest Rate Risk

As of December 31, 2025, the Company's borrowing from local commercial banks, consisted of:

1. Working capital facilities which are based on MOR or Money Market Rate, a floating rate.
2. Long-Term loans to invest under the annual business expansion plan, to increase production capacity and efficiency with floating interest based on Prime rate.

The Company therefore, has risk exposure to movements of interest rates, particularly those floating rates when market interest rates fluctuate.

Risk Countermeasures

The Company has implemented risk countermeasures for managing interest rate risk, as follows:

- Prepare cash flow projections and investment plans in advance so that the Company has sufficient time to find source of funds with appropriate finance costs, terms and conditions;
- Source additional revolving credit facilities from various financial institutions, in order to have more options in choosing the most appropriate source of short term funds;
- Prepay principal amount as deemed appropriate based on the Company's excess liquidity and the types of applicable interest rates of the respective credit facilities. Some credit facilities can be prepaid without incurring extra expense nor breaching financial covenants;
- Monitor the movement of market interest rates and other factors that may affect the change in interest rates in order to evaluate its trend, and consider appropriate interest rates when more long-term loan is needed. Comparison of the overall costs of financing from other alternatives than loan from commercial banks are taken into account;
- Consider an option of using fixed interest rate or floating rate which is based on various parameters for future borrowing of long-term loans in order to balance or diversify the risk of fluctuation of interest rate in the market;
- Use financial tools to mitigate risk on fluctuation of interest rates and ascertain financing cost for the Company.

Credit Risk

Most of the sales – both domestic and export are on credit for existing and new customers, and expansion of customer base are under different credit terms, the Company therefore has exposure to credit risk that customers might not be able to pay when due.

Risk Countermeasures

The Company has determined criteria for customer credit rating, sought information about customers, and analyzed their respective credit worthiness before granting credit lines. In addition, the majority of the Company's customers are large and medium-sized entities with strong financial standing; therefore their credit risk is relatively low. The overall concentration of credit risk remains at an acceptable level. Although there are a limited number of small customers within certain business line, these customers maintain substantial operations with sound financial positions. Nevertheless, the Company mitigates risk by maintaining a diversified portfolio that includes a broad range of smaller customers across various segments. Given our past experience in collection of accounts receivable, credit control & approval processes, the Company analyzes and closely monitor customers' ability to pay on a regular basis. There may be a review and adjustment of the credit line and terms offered depending on customers' payment behavior. Strict measure is in place to chase up those customers with slow or overdue payments. All in all, management believes that there is no significant credit risk or additional provision needed beyond the amounts provided as allowance for doubtful accounts.

With respect to overseas customers, export customers are required to open a letter of credit or make partial or full payment prior to shipment if they are new or their financial standing remains uncertain.

3. Driving Business towards the Sustainability

3.1 Sustainable Development Policy and Goals

The Company has set sustainability management goals by officially announcing a policy with regard to corporate social responsibility so that all groups of stakeholders, both within and outside the Company, acknowledge, understand, and comply with relevant practices. The Company also emphasizes the complied practices including operating the business based on corporate governance, taking care of all of its stakeholders, balancing between business, society, and environment with a focus on benefits of living together and growing alongside each other in a sustainable manner.

Corporate Social Responsibility Policy

“The Company is committed to producing quality goods that are safe for consumers while taking into account its responsibility for communities and environment, related parties, and society as a whole in different aspects that might be affected from the Company’s operations. This is based on business principles that are transparent, accountable and ethical. The Company respects human rights and interests of stakeholders as well as complying with relevant regulations, international standards and laws. It is also committed to developing and improving in order to continuously and sustainably create a foundation of corporate social responsibility alongside its sustainable business growth.”

The Company has appointed the Corporate Social Responsibility Committee (“CSR Committee”) since 2013 by Mr. Sanan Angubolkul, Chairman and President who serves as the Chairman of the CSR Committee, alongside executives from various business units or departments serving as CSR Committee members with the duties and responsibilities as follows :

1. Set directions and approaches that are related to corporate social responsibility;
2. Announce corporate social responsibility policy in accordance with the Company's vision and mission;
3. Set the plans in line with the business strategy, and allocate investment budgets and necessary expenses;
4. Announce the appointment of CSR Working Committee;
5. Give advice and recommendation, monitor and evaluate the performances of the Committee by using specified KPIs.

In addition, the CSR Committee holds a meeting to review and monitor the progress of the working committee every quarter to ensure that the operations are carried out in accordance with the Company's practices with effective and satisfactory results.

The Company sets the activities of Corporate Social Responsibility as part of its mission within the framework of business ethics as well as the principles of good corporate governance. This reflects its intention and the need to carry out its core business in line with the responsibilities of the society, environment and fair treatments to its stakeholders (CSR In-process), for the sustainability of its business and society as a whole. The Company also attempts to encourage its subsidiaries to implement corporate social responsibility activities in the same way as the Company does. The Company has also established the framework for all employees to have mutual understanding of all stakeholders within and outside the Company. There are 8 Principles based on the Guidelines for Corporate Social Responsibility of the Stock Exchange of Thailand, as follows:

1. Fair business operations
2. Anti-corruption
3. Respect of human rights
4. Fair treatments to employees
5. Responsibility for consumers

6. Preservation of environment
7. Development of communities and society
8. Innovation and its dissemination of the results deriving from the operations responsible for society, environment and stakeholders

The Company has published a full version of the Corporate Social Responsibility Policy on the Company's website at www.srithaisuperware.com under the topic of Good Corporate Governance and Sustainability.

Apart from possessing the strength of product quality and production processes responsible for society and environment, certified standards received from external organizations regarding the Company's products, energy and environmental management, and providing channels coupled with monitoring of complaints from both internal and external parties, the Company has applied 3 Save: Save Material, Save Energy, Save the World as the core practice and driver of the corporate social responsibility as well as pushing it to become an organization culture. The Company's personnels are one of the key success factors of the corporate social responsibility who take direct responsibilities and realize the importance and advantages of the corporate social responsibility. As such, the Company provides opportunities and is prepared to support all Company personnels in actively undertaking various CSR projects – both internally within the organization and externally with surrounding communities to create actual deliverables and tangible outcomes in terms of development and improvement.

The Company has analyzed relevant contexts both internally and externally in three areas: Environment, Social, and Governance (ESG), and established sustainable development strategy to deliver the good quality of life to all stakeholders.

Furthermore, in 2024, the Company has established and officially announced a sustainable organizational development policy to ensure that all stakeholders are informed about the Company's business practices as follows:

Sustainable Development Policy

Srithai Superware Public Company Limited is committed to conducting business in alignment with sustainable development principles, taking into account the impacts on all stakeholders throughout the value chain. Our approach encompasses economic, social, and environmental dimensions, ensuring a balance between corporate growth and social responsibility. This commitment aligns with the Company's vision and mission and is implemented through internationally recognized standards and operational frameworks as follows:

Economic Dimension

- **Conducting Business with Integrity:** The Company places great importance on strict compliance with laws, regulations, and trade requirements. It upholds the principles of good corporate governance, transparency, and business ethics while supporting anti-corruption efforts, preventing unfair advantages, and prohibiting the misuse of power. These commitments aim to build trust and ensure sustainable benefits for all stakeholders.

- **Innovation Development:** The Company is dedicated to fostering and developing innovations that promote social and environmental responsibility. It focuses on designing high-quality products and services that fully meet customer needs while creating value for the organization. Additionally, the Company strives to implement processes that benefit both business partners and the community.

- **Risk Management:** The Company systematically and comprehensively manages risks to enhance the likelihood of operational success while mitigating potential risks and damages. It adheres to international standards to ensure business stability and resilience.

- **Process Improvement:** The Company emphasizes the continuous improvement and development of work processes and services across the entire value chain. It promotes stakeholder engagement and implements efficient management practices to support long-term growth while remaining adaptable to changes in the business environment.

Environmental Dimension

- **Eco-Friendly Processes:** The Company promotes environmentally responsible business operations by optimizing the use of natural resources and integrating appropriate technologies to minimize environmental impacts. This includes pollution control, water management, waste reduction and utilization, energy efficiency enhancement, promotion of renewable energy, and biodiversity conservation. These efforts support the goal of achieving net-zero greenhouse gas emissions.

- **Environmental Awareness Development:** The Company is committed to educating and fostering environmental awareness among employees at all levels. It promotes the efficient use of resources and raises awareness of environmental impacts in both work processes and daily life.

- **Utilization of Environmentally Friendly Products:** The Company supports the use of environmentally friendly products, equipment, and raw materials in its operations to minimize environmental impact and promote long-term sustainability.

Social Dimension

- **Respect for Human Rights:** The Company prioritizes respect for human rights and ensures fair and equal treatment of employees, stakeholders, and vulnerable groups in society. It upholds non-discrimination and adheres to principles of fairness in all processes.

- **Safety and Occupational Health:** The Company is committed to providing a safe working environment for employees, partners, and visitors. It implements preventive measures to mitigate accidents and operational risks, ensuring the protection of lives and assets.

- **Employee Development:** The Company promotes continuous development of employees' skills, abilities, and potential. It provides opportunities for career growth and offers fair and appropriate benefits to motivate and foster organizational commitment.

- **Community and Social Development:** The Company promotes and supports sustainable community and social development by participating in activities that benefit and enhance the quality of life in communities in areas such as education, healthcare, and the environment.



In 2025, the Company was one of the 265 companies selected and announced as a sustainable SET ESG Ratings stocks for the year 2025 by the Stock Exchange of Thailand. It was ranked level A in the Industrial sector, marking its third consecutive year. The Company has demonstrated its steadfast commitment to maintaining and continuously enhancing organizational standards by conducting its business in accordance with the principles of good corporate governance, transparency, and accountability. This is undertaken alongside the fair and equitable treatment of all stakeholders, including business partners,

suppliers, customers, employees, shareholders, as well as communities and all stakeholders.

The Company has been selected as one of the ESG100 securities in the Packaging sector for the year 2025 by the Thaipat Institute for the fourth year. This selection was made from 921 listed securities that have demonstrated outstanding performance in Environmental, Social, and Governance (ESG) practices.



The Company is committed to conducting its business with transparency in accordance with the principles of good corporate governance. It has been continuously certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2017, and most recently achieved its third membership renewal, extending its certification for further three years (2026–2029).

The Company strictly adheres to its anti-corruption policy by establishing robust control measures and conducting risk assessments across all operational processes. These serve as a standard framework for transparent business conduct, reinforcing its firm commitment to combating corruption in all forms as an essential foundation for sustainable organizational development.

The Company continues to elevate its corporate governance standards. In 2025, it achieved a 5 star rating, or “Excellent,” in the Corporate Governance Report of Thai Listed Companies (CGR), as assessed by the Thai Institute of Directors (IOD) Association with the support of the Stock Exchange of Thailand. This marks the tenth consecutive year of such recognition, reflecting the Company’s commitment to transparent and verifiable business practices, as well as the fair and equitable treatment of all stakeholder groups. This achievement reaffirms the Company’s dedication to strengthening corporate governance alongside management practices aligned with the Environmental, Social, and Governance (ESG) framework, thereby establishing a solid foundation for driving sustainable long-term growth.



The Company places great importance on transforming into a sustainable organization, balancing Environmental, Social, and Governance (ESG) factors. We have adopted the 3 Saves approach: Save Material, Save Energy, Save the World, and the Circular Economy model as the core of our practices. These are key drivers of our operations to achieve the United Nations Sustainable Development Goals (SDGs). In addition, we have developed partner projects in collaboration with our network of allies to drive efforts in reducing the impact of climate change, delivering value to consumers, and elevating the industry towards a sustainable low-carbon future.

Contents of the Report on driving the business with sustainability

The Company presents guidelines for operational approach towards sustainable development, with a focus on operations with regard to economic, social, and environmental aspects to meet the needs and expectations of all stakeholders, while supporting the growth of the Company's business and the economy.

Scope of the Report on driving the business with sustainability


The Company reports activities and information about the operations of three industrial manufacturing plants located at Suksawat, Bangpoo and Amata City Chonburi in Thailand.














Sustainable Development Strategy

- Commit to operating the businesses under the principles of good corporate governance with transparency, fairness, and verifiability, as well as delivering quality products to sustainably enhance the quality of life.
- Promote and emphasize safety as an organizational culture for stakeholders in order to upgrade the quality of work and sustainability of life.
- Manage the environment systematically throughout the supply chain, implement, monitor and evaluate for continuous improvement and development as well as reduction of environmental impacts in a sustainable way.
- Integrate climate change management into business operations, with a focus on reducing greenhouse gas emissions and enhancing energy efficiency to support the transition toward a sustainable low-carbon society.

Corporate Sustainability Development Goals

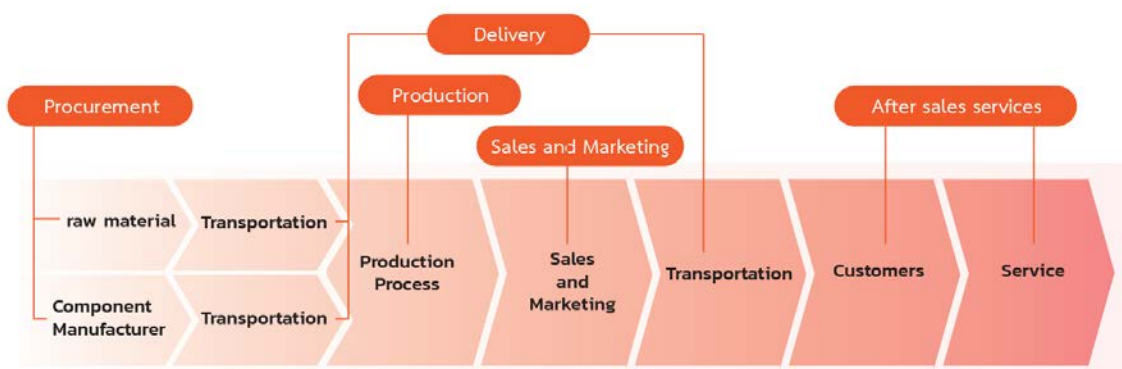
The Company is committed to business development for economic growth, in line with setting long-term economic, social, and environmental goals aspects to ensure sustainability, as well as the Company's sustainability, as part of driving and supporting the country development to achieve the United Nations for Sustainable Development Goals (SDGs).

Dimension	Objectives and Goals	Relationship with Sustainable Development Goals
Economic	<p>Promote good image, transparency, fairness in operation and anti-corruption.</p> <p>5 years long term Goals (2022 – 2026): The results of corporate governance assessment of Thai listed companies by the Thai Institute of Directors Association (CGR) with score of not less than 90 points</p>	

Dimension	Objectives and Goals	Relationship with Sustainable Development Goals
Social	Promote a safe and stable working environment for all groups of employees. 5 years long term Goals (2022 – 2026): Zero workplace accident	 
	Promote impact assessment, establishing risk preventive measures, and developing remedies in case of human rights violations. In 2025 Goals: Zero human rights complaints	 
Environment	Managing waste and chemicals in an environmentally friendly way 5 years long term Goals (2022 – 2026): Zero waste to landfill	
	Promote efficient use of water resources in business operations. In 2025 Goals: Suksawat plant reduced the use of tap water by 2% Bangpoo plant reduced the use of tap water by 2% Amata City Chonburi plant reduced the use of tap water by 2%	
	Air pollution management, control air pollution emissions to reduce both internal and external impacts 5 years long term Goals (2022 – 2026): Zero breach of legal standard	
	Climate change, control and reduction of greenhouse gas emission, which are a significant cause of climate change, aim to mitigate changes in weather patterns. Goal: Suksawat plant is to reduce direct and indirect greenhouse gas emissions (Scope 1 + 2) no less than by 5% (from the baseline year 2021) within year 2026, which equates to a reduction no less than of 359 tCO ₂ e.	  
	Promote efficient energy utilization in business operations. Target for 2025 Suksawat plant Food Packaging : Energy consumption per unit of production not exceeding 1.60 kWh/kg Industrial Packaging : Energy consumption per unit of production not exceeding 1.25 kWh/kg Bangpoo plant : Energy consumption per unit of production not exceeding 1.00 kWh/kg Amata City Chonburi plant : Energy consumption per unit of production not exceeding 1.00 kWh/kg	  

3.2 Management of impacts on stakeholders in the business value chain

The Company places great importance on management throughout the value chain for the achievement of sustainable operations, with a focus on economic, social, and environmental issues which may impact on all stakeholders.



3.2.1 Business value chain

The Company's business value chain can be divided according to the main activities, as follows:

Delivering value to customers through products and services

The Company places great importance on developing sales and marketing strategies that focus on continuously delivering value to customers. This is achieved by offering high-quality products and services that prioritize customer needs and satisfaction while maintaining rigorous standards throughout the production process and ensuring accountability at every stage of operations. Furthermore, the Company is committed to fostering long-term trust and confidence, strengthening the entire value chain.

Procurement and purchase

The Company is committed to building a value chain that aligns with its sustainability goals. The procurement process prioritizes sourcing high-quality raw materials at optimal costs while being environmentally friendly. Business partners are selected based on ESG criteria to ensure transparency and shared responsibility for society and the environment. Additionally, the Company has enhanced inventory management efficiency from storage and inspection to product rotation planning to minimize waste and support long-term sustainability.

Production

The Company places great importance on environmentally conscious and sustainable production processes, using energy and raw materials efficiently and with value to minimize waste while increasing the proportion use of renewable energy and incorporating replacement materials into the production process. The Company also works to reduce greenhouse gas emissions at every stage of production. Operations are conducted under the Company's international safety and quality standards, ensuring that its products are not only of high quality and safety but also capable of meeting the needs of customers and communities sustainably. All employees receive regular training to drive success and build trust within the business's value chain.

Logistics by sustainable value chain

The Company manages logistics and delivery operations with a focus on efficiency and minimizing environmental impact. It employs an appropriate product arrangement system within containers to reduce waste and maximize load capacity per trip, thus reducing redundant transport and minimizing energy consumption and greenhouse gas emissions. In addition, all vehicles used for transportation undergo regular quality and safety inspections to ensure that goods are delivered nationwide safely, quickly, and sustainably.

After sales services

The Company focuses on developing a highly efficient after-sales service system with operations that highlight quality and attentive service at every step. We provide convenient communication channels for customers to report issues and complaints at any time. Complaints are thoroughly investigated and analyzed in collaboration with the relevant departments to respond quickly and fairly, with the most effective and appropriate solutions. The Company also conducts customer satisfaction assessments to continuously improve the service.

3.2.2 Analysis of stakeholders in business value chain

The Company realizes the importance of all stakeholders' participation. The stakeholders are divided into 9 groups based on their participation and expectations with responses by the Company, as follows:

Stakeholder	Communication Activities	Expectations from the Company and key issues	Company's Response
Employee	<ul style="list-style-type: none"> Meeting between management and employees and announcement to employees Training and corporate activities Whistle Blowing program Electronic communication system (E-mail and Internal web) Channels for expressing opinions 	<ul style="list-style-type: none"> Good compensation and benefits Workplace and environment Health and Safety Career Path Quality of life 	<ul style="list-style-type: none"> Appropriate and fair compensation Safe & Healthy Environment Provided appropriate knowledge, advice and assistance to live with families happily
Suppliers	<ul style="list-style-type: none"> Meeting with suppliers Site visit Performance Evaluation Whistle Blowing program 	<ul style="list-style-type: none"> Business Equality Speed of procurement process 	<ul style="list-style-type: none"> Implemented a transparent and fair procurement process
Alliances/ partners	<ul style="list-style-type: none"> Meeting with business partners Whistle Blowing program 	<ul style="list-style-type: none"> Joint product development according to specifications and market demand Doing business with environmentally friendly production process 	<ul style="list-style-type: none"> Delivered quality products according to the requirements Created innovation and environmentally friendly production process

Stakeholder	Communication Activities	Expectations from the Company and key issues	Company's Response
Customers	<ul style="list-style-type: none"> Customer satisfaction Survey Whistle Blowing program Meeting with customers 	<ul style="list-style-type: none"> Products with good quality and fair price Fast/On-time delivery Environmentally friendly business operations and products 	<ul style="list-style-type: none"> On-time delivery of quality products with safety at fair price Develop environmentally friendly products
Shareholders / Investors	<ul style="list-style-type: none"> Shareholders' Meeting Disclosure channels of the Stock Exchange of Thailand Company Secretary/Investor Relation Offices Suggestions and inquiries channels through the Company's website and e-mail : company_secretary@srithaisuperware.com Whistle Blowing program 	<ul style="list-style-type: none"> Good performance and continuous growth Satisfactory dividend payment Equitable Treatment of Shareholders Accurate, fast, and timely communication 	<ul style="list-style-type: none"> Good management to build trust for shareholders Appropriate dividend payment to shareholders according to the Company's policy Disclosure of information which is transparent and fair, accurate, timely and verifiable
Creditors	<ul style="list-style-type: none"> Meeting with Creditors Site visit Whistle Blowing program 	<ul style="list-style-type: none"> Compliance with specified conditions full payment of credit on a timely basis 	<ul style="list-style-type: none"> Strictly complied with the terms & conditions of the contracts. Gave confidence & trust by having good financial position and debt service capability
Local and government regulators	<ul style="list-style-type: none"> Attendance on various events Announcement of rules, regulations, procedures and practices 	<ul style="list-style-type: none"> Compliance with rules and regulations completely within the specified time Cooperation in various activities 	<ul style="list-style-type: none"> Complied with the rules and regulations strictly Cooperated and supported certain projects
Service providers and Contractors	<ul style="list-style-type: none"> Meetings with service providers/contractors Site visit Performance Evaluation Whistle Blowing program 	<ul style="list-style-type: none"> Business Equality Rapid execution in the procurement process 	<ul style="list-style-type: none"> Implemented a transparent and fair procurement process

Stakeholder	Communication Activities	Expectations from the Company and key issues	Company's Response
Communities	<ul style="list-style-type: none"> Communication via leaders/representatives of the communities Whistle Blowing program 	<ul style="list-style-type: none"> Operation without impact on the communities and environment Participation in supporting community activities Good quality of life in the communities 	<ul style="list-style-type: none"> Operated responsibly without impact on the communities and environment Compiled with regulations and laws Developed the communities, created jobs and income for the communities

Good Corporate Governance and Anti-Corruption Operations

The Company has disclosed its performance of good corporate governance and anti-corruption. Details are shown in Section 6 of Corporate Governance Policy and Section 8 of Report on Key Performance of Corporate Governance.

Supply Chain Management

Supply chain management plays a crucial role in enhancing sustainability across all dimensions of business operations. The Company is committed to fostering collaboration with partners based on principles of transparency, equality, and open information sharing, leading to the development of products and services that sustainably meet customer needs. In this regard, the Company has established guidelines and criteria for selecting partners, requiring them to undergo screening based on their ESG (Environment, Social, Governance) practices. In 2025, the screening of sustainability-related issues for new suppliers focusing specifically on products and services relating to production revealed that all new suppliers successfully passed the Company's sustainability screening, which includes certain considerations such as labor welfare, promoting the use of environmentally friendly materials, and minimizing environmental impacts at every stage of business operations. The Company believes that collaboration among all stakeholders in managing the supply chain according to ESG principles will create added business value and drive mutual sustainable growth.

The Company recognizes the importance of "partners" in driving success within the supply chain and sustainable business development. Therefore, the Company has set a key goal of building strong relationships with its partners and has established a "Supplier Code of Conduct" as a framework for guiding partners in conducting business with social, environmental, and governance responsibilities. This framework ensures that both the Company and its partners are aligned in their efforts and direction, covering compliance with laws, respect for human rights, safety management, and proper environmental stewardship. In 2025, all suppliers signed and acknowledged their commitment to complying with the Company's Supplier Code of Conduct. The Company believes that close and transparent collaboration will enhance competitiveness and mutual success, enabling both parties to grow together. In this regard, the Company has published the full version of the "Supplier Code of Conduct" on its website at www.srithaisuperware.com under the topic "Good Corporate Governance and Sustainability".

Supplier Development

The Company focuses on developing partners to create stability and sustainability within the supply chain. This is achieved through promoting adherence to international standards and supporting the enhancement of partners' capabilities in various areas, such as social responsibility, environmental stewardship, and the efficient use of resources. The Company also values fostering strong relationships with partners by emphasizing communication and collaboration at every stage. This approach ensures that both the Company and our partners grow together sustainably and create long-term value in their joint business endeavors. In 2025, the Company initiated a collaborative project with the Thailand Supply Chain Network (TSCN), which comprises 10 leading private sector companies in Thailand. The project, titled “Business Sustainability –Risks and Opportunities Associated with Climate and Greenhouse Gas Accounting” emissions aimed to drive efforts to mitigate the impacts of climate change. The purpose of the project is to provide knowledge that can be applied in their businesses and support future laws, apart from being a part of driving business to reduce the impact of the climate change.



In addition, the Company and its 9 partner organizations have awarded the "TSCN Sustainability Award" to the partners who have collaborated on sustainability projects. The objective is to promote sustainability development in organizations in line with the ESG framework: E – Environment, S – Social, and G – Governance. On this occasion, one of the Company's suppliers received the award in recognition of its success in the bioplastic innovation project. This reflects the commitment of the 10 partner organizations and their respective alliances to jointly develop and sustain business operations.



Quality products and services from the heart

The Company is committed to developing the highest quality products to deliver value to customers and society in a sustainable manner. Our products cover a wide range of applications, such as packaging for food and beverages, material handling equipment, furniture, household products, and automotive products and relevant parts. All products have been inspected and controlled according to safety standards for use. In addition, the Company places great emphasis on customer service with care, adhering to the principle of meeting customer needs to achieve the highest level of satisfaction. In 2025, the Company conducted a customer satisfaction survey regarding product quality, on-time delivery, and the professionalism of the service team. The survey results reflect the Company's commitment to continuous improvement, as summarized below:

Customer Satisfaction Score	Target	Performance
Industrial Products	Not less than 90%	98%
Automotive Products and Battery Cases	Not less than 90%	93%
Food Packaging Products	Not less than 90%	94%
Beverage Packaging Products	Not less than 90%	98%

The overall results of satisfaction assessment exceeded the target of not less than 90%. The Company will continue to improve those attributes based on customers' feedback which helps analyze various causes in order to make improvements as well as prevent the occurrence of various issues. This will also enhance overall quality of the operations to deliver quality and safe products to customers.

Currently, the Company has various communication channels, such as the Official Facebook Page : Srithai Superware PCL. for product information and direct complaints from customers, or online shopping platforms such as LAZADA and SHOPEE with official stores (LAZMALL and SHOPEE MALL) and official online channel at www.srithaionline.com as an e-commerce website for the Company's quality products which are directly delivered to customers based on today's lifestyle.



The screenshot displays the Srithai Superware online presence across multiple platforms. At the top, a banner for the Facebook page shows the Srithai logo, the name 'Srithai Superware', and a '31221 Followers' count. Below this, a Shopee Mall storefront is visible, featuring the Srithai logo and the text 'WELCOME TO SRITHAI SUPERWARE OFFICIAL STORE'. To the right of the storefront, key performance indicators are listed: 'รายการสินค้า: 223' (223 items), 'กำลังติดตาม: 1' (1 following), 'ประสิทธิภาพการแชท: 74% (ภายในไม่กี่ชั่วโมง)' (74% chat efficiency within a few hours), and 'เลขทะเบียนนิติบุคคล: 0107536001516'. Further right, additional metrics are shown: 'ผู้ติดตาม: 68.3k' (68.3k followers), 'คะแนน: 4.9 (การโต้ตอบทั้งหมด 43.9k)' (4.9 rating for all 43.9k interactions), and 'เข้าร่วมเมื่อ: 6 ปีที่ผ่านมา' (joined 6 years ago).

Standard Systems

The Company has various types of products. Each type of products is subject to differing tests and evaluation with regard to the production process used and overall quality control. As such the Company gives importance as well as encourages each and every production plant to receive various independent certifications of its products standard at the international level from recognized accredited organizations; whereby these are the international standard certifications received by the Company:

- Standards on Quality Management: ISO 9001
- Standards on Environment Management: ISO 14001
- Standard on Energy Management: ISO 50001
- Standard of the Good Hygiene Practice (GHP)
- Standard of the Hazard Analysis and Critical Control Point (HACCP)
- Standard of the Global Standard for Packaging Materials (BRCGS)
- Standards of the Food Safety System Certification (FSSC 22000)
- Standards on Automotive Quality Management System (IATF 16949)

Towards Becoming a Low-Carbon Industry

Amid the challenges posed by climate change, driving an environmentally friendly industry has become a critical global agenda. Reducing greenhouse gas emissions throughout the production process is therefore a core mission for the Company in pursuing sustainable business practices.

The Company recognizes the importance of innovation management as a key mechanism to enhance business efficiency, product quality, and operational processes. Accordingly, the Company has integrated the “3Save: Save Material, Save Energy, Save the World” concept across all organizational processes, while fostering collaboration with business partners. This serves as a strong foundation for achieving the long-term goal of becoming a sustainable low-carbon organization. The approach to achieving this is as follows :



Save Material: Efficient and optimal resource management

- Innovation Development: Focus on research and creation of products by increasing the use of recycled raw materials and natural alternative materials.
- Eco-Design: Improve product designs to reduce raw material usage in the production process, focusing on lightweight packaging while maintaining quality and durability standards for practical use.

Save Energy: Enhancing energy efficiency and environmental management

- Production Process Optimization: Focus on improving energy efficiency by applying energy-saving technologies in production lines, implementing preventive machinery maintenance, and installing automated control systems to tangibly reduce energy losses across the system.

- Energy Transition: Increase the proportion of clean energy use by installing and operating renewable or alternative energy systems within the factory premises.

Save the World: Creating Value for the Environment and Society

- Collaboration Across the Value Chain: Foster partnerships with suppliers and business allies to develop innovations and enhance environmentally friendly operational processes.
- Advancing Society and the Environment: Initiate and support sustainable environmental restoration projects, such as reforestation programs to increase carbon absorption, as well as promoting knowledge on proper plastic waste segregation and management within communities to drive the transition toward a circular economy.

Innovation Management

Innovation serves as a key mechanism for enhancing the Company's competitiveness and driving sustainable growth. Over the years, the Company has concretely integrated innovation into all dimensions of its business operations, covering product research and development, operational process improvements, and the creation of new business models as additional revenue streams. This approach focuses on developing solutions that respond to dynamic market demands while simultaneously enhancing and maximizing the value of existing products and services.

Furthermore, the Company places great importance on cultivating an innovation culture by encouraging and supporting employees at all levels, as well as suppliers and business partners, to actively participate in the continuous process of innovation creation and development. This serves as a foundation for driving long-term organizational success while maintaining a balance across economic, social, and environmental (ESG) dimensions for all stakeholders. The Company's innovation management practices are as follows :

Project - Plastic saves the world

The Company values the development of environmentally friendly products and has therefore launched the "Eco Friendly Plastic Project," collaborating with business partners to advance innovation and production technologies. This initiative is aimed to achieve a low-carbon industry under the principles of a circular economy, with the following key operational strategies:

- Use of Recycled Materials as Substitutes: Research and develop the use of recycled plastic pellets, including Post-Consumer Recycled (PCR) and Post-Industrial Recycled (PIR) types, as substitutes for virgin plastic in packaging production, while maintaining quality standards and performance that fully meet the needs of business customers.
- Design for Recycling: Focus on developing and designing eco-friendly products that facilitate the efficient reintegration of materials into the recycling process.
- Future Innovation Development: Study and assess the feasibility of applying alternative plastics in the long term to enhance the sustainability of the supply chain.



Bioplastic Innovation and Creating Shared Value with Society: The Company has collaborated with the Bio Circular Green Economy Development Office (Public Organization) (“BEDO”) and private sector partners to develop a pilot model for the use of alternative materials in Northern Thailand. This initiative involves purchasing leaves from the community enterprise “Ban Nai Soi Reforestation and Income Project” in Mueang District, Mae Hong Son Province, which are then processed into bioplastics for the production of eco-friendly products. This project represents a proactive innovation that addresses sustainability holistically: enhancing community livelihoods and income, mitigating the risks of forest fires and PM 2.5 pollution by reducing accumulated fuel, and serving as a concrete model of public-private collaboration for biodiversity conservation and restoration.

Resource Management Operations

Material Volume	Unit	2025	2024	2023
Virgin Plastic	tons	42,172	39,429	37,042
Recycled Plastic	tons	7,631	6,884	8,124
Proportion of Recycled Material to Total Material	%	15.32	14.86	17.99

In addition, to address this commitment, the Company is currently in the process of preparing and applying for certification of the Carbon Footprint of Products (CFP) for 21 SKUs, aiming to fully elevate them as low-carbon alternative products.

3.3 Sustainability Management in Environmental Dimension

3.3.1 Policy and Practice Guidelines on Environment

The Company has established and announced the policy on environment and practice guidelines, as follows :

Policy on Environment

The Company recognizes the responsibilities towards society and environment, with the commitment to conservation and protection within and outside the organization, as well as promoting the management and development of production processes to minimize impacts on the society and environment, as follows:

1. Comply strictly with requirements, standards, and the laws with regard to environment, which is affected by the Company’s operating activities.
2. Conduct business operations with social and environmental responsibilities by focusing on the development of production processes and promoting innovations, while controlling, preventing, and reducing risks from the Company’s activities through the consideration of life cycle perspectives towards lower impacts on the environment and surrounding communities.
3. Adhere to develop, improve, and monitor environmental operations by setting goals and assessing risks on performance and environmental impacts, as well as improving the operations continuously to achieve the goals.

4. Manage waste from production process efficiently by reducing the amount of excessive use (Reduce), lowering various losses and finding a way to reuse (Reuse), and putting remaining waste through a recycling process (Recycle).
5. Set targets to reduce greenhouse gas emission, water and energy use, with long-term waste management from production processes towards the most efficient consumption of resources in all aspects.
6. Save the ecosystem and the Company's supply chain by cooperating with partners, service providers, contractors, and alliances for production, transportation, and distribution to customers.
7. Raise awareness by disseminating environmental knowledge to employees and stakeholders for an understanding on environmental changes, conservation of natural resources, and environmental and ecosystem impacts.
8. Disclose environmental goals and performance to the public so that all stakeholders are informed about opinions and advice for improvement on issues that may affect the communities towards the sustainable coexistence between the Company and the communities.
9. Review the policies continuously with concerns on social and environmental impacts and stakeholders.

Climate Change Policy

The Company recognizes the importance of the environment and climate change, focusing on developing production processes, promoting new innovations, controlling, preventing and reducing risks that may impact the environment and climate change throughout the supply chain. Therefore, this policy has been established to manage environmental and climate change aspects to ensure sustainable operations as follows :

1. Conduct business in compliance with laws, standards, and various requirements that align with the Company's operations rigorously.
2. Manage environmental and climate change aspects throughout the supply chain, drive, monitor, and evaluate for continuous improvement and sustainable environmental impact reduction.
3. Elevate resource management and promote sustainable innovation aligned with the environment by implementing Circular Economy Principles in business operations in order to maximize resource utilization and increase the proportion of renewable energy use to reduce greenhouse gas emissions towards achieving low-carbon industries.
4. Conduct business with consideration of environmental impacts and climate change by setting the targets for greenhouse gas emissions, energy and water usage, and reduction of pollution emissions and the generation of both hazardous and non-hazardous waste.
5. Develop an environmental management system as an integral part of operations, including monitoring and reviewing performance, to continually improve and enhance sustainable environmental practices.
6. Define the roles and responsibilities of relevant departments in alignment with the Climate Change Policy, ensuring compliance, monitoring, and reporting to continuously improve operational efficiency.
7. Promote and instill knowledge and understanding of environmental issues and climate change among employees and stakeholders through training programs and knowledge dissemination to foster understanding and application in their work practices.
8. Disclose and report information transparently to ensure stakeholders are informed and open to their feedback and expectations regarding environmental issues and climate change. This input is used to develop and improve sustainable operational systems.

Energy Conservation Policy

The Company realizes the importance of energy management and participation from employees at all levels towards an effective, efficient, and sustainable energy conservation with their consciousness and responsibilities, as follows:

1. Implement and develop an appropriate energy management system by specifying energy conservation as part of the Company's operations and its compliance with the laws as well as other requirements related to the amount and efficiency of energy consumption.
2. Monitor and control energy consumption index, as well as continuously improving the efficiency of energy consumption in the organization appropriately for business operations, including the use of technology and good practice guidelines.
3. Set and review energy conservation objectives and goals with annual plans, while communicating to all employees for their proper understanding and acknowledgement.
4. Support the procurement and purchase of machinery, tools, and equipment for production and other necessary services by considering energy consumption efficiency and introducing more appropriate structure on energy capacity improvement.
5. Provide support on sufficient resources and information to achieve energy objectives and goals, with continuous maintenance of the energy management system.
6. Promote and enhance the Company's energy conservation activities in various projects by emphasizing the participation of all employees throughout the organization.
7. Review and improve the policy, objectives and goals of energy management appropriately by executives and working groups on energy management.
8. Determine energy conservation as duties and responsibilities of all employees with strict compliance and cooperation in practice according to energy conservation measures.

3.3.2 Performance of environmental operations

Energy and Climate Change Management

The Company recognizes the increasing severity of climate change and its impacts on the economy, society, and the environment. Accordingly, the Company is committed to conducting business responsibly and actively contributing to the tangible reduction of greenhouse gas emissions. To guide these efforts, the Company has established a Climate Change Policy and an Energy Conservation Policy, providing a framework that encompasses the entire supply chain from raw material procurement and production to product delivery.

These policies focus on maximizing energy efficiency across all supply chain processes, offices, and supporting activities; reducing dependence on fossil fuels; increasing the proportion of renewable energy use; and continuously controlling greenhouse gas emissions from operations (Scope 1 and Scope 2). Oversight is provided by the Board of Directors and senior management, with dedicated Energy Management and Environmental Working Groups tasked with monitoring performance, assessing climate-related risks and opportunities, and regularly reviewing targets. The Company also encourages active participation from employees at all levels to ensure that operations comply with legal requirements and international standards.

Goals and Strategies

To align with global trends and the national development plan, the Company has established the following long-term greenhouse gas reduction target:

- Net Zero Emissions: Achieve by 2050 (B.E. 2593)

Assessment of Climate-related Risks and Opportunities

The Company has conducted an assessment of risks and opportunities associated with climate change to prepare and adapt its business strategies for future scenarios. The assessment considers both physical risks and transition risks as follows:

Climate Change Risks

Risk Type	Details	Risk Mitigation Approach
Physical Risks	Severe natural disasters, such as flooding, that may affect raw material transportation or production within industrial estates.	Develop a Business Continuity Plan (BCP) and assess the risk exposure of each plant location.
Transition Risks	Enforcement of Thailand's Climate Change Act and the European Union's Carbon Border Adjustment Mechanism (CBAM) may indirectly impact suppliers in the supply chain for exported products.	Closely monitor relevant legislation and maintain a Carbon Footprint for Organization (CFO) to ensure preparation with accurate data.

Opportunities from Climate Change

Opportunity Type	Details
Energy Source	Utilizing solar energy helps reduce long-term electricity costs and mitigates the volatility of fuel prices.
Products & Services	Developing low-carbon packaging aligns with sustainability trends and helps expand the customer base to include environmentally conscious customers.

Energy Management and Greenhouse Gas Reduction

The Company recognizes the importance of sustainable business practices and is committed to systematically enhancing energy efficiency across the organization. This includes regularly conducting energy audits in various processes, using the results to drive continuous energy conservation plans, and providing training to strengthen employees' knowledge and skills in energy management, enabling practical implementation. The Suksawat plant has also been certified under the international ISO 50001 Energy Management System standard.

The Company manages energy use to reduce greenhouse gas (GHG) emissions from Scope 1 (fuel consumption in processes) and Scope 2 (purchase of electricity), focusing on efficiency and the transition to renewable energy (Decarbonization).

In 2025, to enhance energy efficiency, the Company launched a comprehensive energy efficiency improvement program, focusing on:

- **Process Improvement:** Analyze and optimize the cycle time of key machinery in plastic packaging production to reduce energy losses during the process.
- **Investment in Technology:** Transition to high-efficiency, energy-saving equipment and machinery, such as high-performance machines, compressed air control systems, and cooling systems.

Energy Performance

In 2025, the Company implemented energy efficiency improvement projects while maintaining production performance through various initiatives at each of its plants as follows:

Plant	Energy Efficiency Project	Unit: Total per year		
		Reduced Energy Consumption (kWh*)	Reduced Carbon Emissions (tCO ₂ e**)	Cost Savings (Baht)
Suksawat	Replace 600-ton injection molding machine with fully electric 750-ton machine	272,690	129.53	1,082,579
	Replace 300-ton injection molding machine with fully electric 410-ton machine	177,650	84.38	705,271
	Relocate Chiller #4 to improve efficiency	394,350	187.32	1,565,570
	Overhaul Air Compressor #4	55,539	26.38	220,490
	Replace TOYO 450-ton injection molding machine with TOYO 350-ton machine	14,760	7.01	58,597
	Replace Chiller with a high-efficiency model	350,515	166.49	1,391,545
Bangpoo	Replace Air Compressor with VSD system	211,320	100.38	887,544
	Adjust lead melting furnace operating time to match production	79,344	37.69	333,245
Amata City Chonburi	Replace Air Compressor with VSD system	302,400	143.64	1,179,360
	Upgrade lighting from Highbay lamps to LED	131,040	62.24	511,056
	Replace Capacitor Bank (MDB 6,7,8)	543,000	257.93	2,117,700
	Reduce air system pressure from 10 bar to 8.5 bar	146,700	69.68	572,130
Total		2,679,308	1,272.67	10,625,087

* kWh means kilowatt-hour or unit of measure of electrical energy consumption

**tCO₂e means metric tons of carbon dioxide equivalent

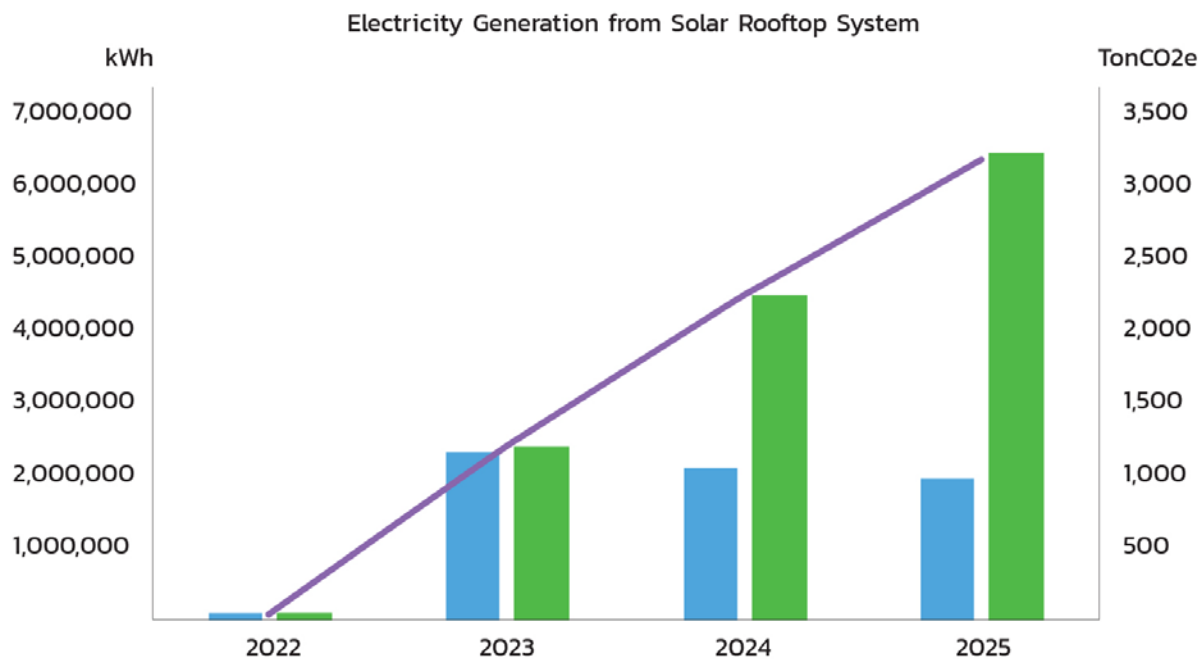
Installation of Renewable Energy Systems Using Solar Power

The Company is committed to reducing environmental impacts through sustainable energy management, focusing on minimizing dependence on electricity generated from fossil fuels and enhancing energy security by continuously investing in solar rooftop power systems since 2022.

In 2025, the Company expanded its solar power capacity to further drive its transition toward a low-carbon business, with the following initiatives at different plants:

- **Amata City Chonburi plant:** Maintain installed capacity at 999.70 kWp (kilowatt-peak).
- **Bangpoo plant:** Upgrade installations to improve efficiency, increasing total installed capacity from 633.75 kWp to 953.79 kWp.

This expansion not only increases the share of clean energy in the production process but also serves as a key mechanism to reduce indirect greenhouse gas emissions from energy use (Scope 2), supporting the Company’s long-term sustainability goals.



Picture:: Amata City Chonburi plant (left) and Bangpoo plant (right)

In addition, the Company introduces the practice for the employees to participate energy conservation in their daily work routine by turning off unnecessary light during lunch break, turning off air-conditioners 15 minutes before leaving the office, and

setting the temperature of the air-conditioners at 25 °C in the offices and central areas. These activities are always implemented at the Company to foster employees' awareness on energy conservation and practice as a daily routine.

In 2025, the energy consumption from external sources per production unit of Suksawat plant and Bangpoo plant compared with the target is as follows :

Plant	Unit*	Target	Performance	Worse (+)/ Better (-) Target
Suksawat				
- Food Packaging	kWh/kg	1.60	1.65	+0.05
- Industrial Packaging	kWh/kg	1.25	1.21	-0.04
Bangpoo	kWh/kg	1.00	0.85	-0.15
Amata City Chonburi	kWh/kg	1.00	0.96	-0.04

* kWh/kg means kilowatt-hour per production weight (kg)

Information about energy consumption from external sources of each plant from 2023 - 2025

Plant	Unit*	2025	2024	2023
Suksawat	kWh	14,406,000	14,169,000	13,323,704
Bangpoo	kWh	5,110,000	5,629,000	5,389,160
Amata City Chonburi	kWh	38,640,221	38,091,379	40,177,640
Total	kWh	58,156,221	57,889,379	58,890,504

* kWh means kilowatt-hour

Based on the energy consumption table above, the Company has successfully maintained its energy efficiency standards, despite a slight increase in energy consumption from external sources due to higher production demands at the Suksawat and Amata City Chonburi plants. Nevertheless, the Company has been able to control energy efficiency in line with its targets, thanks to proactive initiatives in the following :

- **Expansion of Renewable Energy Share:** Increasing installed capacity of the solar rooftop systems.
- **Machinery Efficiency Improvement:** Continuously implementing production process improvements and adopting energy-saving technologies.
- **Governance by Working Groups:** Collaboration among the Energy Management Working Groups from all three plants to establish standards and operational guidelines.

The Company remains committed to exploring new technologies and approaches to reduce energy costs and minimize environmental impacts sustainably. Currently, feasibility studies are underway to expand the installation of solar power systems to additional plants.

Apart from the above projects, the Company has arranged a report on direct greenhouse gas emission (Scope 1), indirect greenhouse gas emission from energy consumption (Scope 2), and other indirect greenhouse gas emission (Scope 3) of the

Company's three plants by calculating the amount of greenhouse gas emission in accordance with the carbon footprint assessment of Thailand Greenhouse Gas Management Organization (Public Organization) as follows :

The amount of Green House Gas emissions (Unit : tCO ₂ e*)	Scope 1 (Direct)	Scope 2 (Indirect)	Scope 3 (Other)	Total	The Green House Gas emissions intensity per product (tCO ₂ e/kg) (Scope 1+2)
Suksawat					
- 2025	753	5,924	17,016	23,693	0.0010
- 2024	785	6,095	15,771	22,651	0.0010
- 2023	883	5,795	14,481	21,159	0.0011
Amata City Chonburi					
- 2025	Currently in the process of data				
- 2024	266	15,242	96,057	111,565	0.0004
- 2023	292	16,025	111,617	127,934	0.0005
- 2022	277	19,693	86,331	106,301	0.0005
Bangpoo					
- 2025	Currently in the process of data				
- 2024	107	2,814	11,303	14,224	0.0005
- 2023	122	2,695	10,991	13,808	0.0005

* tCO₂e means tons of carbon dioxide equivalent

The Company has been certified for the Carbon Footprint for Organization (CFO) by the Thailand Greenhouse Gas Management Organization (Public Organization: TGO), covering operations at three locations: Suksawat plant, Bangpoo plant, and Amata City Chonburi plant. Additionally, the Bangpoo plant has been certified under the international ISO 14064-1 standard, reinforcing the accuracy and transparency of its greenhouse gas measurement and reporting practices.

The greenhouse gas emissions data for the year 2025 from the Sukhawat plant, as shown in the table above, is the information submitted by the Company and is currently undergoing final verification by V Green KU Company Limited and the data auditors, Ms. Thitaporn Khumphu and Ms. Nisarat Jaiyossao, with an expected completion in May 2025.

Furthermore, Amata City Chonburi plant and Bangpoo plant are in the process of collecting and calculating the amount of greenhouse gas emission for data verification of the year 2025, to ensure the accuracy of the data, with the verification process expected to be completed by August-September 2025.

The greenhouse gas emission profile across the Company's three plants reflects the characteristics of the industrial sector, which relies heavily on electricity as the primary energy source in production. This results in higher indirect emissions from electricity use (Scope 2) compared to direct emissions (Scope 1), while other indirect emissions (Scope 3) are driven by external activities, such as transportation and logistics conducted by business partners. With this emission structure, the total organizational carbon footprint fluctuates according to production levels and supply chain activities.

Given the significant role of electricity consumption, the Company's key strategy for reducing greenhouse gas emissions focuses on investing in efficiency improvements and expanding the capacity of solar rooftop power systems at both the Amata City Chonburi and Bangpoo plants. This approach aims to achieve tangible reductions in Scope 2 emissions and advance the Company

toward a sustainable low-carbon organization. The Company sets the goal for reduction of direct and indirect greenhouse gas emission (Scope 1 and 2) as follows :

Suksawat Plant (Unit : tCO ₂ e*)	Base Year 2021	Goal within year 2026	Performance in year 2025
Reduce greenhouse gas emission no less than 5% (from the 2021 base year) until 2026, or no less than 359 tCO ₂ e reduction.	6,659	Less than 6,300	6,677

* tCO₂e means tons of carbon dioxide equivalent

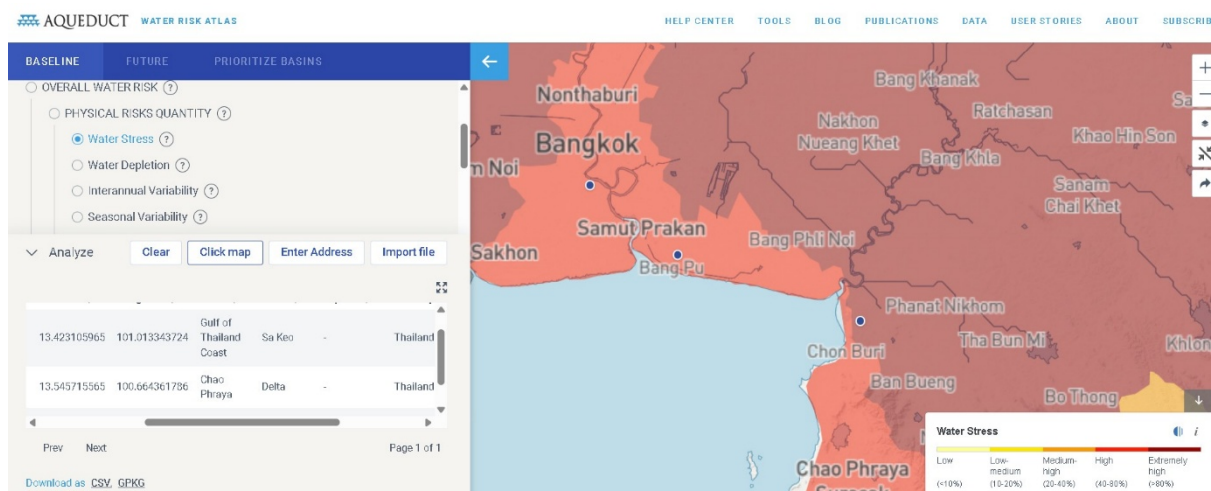
Water and Wastewater Management

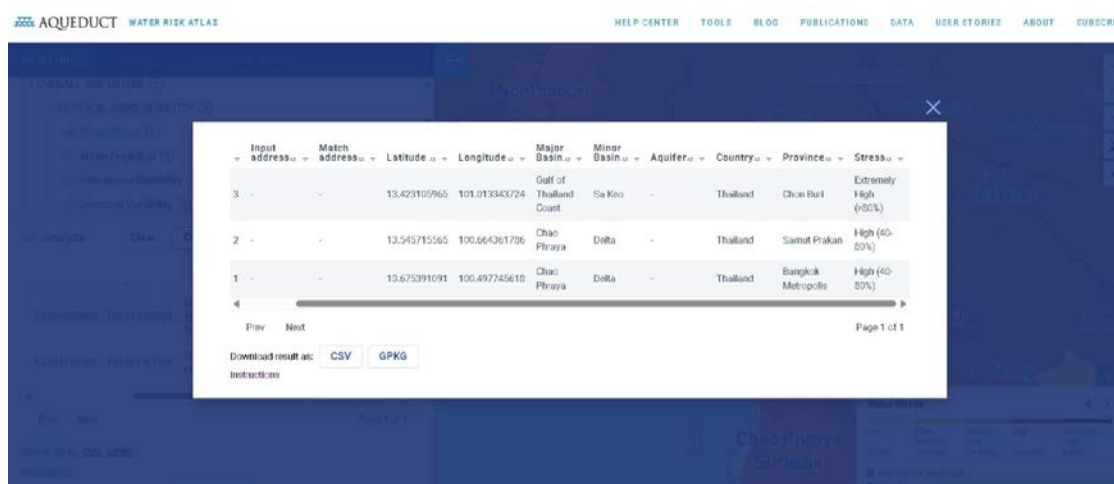
The Company recognizes that water is a vital natural resource essential for life and ecosystems, as well as a fundamental component of the production process. Although the plastic packaging industry is not classified as a water-intensive industry, the Company prioritizes the efficient management of water resources to mitigate climate change-related risks that could lead to future water scarcity.

The Company is committed to conducting business under the principles of social and environmental responsibility by implementing preventive measures and control plans to manage water consumption across all plant locations. These efforts ensure that water is used efficiently, losses are minimized, and wastewater is treated to meet legal standards, without causing adverse impacts on surrounding communities or the environment.

Water Risk Assessment

To ensure water management aligns with local conditions, the Company conducted a water risk assessment at its three plant locations (Suksawat, Bangpoo, and Amata City Chonburi) using the Aqueduct Water Risk Atlas, a global standard tool developed by the World Resources Institute (WRI). This assessment identifies the current and future levels of water stress, which are then used to inform water contingency planning and implement measures for efficient water use. These efforts aim to minimize impacts on both production processes and surrounding communities. The water risk assessment results for 3 plants as follows:





Location	Baseline Water Stress*	Mitigation Plan
Suksawat	High	Maintain water reserves in raw water storage ponds; increase frequency of leak inspections
Bangpoo	High	Increase frequency of leak inspections; monitor water supply conditions in the industrial estate
Amata City Chonburi	Extremely High	Increase frequency of leak inspections; monitor water supply conditions in the industrial estate

*Risk levels are based on the **Aqueduct Water Risk Atlas** database (Low, Low-Medium, Medium-High, High, Extremely High).

To achieve its water management objectives, the Company has established the following practices:

1. Awareness Building: Encourage all employees, including contractors and cleaning staff, to participate in water conservation and develop a sense of value for water usage.
2. Monitoring and Inspection: Implement strict schedules for monitoring water consumption, and promptly repair or address any abnormalities or leaks detected.
3. Wastewater Management: Control wastewater quality and maintain wastewater treatment systems at optimal performance to ensure effluent meets legal standards.

The Company's data on water consumption of each plant from 2023 to 2025 are as follows :

Water Sources Used: Suksawat Factory: Tap water supplied by the Metropolitan Waterworks Authority.

Bangpoo Factory and Amata City Chonburi Factory: Tap water supplied by the industrial estates.

Plant	Unit*	2025	2024	2023
Suksawat	CU.M	39,067	41,277	38,747
Bangpoo	CU.M	25,753	14,696	12,515
Amata City Chonburi	CU.M	124,387	124,266	95,168
Total	CU.M	189,207	180,239	146,430

* Cubic meters

The Company's data water usage of each plant in the year 2025 compared with the target are as follows :

Plant	The calculated comparison against the base year (2024)	
	Target	Performance
Suksawat	Decrease 2% or 825.54 CU.M	Decrease 5.35% or 2,210 CU.M
Bangpoo	Decrease 2% or 293.92 CU.M	Increase 75.24% or 11,057 CU.M
Amata City Chonburi	Decrease 2% or 2,485.32 CU.M	Increase 0.10% or 121 CU.M

The Company places great importance on managing water resources within its operations, as part of its social and environmental responsibility as well as preparing for potential future water scarcity crises.

- Suksawat plant: Successfully reduced water consumption compared to the baseline year, achieved through enhanced monitoring of water usage points, fostering employee awareness of the value of water resources, and promptly addressing any irregularities.
- Bangpoo plant: Significantly increased in water usage, primarily due to leaks caused by damaged underground water pipelines. The Company has since repaired and restored the system and has planned to increase the frequency of preventive inspections to avoid recurrence in the future.
- Amata City Chonburi plant: Experienced a slight increase in water usage, which remains manageable and aligned with the growth of production activities.

Effluent Quality Management

The Company places the highest priority on controlling the quality of wastewater before discharge, taking into account the site-specific context of each plant as follows:

1. Suksawat plant: Treat wastewater through an on-site treatment system to meet the standards specified in the Ministry of Industry regulations before discharging into public water sources.
2. Bangpoo and Amata City Chonburi plants: Conduct preliminary treatment (pre-treatment) to meet the standards required by the Industrial Estate Authority of Thailand (IEAT) before transferring the wastewater to the central treatment system.

Total Water Discharge

Plant	Unit*	2025	2024	2023
Suksawat	CU.M	31,254	33,022	30,998
Bangpoo	CU.M	20,602	11,757	10,012
Amata City Chonburi	CU.M	99,510	99,413	76,134
Total	CU.M	151,366	144,192	117,144
Quality Pass Rate	%	100%	100%	100%

* Cubic meters

In 2025, the Company conducted regular wastewater quality monitoring through certified external laboratories. The results showed a 100% quality pass rate across all operational sites, reflecting the effectiveness of the Company's rigorous environmental management system.

In addition, the Company has carried out maintenance and upgrades of the wastewater treatment systems to enhance efficiency, ensuring that discharged water meets legal quality standards and minimizing impacts on surrounding ecosystems and communities. The Company continues to explore new approaches and technologies to improve water use efficiency, aiming to contribute to preventing future water scarcity and promoting the long-term sustainability of both ecosystems and local communities.

Waste and Industrial Waste Management

The Company has established a policy to manage industrial waste and scrap sustainably throughout all operational processes, strictly adhering to applicable laws, regulations, and international standards. This approach aims to control and minimize environmental impacts from its operations in the packaging industry. The Company applies the 3Rs framework—Reduce, Reuse, and Recycle as the core principle for waste management, focusing on minimizing waste generation at the source and maximizing resource efficiency.

To raise awareness, the Company promotes knowledge and understanding among employees at all levels through training, internal communications, and environmental campaigns. One such initiative, “Srithai Waste Separation for the Environment,” reflects the idea that “small actions make a big impact”. Employees and management are encouraged to collect used plastic bottles to recycle them into “Buddhist monk robes” for donation to monks at Wat Chakdaeng in Samut Prakan province.



The project aims to enable employees to separate, store, and manage waste according to type and regulatory requirements, while applying the 3Rs principles (Reduce, Reuse, Recycle) both at the workplace and in daily life. This initiative supports the Company’s organizational culture of responsible and efficient resource use. Upon completion of the project, over 12,121 used plastic bottles, equivalent to 265.50 kilograms, were collected and recycled into 808 Buddhist monk robes, resulting in an estimated reduction of approximately 361.08 kilograms of CO₂ equivalent emissions.

The Company is committed to the 3Rs (Reduce, Reuse, Recycle) and the Circular Economy in its waste management practices, with the following key measures:

- **Zero Waste to Landfill:** Establish a long-term goal to achieve zero landfill waste by 2026.
- **Waste Segregation:** Provide standardized waste bins and storage areas at all operational sites, along with employee training to ensure proper segregation practices.

- **Third-Party Disposal:** Utilize only licensed and registered waste disposal service providers approved by the Department of Industrial Works, ensuring that waste is either repurposed (e.g., as alternative fuel) or disposed of legally and responsibly.
- **Monitoring and Follow-up:** The Sub-Committee on Safety, Occupational Health, and Environment (SHE) regularly inspects and monitors waste management data on a monthly basis.

Total Company (Unit: Kg)	Long term Goal by year 2026	Target in year 2025	Performance in year 2025
Amount of waste to be disposed by landfill method	0	0	3,100

Report on waste volume and waste management method

Waste	Unit	2025	2024	2023
Waste Type				
- Hazardous waste	Kg	811,875	712,959	363,265
- Non-Hazardous waste	Kg	434,880	478,395	325,809
Total	Kg	1,246,755	1,191,354	689,074
Volume of Non-Hazardous Waste				
- Reuse	Kg	471,458	N/A	N/A
- Recycle	Kg	317,347	N/A	N/A
Total	Kg	788,805	693,864	54,835
Non-hazardous Waste Management Methods				
- Incineration	Kg	-	-	303,700
- Energy recovery through incineration	Kg	23,070	19,095	-
- Non-Energy recovery through incineration	Kg	-	-	-
- Landfill	Kg	-	-	4,730
- Other	Kg	-	-	-
All methods	Kg	811,875	712,959	363,265
Volume of Hazardous Waste				
- Reuse	Kg	7,850	N/A	N/A
- Recycle	Kg	76,995	N/A	N/A
Total	Kg	84,845	325,762	298,819

Reuse / Recycle	Unit	2025	2024	2023
Hazardous Waste Management Methods				
-Incineration	Kg	-	-	26,720
- Energy recovery through incineration	Kg	94,145	150,263	-
- Non-Energy recovery through incineration	Kg	-	-	-
- Landfill	Kg	3,100	2,370	270
- Other	Kg	252,790	-	-
All methods	Kg	434,880	478,395	325,809

The Company has set a key target to reduce waste from the production process sent to landfill to zero (Zero Waste to Landfill), while simultaneously focusing on minimizing the volume of waste requiring final disposal. To achieve this target, the Company implements systematic waste segregation and forwards certain types of waste to licensed waste management contractors for beneficial use, such as serving as raw materials in other production processes or being converted into Refuse-Derived Fuel (RDF). All operations are conducted in compliance with applicable environmental laws and standards.

As a result of this commitment, the Company has demonstrated notable progress in waste management between 2023 and 2025, particularly in achieving 100% landfill diversion of non-hazardous waste since 2024. At the same time, the Company has increased the proportion of non-hazardous waste being reused and recycled. In summary, the Company continuously monitors, evaluates, and records quantitative data to analyze performance and set targets for further improvements in the future.

Air Pollution Management

Pollution management is a key sustainability focus for the Company, as operations in the plastic packaging industry particularly in printing processes can impact air quality. The Company has therefore established a strict pollution management framework, emphasizing pollution control and reduction at the source, while strictly complying with environmental and occupational health and safety laws and standards. This approach safeguards employee health and minimizes environmental impacts.

The Company has implemented proactive measures to control and reduce pollution, including:

- Upgrading technology and treatment systems: Installing and maintaining high-efficiency air filtration and pollution treatment systems to effectively capture dust and chemical vapors within operational areas.
- Transition to clean energy: Reducing emissions from combustion processes by gradually converting fuel-powered machinery and vehicles within operational areas to electric systems where feasible.

To ensure a safe working environment and compliance with legal requirements, the company conducts air quality measurements twice annually through external laboratories certified to international standards (ISO 17025). This monitoring covers all three main plants: Suksawat, Bangpoo, and Amata City Chonburi.

Given the controlled environment and systematic air circulation within operational buildings, the Company conducts monitoring efforts primarily on work areas, closely assessing dust and chemical residue levels. This ensures that workplace

conditions are safe for employees and comply with the standards set by the Department of Labour Protection and Welfare. This approach forms a foundational pillar for enhancing workplace safety standards.

To promote transparency and sustainable stakeholder engagement, the Company provides channels for employees, communities, and all stakeholders to freely submit environmental complaints. In case of receiving any complaint regarding workplace environmental conditions or pollution, the Company has a structured process to acknowledge and respond. Investigations shall be conducted promptly to determine the root cause, and corrective measures are implemented urgently to mitigate impacts, prevent recurrence, and reinforce stakeholder confidence in the Company's operations.

The goals and details about the Company's pollution management during 2023 – 2025 are as follows :

Total Company (Unit : times)	Long term Goal by year 2026	Target in year 2025	Performance in year 2025
Emissions must comply with the legal standard	0	0	0

Emission of Pollution by Plant	Unit*	Standard**	2025	2024	2023
Suksawat					
- Total Dust	mg/m3	15	1.92	1.52	0.67
- Respirable Dust	mg/m3	3	0.99	0.41	0.22
- Xylene	mg/m3	434	28.17	35.60	35.30
- NO _x	mg/m3	9	N/A	N/A	N/A
- SO _x	mg/m3	13	N/A	N/A	N/A
- VOCs	mg/m3	N/A	N/A	N/A	N/A
Bangpoo					
- Total Dust	mg/m3	15	0.88	0.63	0.67
- Respirable Dust	mg/m3	3	0.20	0.17	0.20
- Xylene	mg/m3	434	0.24	0.33	0.38
- NO _x	mg/m3	9	N/A	N/A	N/A
- SO _x	mg/m3	13	N/A	N/A	N/A
- VOCs	mg/m3	N/A	N/A	N/A	N/A
Amata City Chonburi					
- Total Dust	mg/m3	15	5.00	0.10	0.10
- Respirable Dust	mg/m3	5	-	0.10	0.10
- Xylene	mg/m3	434	8.84	0.17	0.02
- NO _x	mg/m3	9	N/A	N/A	N/A
- SO _x	mg/m3	13	N/A	N/A	N/A
- VOCs	mg/m3	N/A	N/A	N/A	N/A

* mg/m3 means milligrams per cubic meter. Or means the amount or weight of gas or vapors (in milligrams) per volume of one cubic meter of air.

** Workplace Air Quality Standards: Department of Labour Protection and Welfare (Ministry of Labour)

Oil and chemicals	Unit	2025	2024	2023
Number of times leaked	Time	0	0	0
Leakage volume	Liter	0	0	0

Compliance with Environmental Law	Unit	2025	2024	2023
Violation of law	Time	0	0	0
Number of complaints	Time	0	0	0
Amount of fine	Baht	0	0	0

To minimize impacts on surrounding communities and the environment, the Company strictly controls and reduces emissions from production processes and office operations, ensuring they remain within the limits prescribed by applicable laws and regulations.

Over the past three years (2023–2025), the Company has achieved key environmental management outcomes as follows:

- Zero oil or chemical spills: Recorded zero incidents and zero liters of spillage, reflecting safe storage and operational practices.
- No environmental law violations: No cases of non-compliance with environmental laws or regulations were identified.
- No complaints or fines: There were no environmental complaints from the community or stakeholders, nor any legal fines incurred.

The Company is committed to enhancing its environmental management system in a systematic manner to minimize the impacts of its business operations. It has continuously maintained certification to the international Environmental Management System standard (ISO 14001:2015) for 2 of 3 main facilities, representing 66.67% of all primary plants namely, the Bangpoo and Amata City Chonburi plants. This reflects the Company's dedication to complying with environmental laws, using resources efficiently, and pursuing continuous improvement. The Suksawat plant is currently in the process of developing its system, optimizing operational processes, and preparing for preliminary ISO 14001 certification by 2026. The Company remains committed to advancing its environmental management system, which will sustainably enhance the effectiveness of environmental stewardship, employee hygiene, and workplace safety simultaneously.

3.4 Sustainability Management in Social Dimension

3.4.1 Policy and Practices in Social Dimension

The Company has established and announced the policy on social dimension and practice guidelines as follows:

Safety, Health, and Environment in the Workplace Policy

The Company realizes the importance of safety, health, and environment in the workplace of internal and external stakeholders according to the sustainable development as follows:

1. Develop a management system for safety, health, and environment in the workplace in compliance with the requirements, international standards, relevant laws, which the Company has continuously and sustainably applied to create a culture of safety at work for both internal and external stakeholders.
2. Determine the safety at work as the duty and responsibility of every employee. Supervisors at all levels must be good role models and leaders to support and encourage junior employees to be aware of working safely and

supervise the operations of the Company's internal and external stakeholders in compliance with safety regulations and health to ensure maximum safety in every process of operations.

3. Promote and support the participation of both internal and external stakeholders in the operations of safety, health, and environment in the workplace.
4. Realize the importance of protection and assess the risks of hazards and various environmental impacts, with full efforts to ensure that risk prevention and mitigation systems are effectively implemented.
5. Develop employees to have knowledge and create the awareness among employees at all levels on the importance of safety, health, and environment in the workplace.
6. Monitor and evaluate the performance according to the safety, health, and environment in the workplace policy, while specifying the annual work plans for serious practice and maximum efficiency.
7. Support resources, including budget, time, personnel, and other related resources appropriately for the management and implementation of safety, health and environment in the workplace.

Human Rights Policy

The Company respects and complies with the principles of human rights for the protection of rights and freedoms, including the prevention of human rights violations of employees, business partners, and stakeholders as follows:

1. Treat all employees, business partners, and stakeholders with equality and non-discrimination on race, religion, sex, sexual preference, nationality, age, disability, personal attitude, and political parties as a criterion for considering employment, compensation, welfare, promotion, training and development or business partner agreement.
2. Respect the labor rights of employees by not using forced labor, child labor, as well as having measures to prevent sexual harassment and other violations of rights and freedoms.
3. Focus on safety, health, and environment in the workplace, while improving the environment for employees to have good health and safety.
4. Promote good labour and community relations between the Company, employees, and the community for participation, expression, and suggestion with the benefits to the Company, while encouraging employees for contribution to the communities, society and environment, as well as respecting the rights, freedoms, and opinions of communities surrounding all company locations.
5. Treat business partners fairly by implementing a transparent procurement process that promotes fair competition and ensures that partners comply with human rights principles throughout the supply chain.
6. Treat consumers and customers fairly by prioritizing the protection of their personal data in accordance with legal requirements, and refrain from disclosing or using such information for unauthorized gains that could cause harm.
7. Establish a comprehensive human rights due diligence process by defining the scope, identifying human rights risk factors, assessing the severity and likelihood of potential impacts, implementing remedial measures, and systematically monitoring human rights performance.

The Company has published both policies on the Company's website at www.srithaisuperware.com under the topic of Good Corporate Governance and Sustainability.

3.4.2 Performance in Social Dimension

Human Rights Management

The Company realizes the importance of value and equality of its employees. Therefore, it establishes guidelines for assessing human rights risks covering all aspects of the Company's business operations, including employees, business partners, customers, stakeholders, and business associates. These guidelines align with the UN Guiding Principles on Business and Human Rights (UNGPs), the fundamental principles of the International Labor Organization (ILO), and the Labor Protection Act B.E. 2541, to ensure that the Company adheres strictly to human rights principles. Regular assessments of human rights risks and relevant labor practices are conducted. The Company will extend the implementation of these practices to business partners, customers, and stakeholders to collectively strengthen and maintain fundamental rights for employees, who are vital assets of the organization.

Scope of Operations

This encompasses all operations directly involved and related to the Company including employees, partners, customers, and all stakeholders within the Company's supply chain. The focus of labor rights operations begins with the Company's employees as our top priority, with the objective and goal of preventing human rights violations against employees and effectively protecting them through sustainable systems. Subsequently, this effort extends to external stakeholders in the supply chain.

Human Rights Risk Assessment

The Company divides the assessment into two parts. The Risk Management Sub-Committee conducts the first part, which involves an overall assessment based on data collected from various sources relating to employees. These sources include policies, regulations, measures, work procedures, working conditions, health and safety, and any other activities that may pose a risk of human rights violations against employees. This assessment aims to provide an understanding of the current status of human rights within the Company and serves as a basis for developing a risk assessment questionnaire on labor issues for employees to perform evaluation.

All employees will conduct the assessment in the second part. This ensures that the Company receives comprehensive and thorough information, which can then be used for policy review, regulatory compliance, or process improvement. It also facilitates prompt and proactive actions to address or prevent incidents or actions that may violate the human rights of employees.

The issues of human rights risks and labor practices of the Company consist of 5 main topics as follows :

1. Working conditions
2. Health and safety
3. Freedom of association and negotiation

4. Discrimination/Harassment

5. Illegal labor workforce

Based on the assessment of Human Rights Risks by the Company's employees in 2024, it was found that there were 5 aforementioned risk issues. Among them, the issue of health and safety of the workforce was identified as highly significant with potential serious implications. The Company disclosed the risks and mitigation measures in topic 2: Risk Management.

Prevention, Remedial Measures and Mitigation of Impact

The Company establishes guidelines for all departments involved in labor related matters to use as a framework for prevention, mitigation, and alleviation measures when incidents with damage occur.

Risk Issues	Prevention	Remedial measures and mitigation
Health and safety <ul style="list-style-type: none"> - Work related illnesses and accidents - Safety conditions in the workplace 	<ul style="list-style-type: none"> - Review policies and practices that may be in conflict with the law - Improve and repair buildings, workplace facilities, and equipment regularly and rigorously - Modify work conditions and the workplace environment to reduce the risk of accidents - Provide personal safety equipment to employees in all positions at risk of workplace hazards or working in areas prone to danger. - Regularly assess the risk factors in every job process to continually improve and enhance safety measures. - Develop safety manuals for all positions exposed to potential illness or injury risks, such as maintenance technicians and electricians. - Conduct safety training for all new employees before they start working and/or regularly review the training to prevent errors resulting from negligence. - Perform health examinations for new employees prior to commencing work and conducting annual health check-ups for all employees. 	<ul style="list-style-type: none"> - Require employees to undergo repeated health check-ups if abnormalities are detected in their annual health examinations. - Send employees for immediate medical treatment in case of accidents or illness. - Provide clear explanations regarding the incident and the entitlement to medical treatment, including direct apologies to employees. - Take responsibility for the expenses incurred during treatment. - Monitor the treatment progress and visit employees while they are undergoing treatment. - Provide employees with their wages on sick leave days. - Ensure that employees receive benefits and welfare entitlements without deductions resulting from sick leave.

Risk Issues	Prevention	Remedial measures and mitigation
Health and safety (Cont'd)		<ul style="list-style-type: none"> - Compensate for any additional damages with monetary compensation or allowances. - Transfer employees to new positions to avoid work that may negatively impact their health. - Provide financial assistance for funeral expenses.

However, the Company has always taken human rights principles into consideration and adhered to the good corporate governance in its practices. Moreover, there are mechanisms in place to prevent risks relating to human rights violations. Therefore, if any unwanted incidents regarding human rights occur, the Company will comply with relevant laws, respect internationally recognized human rights principles, and seek mutually acceptable solutions with stakeholders. This may involve seeking advice from reputable external experts for guidance.

Complaints Regarding Human Rights Violations

The Company provides opportunities for employees to express their opinions, raise concerns, or file complaints if there are incidents or actions relating to human rights violations or the ethics of the Company. Employees can submit complaints to any of the independent directors as follows :

- Via e-mail address, as shown on the Company's website in the whistleblower channel. Any complaint can be submitted to any independent director or all of them comprising :
 1. Mr. Enghug Nontikarn, E-mail address : enghug_non@srithaisuperware.com
 2. Mr. Suchat Boonbanjerd Sri, E-mail address : suchat_boo@srithaisuperware.com
 3. Mrs. Siriporn Sailasuta, E-mail address : siriporn_sai@srithaisuperware.com
 4. Mr. Supachoke Liamkao, E-mail address : supachoke_liam@srithaisuperware.com
- Direct letter to particular independent director by specifying the name of the independent director and the address of Srithai Superware Public Company Limited or P.O. Box 84, Ratburana District, Bangkok 10140
- Submit the report in a sealed envelope addressing to an independent director through the Secretary of the Audit Committee (Head of Internal Audit)

The monitoring and reporting of human rights operations

The Risk Management Sub-Committee will monitor the progress and course of action relating to human rights at least once per quarter during Risk Management Sub-Committee Meetings. The results of the human rights risk assessment will be reported to the President, the Good Corporate Governance and Sustainable Development Committee, the Audit Committee and the Board of Directors. They will be informed along with improvement guidelines and disclosure to the public through the Company's annual report.

In 2025, the Company did not receive any complaints regarding human rights from employees, who are the primary source of information. The Company will continue to review human rights issues and assess human rights risks in all activities involving stakeholders, customers, or any other parties within the supply chain as well as those in subsidiaries.

Health, safety and environmental operations

The Company conducts its business with a strong commitment to sustainable development, placing the highest priority on the management of Safety, Health, and Environment (SHE) for employees, contractors, and all stakeholders, under the principle of “Zero Accident,” while strictly complying with labour laws and international standards.

The Company has clearly established the SHE policy and appointed the Safety, Health, and Environment Committee (SHE Committee) along with Sub-Committees at each plant. These committees serve as the primary mechanism for setting policies, overseeing operations, and systematically monitoring performance, together with senior management actively participating in strategic decision-making and ensuring sufficient allocation of resources for effective implementation.

In addition, the Company continuously develops and improves accident prevention measures to reduce risks to life and property, minimize operational disruptions, and maintain business continuity. Regular safety training is provided to employees at all levels to enhance knowledge, understanding, and awareness of safety standards, forming the foundation for a strong and sustainable safety culture over the long term.

Strategy for 2025: Advancing Toward ISO 45001 Certification

To elevate safety standards to internationally recognized levels and meet customer expectations, in 2025 the Company established a key strategy to prepare its management system for ISO 45001 certification (Occupational Health and Safety Management Systems). The initiative was initially piloted at the Amata City Chonburi plant as a model before being planned for expansion to all other plants in the future.

Risk and Accident Management

The Company prioritizes the safety of employees and contractors, applying the Hierarchy of Controls approach to systematically manage risks in production processes and supporting activities, as follows:

- **Proactive Risk Assessment:** Conduct annual reviews and assessments of occupational safety and health risks, covering both employees and contractors, to identify potential hazards arising from changes in work processes.
- **Unsafe Condition Reporting System:** Encourage employees to report incidents or conditions that could lead to accidents, enabling preventive measures before any loss occurs.

- **Daily Safety Communication:** Conduct pre-work safety talks to review safety measures and reinforce practical safety awareness at the operational level.
- **Investigation and Lessons Learned:** In the event of an accident, the SHE team investigates the root cause, implements corrective and preventive measures to avoid recurrence, and promptly communicates the lessons learned to all relevant departments.

Emergency Preparedness and Response

The Company places great importance on establishing an effective emergency management system in accordance with international standards to minimize impacts on life and property. Key initiatives include:

- **Intensive Emergency Drill Training:** Conduct fire evacuation and firefighting drills at least twice a year, covering all work shifts and operational areas, to ensure that all personnel have a clear understanding of escape routes and assembly points.



- **Enhancement of Emergency Response Team Capabilities:** Strengthen the capacity of the emergency response team through advanced specialized training programs, such as chemical spill response, to ensure rapid and professional handling of critical incidents.
- **Testing of Safety Systems and Equipment:** Establish regular inspection and maintenance of firefighting equipment, alarm systems, and personal protective equipment (PPE) to ensure they remain fully operational (100%) in accordance with safety engineering standards.



Building a Safety Culture and Workforce Competency

The Company promotes a strong safety culture through initiatives such as Safety Day, Safety Talks, and continuous safety training programs for new employees, operational staff, and contractors. A Single Safety Standard is enforced for all parties working within the Company's premises to ensure consistent safety practices across all operations.

Employee Health and Well-being Promotion

The Company continuously implements health and wellness programs for employees, including mobile clinic services, risk-based health check-ups, hearing conservation programs in high-noise areas, and effective workplace environment management across production areas, warehouses, and other operational spaces to ensure suitability and safety.

Report on Safety at work

Total Company (Unit: time)	Long term Goal by year 2026	Target in year 2025	Performance in year 2025
Number of Accidents	0	0	28
Number of Accidents resulting in absence from work	0	0	8
Total Lost Time Injury Frequency Rate (LTIFR)	0	0	0.36

Accident Statistics and injury statistics of employees	Unit	2025	2024	2023
Number of work hours of all employees	Hour	3,904,579	4,081,776	4,199,335
Number of Accidents	Time	28	30	28
Number of Accidents resulting in absence from work (Loss Time Accident)	Time	8	11	15
Number of employees who have been injured from work with absence over 1 day	Person	7	11	15
Total Lost Time Injury Frequency Rate per 200,000 hrs. (LTIFR)	Time	0.36	0.54	0.71
Total Time Injury Frequency Rate per 200,000 hrs. (TIFR)	Time	1.43	1.47	1.33
Total Fatal Accident Rate	Time	0	0	0

Accident Statistics and injury statistics of contractors	Unit	2025	2024	2023
Number of work hours of all contractors	Hour	337,534	385,412	281,042
Number of Accidents	Time	0	0	0
Number of Accidents resulting in absence from work (Loss Time Accident)	Time	0	0	0
Number of contractors who have been injured from work up with absence over 1 day	Person	0	0	0
Total Lost Time Injury Frequency Rate per 200,000 hrs. (LTIFR)	Time	0	0	0
Total Time Injury Frequency Rate per 200,000 hrs. (TIFR)	Time	0	0	0
Total Fatal Accident Rate	Time	0	0	0

In 2025, the Company successfully maintained a **Zero Fatality** record for both employees and contractors, reflecting the effectiveness of its Safety, Health, and Environment (SHE) management system in line with established standards. The severity trend of workplace accidents also showed a significant decline compared to the previous year:

- Lost Time Injury Frequency Rate (LTIFR): Decreased to 0.36 per 200,000 working hours
- Lost Time Injuries (LTI): Reduced to 8 cases, down from 11 cases in the previous year
- Total Injury Frequency Rate (TIFR): Recorded at 1.43 per 200,000 working hours

Although total accidents still occurred (28 cases), the primary causes were related to equipment factors and unsafe work behaviors. The Company conducted thorough root cause analyses and promptly implemented proactive corrective measures to prevent recurrence.

With respect to contractor management, the Company achieved excellent performance, with zero work-related accidents or injuries (Zero Accident) throughout 2025. This success resulted from the enforcement of a Single Safety Standard and rigorous site safety audits, ensuring that all contractors operate in full compliance with the Company's safety standards.

Human resources Management and Development

The Company places great importance on human resource management as a strategic driver of sustainable organizational growth, recognizing that employees are its most valuable asset and a key force in achieving business objectives.

The Company is committed to developing an efficient, transparent, and fair human resource management system in alignment with international human rights principles and global best practices. This approach covers all aspects of human resource management, from recruitment and selection, employee development and capability enhancement, performance evaluation, to talent management and retention.

In addition, the Company promotes an organizational culture grounded in the principles of Diversity, Equity, and Inclusion (DEI), ensuring non-discrimination on the basis of gender, race, religion, age, or any other status. The Company also provides a safe and hygienic working environment to support employees' well-being and foster long-term engagement with the organization.

The Company's key achievements in human resource management and development are as follows:

1. Employee Welfare, Well-being, and Quality of Life

The Company is committed to enhancing employees' quality of life across economic, social, and health dimensions to strengthen long-term stability and engagement. Key initiatives include:

- **Financial Security and Resilience:** The Company provides a provident fund, retirement benefits, and long-service awards to support long-term financial security. In addition, it promotes financial literacy through training on income and expense management, offers advisory services to address debt issues, and supports access to legitimate funding sources.
- **Well-being Promotion and Inclusive Facilities:** The Company provides facilities that accommodate diverse employee needs, such as on-site medical rooms with healthcare personnel, lactation rooms for postpartum employees, prayer rooms for religious practices, and fitness facilities. It also provides appropriate equipment and work attire for pregnant employees to ensure a safe and supportive working environment that promotes overall well-being.

2. Capability Development and Career Advancement

The Company continuously promotes employee capability development to support business transformation and enhance organizational competitiveness. Key approaches include:

- **Continuous Learning and Development:** The Company supports both upskilling and reskilling through training programs that cover job-specific competencies as well as future skills. It also provides e-learning platforms and self-directed learning opportunities, enabling employees to effectively apply knowledge in their work.

- Fair and Transparent Performance Management: The Company has established a clear, transparent, and auditable performance evaluation framework, which is linked to career path development and succession planning. This ensures the retention and development of high-potential employees while preparing the organization for future growth.

3. Human Rights and Equality Promotion

The Company is committed to conducting its business with respect to human rights and promoting equality in all dimensions to create an inclusive and non-discriminatory workplace. Key initiatives include:

- Promoting Diversity and Employment of Persons with Disabilities: The Company actively supports the employment of persons with disabilities and provides skill development and training programs to prepare them for effective job performance. These initiatives enhance access to fundamental rights, create employment opportunities, and ensure stable income, contributing to improved quality of life and dignified self-reliance.
- Fair Treatment of Migrant Workers: The Company ensures fair and equitable treatment for employees of all nationalities. Thai language training is provided for foreign employees to reduce communication barriers, enhance work efficiency, and improve workplace safety.

4. Employee Engagement, Labor Relations, and Grievance Mechanisms

The Company places strong emphasis on fostering positive labor relations, alongside respect for human rights and employee participation at all levels, to build a transparent, fair, and inclusive organizational culture. Key approaches include:

- Promotion of Labour Rights and Freedom of Association: The Company respects employees' rights to express their opinions. All employees are entitled to freely voice suggestions, raise inquiries, and participate in collective dialogue through the "Welfare Committee in the Workplace," which is transparently elected by employees. The committee serves as a representative body to reflect employee feedback and collaborate in developing welfare systems that genuinely meet employees' needs.
- Effective Communication and Feedback Channels: The Company provides accessible, secure, and confidential two-way communication channels. A grievance mechanism is in place to receive suggestions and complaints, with due consideration given to the safety and confidentiality of the complainants.
- Inclusive Access for a Diverse Workforce: To eliminate language barriers and promote inclusive participation, the Company offers multilingual communication and grievance channels in Thai, Myanmar, and Khmer, ensuring that employees of all nationalities can equally access information and exercise their rights.
- Transparent and Accountable Grievance Handling Process: The Company has established a systematic process for reviewing, investigating, and resolving complaints. Outcomes are communicated back to complainants in an appropriate and fair manner. This mechanism helps build trust, enhance employee morale, and strengthen long-term organizational engagement.

Human Resource Information

Information about the Company's employees as December 31 of 2023 - 2025 can be classified into the following categories:

Number of Employees	2025		2024		2023	
	Person	%	Person	%	Person	%
Total Employees	1,351	100	1,382	100	1,414	100
- Male	548	41	580	42	598	42
- Female	803	59	802	58	816	58
By Gender / Age:						
Male	548	100	580	100	598	100
- Under 30 years old	110	20	138	24	141	24
- 30 – 50 years old	296	54	300	52	326	54
- Over 50 years old	142	26	142	24	131	22
Female	803	100	802	100	816	100
- Under 30 years old	123	15	125	16	141	17
- 30 – 50 years old	431	54	426	53	434	53
- Over 50 years old	249	31	251	31	241	30
By Gender / Position:						
Male	548	100	580	100	598	100
- Operational level	445	81	473	82	498	83
- Management level	97	18	101	17	95	16
- Top Management level*	6	1	6	1	5	1
Female	803	100	802	100	816	100
- Operational level	711	89	714	89	734	91
- Management level	92	11	88	11	82	9
- Top Management level*	0	0	0	0	0	0

Number of Employees	2025		2024		2023	
	Person	%	Person	%	Person	%
By Gender / Region**:						
Male	548	100	580	100	598	100
- Bangkok and its vicinities	142	26	171	29	168	28
- Northern	68	13	68	12	72	12
- Central	27	5	30	5	34	6
- Northeastern	183	33	178	31	185	31
- Southern	12	2	10	2	15	2
- Eastern	116	21	123	21	124	21

Number of Employees	2025		2024		2023	
	Person	%	Person	%	Person	%
Female	803	100	802	100	816	100
- Bangkok and its vicinities	241	30	260	33	256	31
- Northern	68	9	73	9	76	9
- Central	51	6	49	6	53	7
- Northeastern	291	36	276	34	275	34
- Southern	18	2	16	2	19	2
- Eastern	134	17	128	16	137	17

* Definition as per the Notification of the Capital Market Supervisory Board

** According to the announcement of the Provincial Administration Policy Committee and the Integrated Provincial Group

Provident Fund (PVD)	Unit	2025	2024	2023
Number of employees as PVD members	Person	428	411	378
The amount of money contributed by the Company in the PVD	Million Baht	3.07	2.92	2.87

Number of employees with disability	Unit	2025	2024	2023
Male	Person	11	11	11
Female	Person	7	7	8
Total	Person	18	18	19
Proportion of all employees	%	1.33	1.30	1.34

Number of employees' turnover*	Unit	2025	2024	2023
Male	Person	155	135	162
Female	Person	272	166	203
Total	Person	427	301	365
Proportion of employees turnover to all employees	%	11.47	9.77	11.46
Proportion of male employees turnover to all employees	%	20.14	12.01	14.35
Proportion of female employees turnover to all employees	%	31.61	21.78	25.81

* Total cumulative year

The Company continuously strengthens employee engagement and team collaboration to support sustainable business operations. In 2025, the Company recorded a voluntary turnover rate of 31.61%, an increase from 21.78% in 2024. The majority of turnover occurred among operational/daily workers, reflecting challenges from a highly competitive labor market and structural shifts in the workforce.

The Company has conducted in depth root cause analysis to systematically review and enhance its talent retention strategies. Key focus areas include improving compensation and benefits to remain competitive in the labor market, establishing clear career paths, continuously developing employee capabilities, promoting a culture that respects diversity, and fostering a safe and supportive working environment that enhances employee well-being.

Through these initiatives, the Company aims to strengthen employment stability, reduce turnover in the long term, and ensure that all employees can develop their full potential and grow sustainably alongside the organization.

Human Resource Development

The Company discloses information on human resource development in Section 7.5 Employees.

Social Operations

Project of Waste Separation for Environment Preservation

Currently, the amount of waste generated in Thailand is increasing every year and improper disposal of waste is still prevalent, which caused issues and problems on environment. The Company has recognized these issues and therefore has implemented various projects to address them. In addition, the Company has shared knowledge about correct waste sorting and processing for the benefits and circulation of plastic recycle as well as providing support by giving away some waste bin products of the Company for waste sorting at various locations such as communities, businesses, and educational institutions.

Over the past several years, the Company has performed field visits continuously to meet, talk, and explain objectives and benefits of the Company's project to residents in the communities, and has received good collaboration and expanded the project scope each year from communities to schools. In 2025, the Company has expanded the project network to a local school at Wat Dansamrong School, Samut Prakan Province.



Furthermore, to foster awareness of environment preservation to students and personnel of those schools with the purpose to encourage them to manage waste properly in their families and communities in order to reduce waste amount and environmental problem in the community in the long term.

“Wat Chakdaeng Recycling Market” Project

The Company recognizes the importance of resource management and minimizing environmental impacts across the entire value chain. Therefore, it has actively supported the “Wat Chakdaeng Recycling Market” initiative, with the primary objective of promoting knowledge and raising awareness among local communities about proper waste management practices.



This initiative represents an integrated collaboration between the business sector, local communities, and network partners, with the temple as a central hub of community life serving as the focal point for driving the project. During the event, the Company actively participated in riverbank clean-up activities along the Chao Phraya River to restore the aquatic ecosystem and prevent waste from flowing into the sea. Simultaneously, the Company provided guidance on waste segregation to ensure that used resources could be reintroduced into the recycling process and utilized to their fullest potential.

The success of this project not only demonstrates the power of collaboration but also lays a foundational framework for fostering sustainable waste management behaviors at the household level. This aligns concretely with the Company’s commitment to conducting business under the principles of a circular economy.

Amata Smiles Caravan Project

The Company recognizes the importance of growing sustainably alongside local communities and society. Accordingly, it collaborated with the Amata City Chonburi Industrial Estate Office to participate in a Corporate Social Responsibility (CSR) initiative under the “Amata Smiles Caravan Project” at Bang Pakong Phromtheprangsan Subdistrict Municipality, Bang Pakong District, Chachoengsao Province.

During this activity, the Company organized recreational programs to foster community engagement and bring happiness to local residents, alongside educational initiatives aimed at cultivating environmental awareness. The program focused on providing knowledge about proper waste segregation to community members. This project not only enhanced the quality of life and brought smiles to the surrounding communities but also advanced upstream waste management practices, serving as a fundamental step toward building strong and sustainable eco-friendly communities.



Career Promotion Program



The Company places great importance on promoting and supporting livelihoods to generate income for the communities surrounding its facilities. In 2025, the Company held a meeting with community representatives, the management team, and the staff of the Na Pa Subdistrict Municipality in Mueang District, Chonburi Province to assess the community's needs and capabilities. The aim was to determine the best approach for assistance and support that would provide the greatest benefits and improve the quality of life for the community members. As a result, the Company organized training activities to promote careers within the community, including for both the general public and people with disabilities, in the production of “Phuang Mhai” (funeral flowers) for sale. The Company arranged for expert trainers to conduct the “Making Phuang Mhai and Wreaths” course, as well as designed and selected types of flowers that could be developed into a sustainable livelihood, in addition to increasing personal income and providing support for families. This initiative also helps individuals find a sense of self-worth and contributes to reducing social issues.

Major Achievement Awards during 2025

Top Award for Promoting and Supporting Disabled Persons for 2025

In 2025, the Company received the Top Award for Organizations Promoting and Supporting Disabled Persons for 2025, from the Ministry of Social Development and Human Security; which is an award given to operating businesses that continuously support and promote the welfare of disabled persons through offering them jobs and training prepared for working in the organization. The Company has received the "Excellent" award for the 7th consecutive year.

The Excellent Establishment Award on Labor Relations and Welfare for 2025

Bangpoo plant received an Honor Award for the Excellent Establishment on Labor Relations and Welfare. This award is given by the Welfare Department, Ministry of Labor to those businesses that have good management with regard to the relationship between the employers and the employees, through recognizing the importance of close cooperation and good working relationships and shared benefits in order to establish a system of good labour relations within the organization. Bangpoo plant also received the same Honorary Achievement Certificate award for many consecutive years.

Role Model Workplace Award for Occupational Health, Safety and Environment in Samut Prakan Province for 2025

Bangpoo plant received the Role Model Workplace Award for Occupational Health, Safety and Environment in Samut Prakan Province from the Department of Labour Protection and Welfare, Ministry of Labor. This award is given to businesses that

prioritize workplace safety, adhere to safe work practices as an organizational culture and focus on managing and implementing occupational health, safety and environmental practices in accordance with legal requirements.

Continuous Standard of Corporate Social Responsibility (CSR–DIW Continuous Award 2025)

Bangpoo plant and Amata City Chonburi plant received the Award for Standard of Corporate Social Responsibility: CSR-DIW Continuous Award 2025 from the Department of Industrial Works, Ministry of Industry. This award is given to industrial business operators who promote corporate social responsibility and sustainable development. In addition, the award gives support to industrial business operators in being well-accepted by the local communities in conducting their business. It is aimed at enhancing the overall competitiveness of the business operator and development of the communities in a sustainable manner. Bangpoo plant and Amata City Chonburi plant have received this award for many consecutive years.

Business Operations which Affect Social Responsibility

In 2025, the Company and its subsidiaries did not have any business operations that affect social responsibility in the following manners:

1. The Company and its subsidiaries have been audited or are being audited by agency in charge of assessment, consideration or judgment that the Company or its subsidiaries' operations significantly violate the law on the 8 Principles of the Corporate Social Responsibility Guidelines of the Stock Exchange of Thailand.
2. The operations of the Company and its subsidiaries have part or have been claimed to cause negative impact on society, environment, or be against the 8 Principles of the Corporate Social Responsibility Guidelines of the Stock Exchange of Thailand.

Corporate Social Responsibility and Environment Activities (CSR After Process)

The Company realizes the importance of its roles and participation in creating and returning benefits to the society. Mr. Sanan Angubolkul, Chairman and President, has been on the Board of various organizations of both public and private sectors to promote and improve various areas of developments such Senior Chairman of the Thai Chamber of Commerce and Board of Trade of Thailand, Honorary Consul-General of the Republic of Maldives in Thailand, President of Honorary of Thai-Vietnam Business Council, Chairman of the AFS Intercultural Programs Thailand, Chairman of the Rogatien Foundation, Honorary President of Beijing Language and Culture University, Bangkok College, President of the Parents and Teachers Association of Assumption Commercial College and President of the Confederation of St.Gabriel's Foundation of Thailand Parents and Teachers Association.

The Company has participated in creating and returning benefits to the society and the communities in a number of occasions, as well as has regularly undertaken various activities for the benefit of society and local communities surrounding offices and plants of the Company. The Company is not limited to donation of money, goods and public service, but inclusive of other community development activities, such as:

- Encourage and support its staff and interested people in the communities to have access to education, as well as support educational institutes in upcountry in setting hygienic practices, giving educational equipment, and granting scholarship, all of which lead to development and self-reliance.

- Provide students from various universities on-the-job training programs, which helps students gain actual working experience in business in a systematic manner before graduation both in Thailand and overseas plants. Simultaneously, the educational institutes themselves can adapt their teaching syllabus and courses to meet the needs of the business sector. In addition, the Company arranges site visits for groups or educational institutions, which gives an opportunity to exchange ideas, opinions and new knowledge between staff and visitors.
- Run activities to educate local and educational organizations regarding revenue generation and self reliance based on the sufficiency economy, knowledge and danger about drugs and how to provide basic first-aid for patients.
- Promote and encourage employees in our organization to realize the importance and continually participate in CSR activities both internally and externally in order to create knowledge and understand the benefits of CSR impacting on the Company's businesses.

4. MANAGEMENT DISCUSSION AND ANALYSIS

4.1 Analysis of the Operating Results and Financial Position

4.1.1. Overview of Economic Factors, and Industry Conditions that Affect Performance

Thailand's economy in 2025 experienced modest growth, with key growth drivers namely tourism, exports, and foreign direct investment falling short of expectations. Meanwhile, consumers continued to face high household debt levels, which significantly constrained domestic purchasing power and intensified price competition across product categories.

In the manufacturing sector, operators encountered increasingly complex external risk factors, including global economic volatility, fluctuations in interest rates and exchange rates, and ongoing geopolitical tensions. Although the Group's sales volume in 2025 increased in line with demand from both domestic and international markets, total revenue declined due also to the translation impact of foreign exchange. The significant appreciation of the Thai Baht compared to the previous year reduced revenue when converted from foreign subsidiaries.

Beyond revenue challenges, overall operating performance was affected by cost structure volatility in line with global crude oil prices. As the majority of the Group's products are closely linked to petrochemicals and plastic resins, movements in energy prices significantly impact production costs and gross profit margins.

At the same time, manufacturers must accelerate operational adjustments to comply with increasingly stringent environmental regulations, including mandates to reduce single-use plastics, requirements for recycled content, and higher food safety standards. These regulatory developments have led to additional costs associated with modifying production processes.

Furthermore, the influx of low-priced imports from other Asian countries continues to pressure market share and selling prices. Coupled with structural labor cost challenges namely minimum wage increases and a shortage of skilled labour, the manufacturing sector is compelled to reassess its business models. This strategic reassessment includes increased investment in automation technologies and workforce capability development to enhance productivity and ensure long-term sustainable competitiveness.

4.1.2 Summary of Operating Results of the Group

Table 2: Summary of Operating Results of the Group

(Unit: Million Baht)	Q3/2025	Q4/2025	Q4/2024	QoQ		YoY		Jan -Dec 2025	Jan -Dec 2024	YoY	
				+/(-)	%	+/(-)	%			+/(-)	%
Sales	1,777	1,949	2,003	172	9.7%	(54)	(2.7%)	7,328	8,077	(749)	(9.3%)
Gross Profit	234	313	288	79	33.8%	25	8.7%	1,049	1,171	(122)	(10.4%)
Gross Profit (%)	13.2%	16.1%	14.4%	2.9%	-	1.7%	-	14.3%	14.5%	(0.2%)	-
Operating profit	43	89	59	46	107.0%	30	50.8%	240	332	(92)	(27.7%)
Operating profit margin (%)	2.4%	4.6%	2.9%	2.1%	-	1.6%	-	3.3%	4.1%	(0.8%)	-
Gain (loss) on exchange rate	(1)	0	0	1	100.0%	0	0.0%	(5)	0	(5)	(100.0%)
EBITDA*	202	275	228	73	36.1%	47	20.6%	905	1,020	(115)	(11.3%)
EBITDA Margin (%)	11.4%	14.1%	11.4%	2.7%	-	2.7%	-	12.3%	12.6%	(0.3%)	-
Net profit	50	69	13	19	38.0%	56	430.8%	217	281	(64)	(22.8%)
Net profit on sales (%)	2.8%	3.5%	0.6%	0.7%	-	2.9%	-	3.0%	3.5%	(0.5%)	-
Profit attributable to equity holders of the Company	49	66	16	17	34.7%	50	312.5%	213	285	(72)	(25.3%)
Earning per share (Baht)	0.02	0.03	0.01	0.01	-	0.02	-	0.08	0.11	(0.03)	-

Note:

*EBITDA excluding share of profit from investments in associates

For the year 2025, the Group reported total sales revenue of Baht 7,328 million, representing a decrease of Baht 749 million, or 9.3%, compared to the previous year. The decline was primarily attributable to the Industrial Products group, particularly beverage packaging products of the Group's subsidiary in southern Vietnam, where sales decreased in line with the slowdown in consumer demand. Revenue from the domestic Industrial Plastic Products group also declined, as well as the Household Products group in Thailand, mainly due to lower export sales. Export sales were adversely affected by uncertainty in reciprocal tariff policies and reduced purchase volume from customers in the US, while customers in Europe and the Middle East continued to be impacted by economic situation and ongoing international conflicts, resulting in an overall decrease in orders.

Despite the decline in sales revenue, the Group continued to maintain stable gross profit margin, driven by a higher sales mix of high-margin products and effective cost management and control. These results were achieved amid uncertainties in raw material prices, foreign exchange volatility, and rising labor costs.

Earnings before interest, taxes, depreciation, and amortization (EBITDA) for 2025 amounted to Baht 905 million, representing an EBITDA margin of 12.3%, slightly lower than the previous year's EBITDA margin of 12.6%.

The net profit attributable to the Company's shareholders was Baht 213 million, down from Baht 285 million in the previous year, a decrease of Baht 72 million or 25.3%. Earnings per share stood at 0.08 Baht, compared to 0.11 Baht in the previous year.

Operating results of Q4/2025 vs. Q4/2024

In Q4/2025, the Group recorded sales revenue of Baht 1,949 million, a slight decrease of Baht 54 million Baht or 2.7% compared with Q4/2024. The sales drop was primarily driven by the industrial products group in domestic operations due to the economic slowdown and reduced consumer spending.

The gross profit for Q4/2025 was Baht 313 million, with a gross profit margin increased from 14.4% to 16.1% compared with the same quarter of the previous year. The improvement of the domestic industrial plastic products, together with the subsidiary in Southern Vietnam and the beverage packaging product of the subsidiary in Northern Vietnam, was supported by a downward trend in key raw material prices and a higher proportion of high-margin product sales. As a result, overall profitability increased.

Earnings before interest, taxes, depreciation, and amortization (EBITDA) for Q4/2025 amounted to Baht 275 million, representing an increase in EBITDA margin of 14.1% from 11.4% in Q4/2024.

The Group's net profit attributable to the Company's shareholders for Q4/2025 was Baht 66 million, an increase of Baht 50 million or 312.5% compared to Q4/2024. The improvement was primarily driven by effective cost management and enhanced cost controls amid volatility in raw material prices and rising labor costs.

4.1.3 Operating Results by Segment

Figure 1: Proportion of sales by segment and operation in 2025

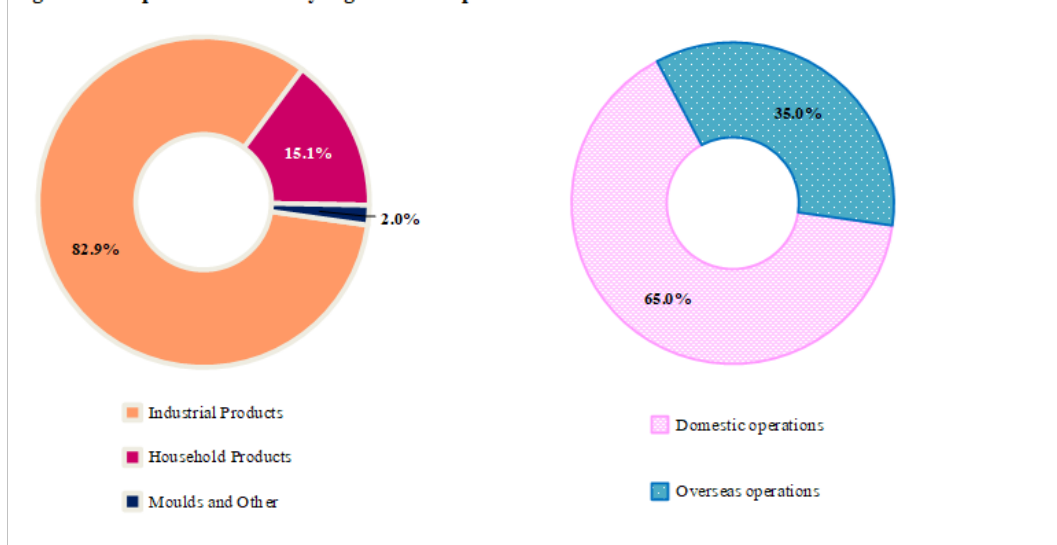
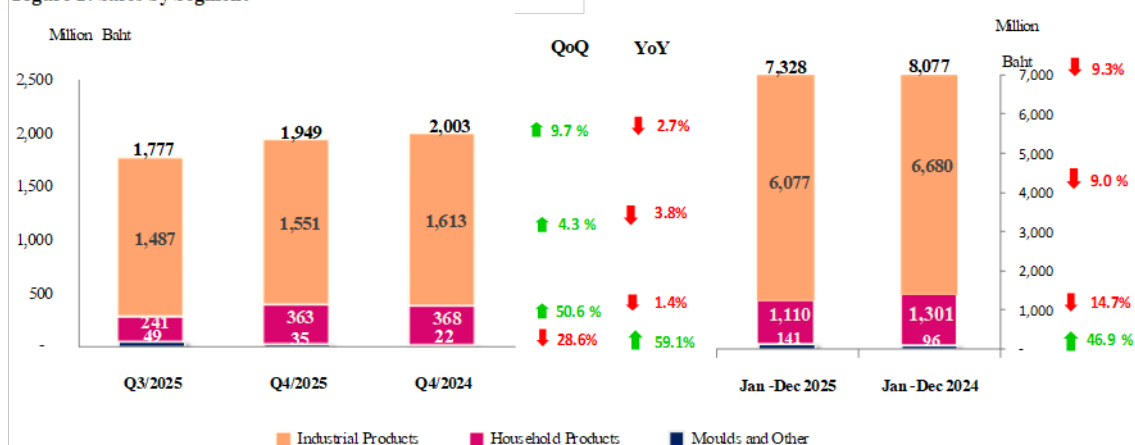


Figure 2: Sales by Segment



1 Household Products

Table 3: Summary of Operating Results of Household Products

(Unit: Million Baht)	Q3/2025	Q4/2025	Q4/2024	QoQ		YoY		Jan -Dec 2025	Jan -Dec 2024	YoY	
				+	(-)	+	(-)			+	(-)
Sales	241	363	368	122	50.6%	(5)	(1.4%)	1,110	1,301	(191)	(14.7%)
Domestic operations	163	265	261	102	62.6%	4	1.5%	789	921	(132)	(14.3%)
Overseas operations	78	98	107	20	25.6%	(9)	(8.4%)	321	380	(59)	(15.5%)
Operating profit	26	65	61	39	150.0%	4	6.6%	156	215	(59)	(27.4%)
Operating profit margin (%)	10.8%	17.9%	16.6%	7.1%	-	1.3%	-	14.1%	16.5%	(2.5%)	-
EBITDA*	37	75	77	38	102.7%	(2)	(2.6%)	210	283	(73)	(25.8%)
EBITDA Margin (%)	15.4%	20.7%	20.9%	5.3%	-	(0.3%)	-	18.9%	21.8%	(2.8%)	-

Note:

*EBITDA excluding other income and share of profit from investments in associates

Operating results of 2025 vs. 2024

- In 2025, the Household Products group generated revenue of Baht 1,110 million, a decrease of 191 million Baht (-14.7%) from the previous year, deriving from both domestic and overseas operations. Sales of domestic operation declined due to lower export sales as a result of the overall economic slowdown. This adversely affected customer orders across multiple regions, particularly in the U.S. where customers postponed orders due to uncertainties surrounding reciprocal tariff policies and the appreciation of the Thai Baht. Customers in Europe and the Middle East continued to face economic weakness and the impact of ongoing international conflicts, resulting in an overall decrease in purchase orders despite the Company's continued efforts to expand its customer base.

Domestic sales were also negatively affected by economic factors that weakened consumer purchasing power. In addition, the prior year received a special large-scale project order from a new customer, which did not recur in the current period. Although sales generated from mid-year and year-end promotional events increased on average compared with the previous year, supported by greater advertising and promotional activities through social media. Nevertheless, such growth was insufficient to offset the decline in sales resulting from reduced export orders. Meanwhile, overseas operation sales declined, particularly attributable to lower sales from the subsidiaries in India and Vietnam.

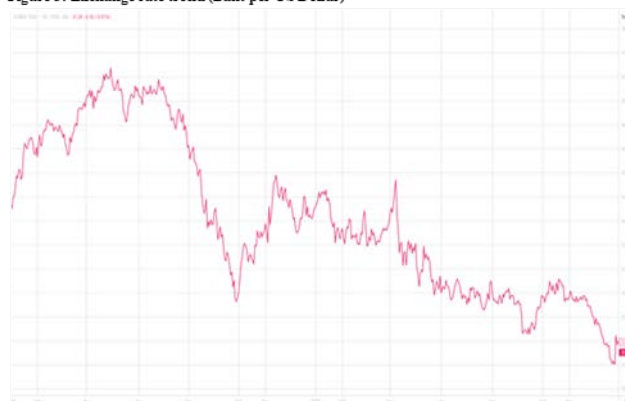
- EBITDA for the year was Baht 210 million, decreased by Baht 73 million (-25.8%), with an EBITDA margin of 18.9%, a decrease of 2.8% from the previous year of 21.8%. The decline was primarily attributable to weaker performance from domestic operations, reflecting lower purchase orders, intensified price competition, and underutilization of production capacity. Although average raw material costs remained largely in line with the prior year (as shown in Figure 4), the increase in minimum wages since the beginning of 2025 further pressured operating performance.

Operating results of Q4/2025 vs. Q4/2024

- The Household Products group faced a small decrease in sales by Baht 5 million (-1.4%) YoY, principally due to sales of overseas operations, particularly the decline for the subsidiaries from India, which was adversely affected by the economic slowdown, leading to weaker domestic consumption. Meanwhile, the subsidiary in Vietnam experienced an increase in sales, particularly in export sales to customers in the US, driven by the expansion of its new customer base.

For domestic operations, sales increased, supported by the government's economic stimulus measures, which contributed to higher sales generated from year-end sales promotional events being held at all four factories compared to the same quarter of the prior year.

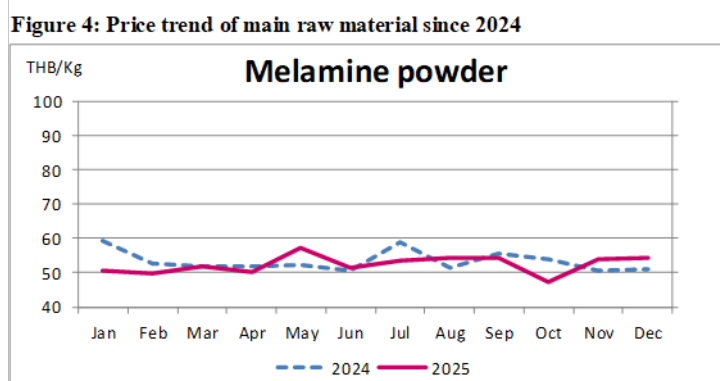
Figure 3: Exchange rate trend (Baht per US Dollar)



However, export sales declined as a result of the global economic slowdown and uncertainties surrounding reciprocal tariff policies, which led to lower overseas orders, despite the positive contribution from new customer expansion.

In addition, the appreciation of the Thai Baht against the U.S. Dollar (as illustrated in Figure 3) exerted further pressure on export revenue and reduced price competitiveness relative to international competitors.

- EBITDA decreased by Baht 2 million (-2.6%), and the EBITDA margin decreased slightly from 20.9% to 20.7% (-0.3%). This was primarily due to the decline in overseas operation, reflecting lower purchase order and increased imports from China. In addition, underutilization of production capacity and minimum wage increase, the decrease in main raw material prices compared with the same quarter of the previous year (as shown in Figure 4).



Source: The Company's research

2. Industrial Products

Table 4: Summary of Operating Results of Industrial Products

(Unit: Million Baht)	Q3/2025	Q4/2025	Q4/2024	QoQ		YoY		Jan -Dec	Jan -Dec	YoY	
				+ / (-)	%	+ / (-)	%	2025	2024	+ / (-)	%
Sales	1,487	1,551	1,613	64	4.3%	(62)	(3.8%)	6,077	6,680	(603)	(9.0%)
Domestic operations	941	991	1,051	50	5.3%	(60)	(5.7%)	3,833	4,113	(280)	(6.8%)
Overseas operations	546	560	562	14	2.6%	(2)	(0.4%)	2,244	2,567	(323)	(12.6%)
Operating profit(loss)	20	21	(3)	1	5.0%	24	800.0%	82	141	(59)	(41.8%)
Operating profit(loss) margin (%)	1.3%	1.4%	(0.2%)	0.0%	-	1.5%	-	1.3%	2.1%	(0.8%)	-
EBITDA*	144	149	124	5	3.5%	25	20.2%	582	645	(63)	(9.8%)
EBITDA Margin (%)	9.7%	9.6%	7.7%	(0.1%)	-	1.9%	-	9.6%	9.7%	(0.1%)	-

Note:

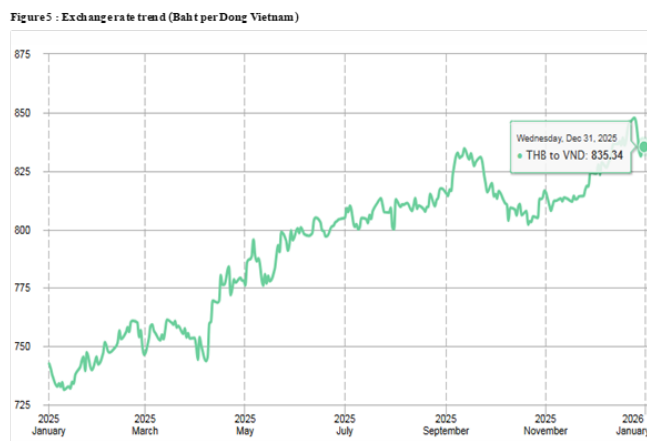
*EBITDA excluding other income and share of profit from investments in associates

Operating results of 2025 vs. 2024

- The Industrial Products group generated revenue of Baht 6,077 million in 2025, a decrease by Baht 603 million (-9.0%) compared with the previous year. This decline was mainly due to from both domestic and overseas operations, particularly the beverage packaging products of a subsidiary in Southern Vietnam. This was due to the adjustments of selling prices in line with the reduction of raw material prices, the weakening demand for carbonated soft drinks, the delay in launching new products as well as the appreciation of the Thai Baht against the Vietnamese Dong (as shown in Figure 5). Meanwhile, sales of the subsidiary in Northern Vietnam increased, driven by the growing popularity of tea beverages.

Meanwhile, sales of Industrial Plastic Products of the subsidiary in Vietnam increased, driven by strong demand for larger sizes of paint pails, battery cases and crate products. The growth was supported by increased orders from both existing and new customers.

Industrial Plastic Products of domestic operations decreased, primarily due to lower sales of battery cases and automotive components in line with the decline in domestic production and sales of internal combustion engine vehicles. Sales of pails products also decreased, impacted by the border conflict situation between Thailand and Cambodia, as well as flooding in several southern provinces. However, sales of food packaging products increased, driven by higher purchase orders from retail business customers.



- EBITDA amounted to Baht 582 million, a decrease of Baht 63 million (-9.8%), and EBITDA margin decreased slightly from 9.7% to 9.6% (-0.1%) from both domestic and overseas operations, particularly in sales of beverage packaging products from both domestic operation and a subsidiary in Southern Vietnam declined, resulting in lower capacity utilization, the depreciation from machinery and molds remained high, while labor costs increased following wage adjustments. Although key raw material prices showed a downward trend, which were lower than the same period of the prior year (as shown in Figure 6)

Operating results of Q4/2025 vs. Q4/2024

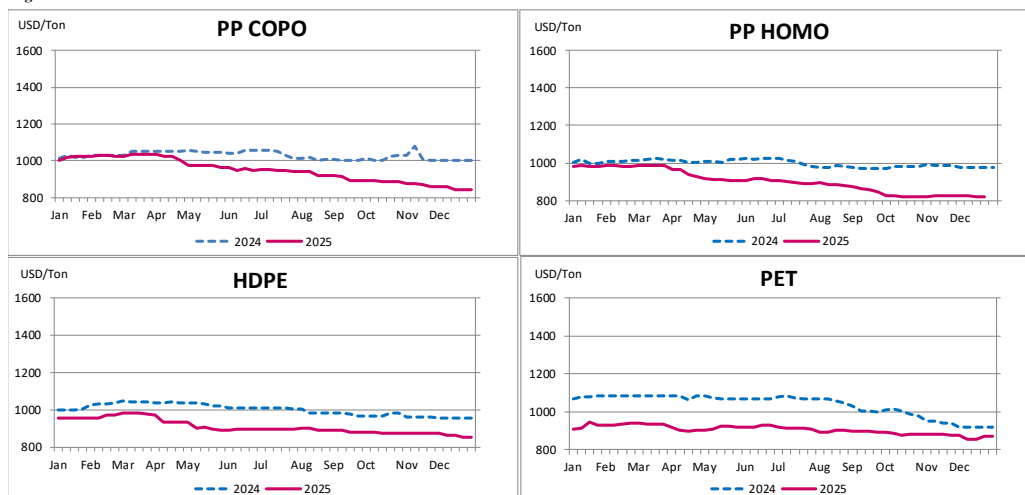
- The Industrial Products saw a decrease in sales by Baht 62 million (-3.8%), primarily driven by domestic operations, particularly the sales of industrial plastic products. The increase due to changes in major products as follows:
 - Garbage bins: sales decreased as a result of tightened credit terms for customers and delays in purchase orders from government agencies pending new procurement cycles.
 - Crate: order volumes decreased as customers had already replaced their crates in the previous year, resulting in lower recurring demand in the current period.
 - Pails: sales decreased due to the impact of border conflict, coupled with flooding in several southern provinces. In addition, certain customers accelerated inventory destocking, leading to a postponement of new purchase orders during the current period.
 - Battery cases: sales were adversely affected by the slowdown in the internal combustion engine (ICE) automotive sector, together with the impact of ongoing border conflicts, as well as import restrictions on batteries imposed by Myanmar, where import control measures remain in place. As a result, orders from overseas markets decreased.

Meanwhile, sales of beverage packaging products in domestic operation increased supported by new product launch. In contrast, sales of the subsidiary in Vietnam declined when translated into Thai Baht, primarily due to the appreciation of the Thai Baht. However, on a local currency basis, revenue increased as customers placed advance orders to build up inventories,

particularly for drinking water packaging, driven by heightened demand in response to flooding in Vietnam and the need to prepare for emergency situations. In addition, sales of the industrial plastic product of the subsidiary in Vietnam increased, driven by higher sales of larger sizes of paint pails, pallets and containers. The growth was supported by increased orders from both existing customers and newly acquired customers.

- EBITDA amounted to Baht 149 million, an increase of Baht 25 million (+20.2%), and EBITDA margin increased from 7.7% to 9.6% (+1.9%) from both domestic and overseas operations. This was mainly attributable to the downward trend in key raw material prices, which were lower than those in Q4/2024, resulting in an increase in overall profitability (as shown in Figure 6)

Figure 6 : Price trend of main raw materials since 2024



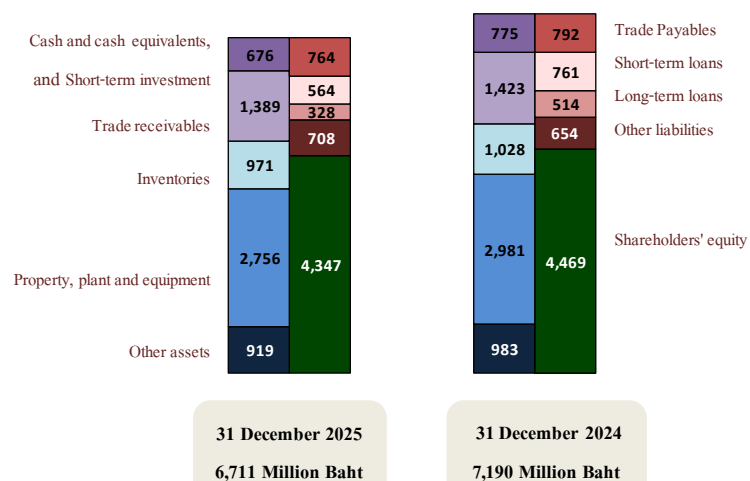
Source: ICIS

Each type of raw materials is used to produce the following products.

- PP COPO for paint pails, containers, and battery cases
- PP HOMO for furniture
- HDPE for pallets, garbage bins, crates, and closures
- PET for preform

4.1.4. Financial Position

Unit: Million Baht



Compared with the year end of 2024, as at 31 December 2025, the Group had

Total assets of Baht 6,711 million, decreased by Baht 479 million, which comprised the following key items:

- Cash and cash equivalents, and short-term investment of Baht 676 million, decreased by Baht 99 million.
- Trade receivables amounted to Baht 1,389 million, a decrease of Baht 34 million, particularly from trade receivables from the decreased sales of beverage packaging products of the subsidiary in Southern Vietnam, in line with the decline in sales and trade receivables from industrial plastic products of domestic operations.
- Inventories amounted to Baht 971 million, a decrease by Baht 57 million, due to a decrease in sales products and lower purchase volumes of raw materials from beverage packaging products of the subsidiary in Southern Vietnam, in line with the decline in sales.
- Property, Plant and Equipment amounted to Baht 2,756 million, a decrease by Baht 225 million, mainly due to depreciation and disposal of asset netting with acquisitions during the period.

Total liabilities of Baht 2,364 million, decreased by Baht 357 million which comprised the key items as follows:

- Trade payables amounted to Baht 764 million, a decrease by Baht 28 million, from trade payables of overseas subsidiaries, as a result of reduced purchase volumes and stocking to monitor trends of future raw material price.
- Total loans amounted to Baht 892 million, a decrease by Baht 383 million, comprising a decrease of Baht 197 million in short-term loans and a decrease of Baht 186 million in long-term loans, from scheduled repayment netting with increased borrowing of overseas operations.

Total shareholders' equity of Baht 4,347 million, decreased by Baht 122 million, from dividend payments netted from the Group's operating profits.

4.1.5. Cash flow

For the 12-month period of the year 2025 compared with the same period of year 2024, the Group had a decrease in cash and cash equivalents of Baht 134 million, derived from the following:

Table 5: Cash flow statement

(Unit: Million Baht)	12 months	12 months	Change
	2025	2024	
Net cash flows from operating activities	764	950	(186)
Net cash flows used in investing activities	(349)	(372)	23
Net cash flows used in financing activities	(549)	(506)	(43)
Net increase (decrease) in cash and cash equivalents	(134)	72	(206)

- Cash flow from operating activities amounted to Baht 764 million, decreased from the prior year due to decline in operating performance and the reduction in working capital.
- Cash flow used in investment activities amounted to Baht 349 million, decreased from the prior year due to a reduction in fixed deposits, sales of other investments and disposal of fixed assets.
- Cash flow used in financing activities amounted to Baht 549 million, increased from the prior year due to the decrease in repayment of short-term loans, apart from paying the annual dividend for the 2024 fiscal year and the interim dividend for the first half year 2025, while the prior year included payments for treasury share repurchases.

4.1.6. Financial Covenants on Loan Agreements

Currently, there is no collateral for the Company's loan agreements with financial institutions which may have impacts on normal operations or expansion of the Company's businesses. Only financial covenants, based on the Company's financial statements, need to be achieved and/or maintained during the valid term of such loan agreements, consisting of 2 ratios as follows:

1. Debt to Equity (D:E Ratio) : not exceeding 2.0 times

Definition and calculation of the D:E Ratio

D:E Ratio = Total Debts ÷ Total Shareholders' equity (as per the Statement of Financial Position)

2. Debt Service Coverage Ratio (DSCR) : not less than 1.1 times

Definition and calculation of the DSCR

DSCR = EBITDA ÷ (Interests payable + Current Portion of Long-term Loans within 1 year).

EBITDA means profits before interest payable, corporate income taxes (as per the Statement of Comprehensive Income) + depreciation or amortization expenses (as per the Statement of Cash Flows).

Interests Payable means cost of financing (as per the Statement of Comprehensive Income).

Current Portion of Long-term Loans means the portion of long terms loans that are due for repayment during the respective current year (as per the Statement of Financial Position).

The calculation of such financial ratios based on information in the separate financial statements as required by the loan agreements is as follows:

Financial ratios (times)	Required	As at end of 2025	As at end of 2024
D/E (X)	Not exceeding 2.0 times	0.30	0.34
DSCR (X)	Not less than 1.1 times	5.14	3.31

In 2025, the Company passed the required financial covenants of both ratios. The debt to equity ratio decreased compared to the previous year due to a reduction in total liabilities following the repayment of borrowings using the Company's excess liquidity. Meanwhile, net shareholders' equity declined slightly in line with operating results, dividend payments, and a reduction in issued and paid-up capital from the cancellation of treasury shares repurchased during the year.

The debt service coverage ratio improved from the previous year due to a reduction in interest expenses, as the Company had lower scheduled repayments of loans and long-term borrowings. The ratio improved despite a decline in the Company's profit compared to the prior year.

In addition, the Company was able to withdraw short-term credit facilities and procure long-term credit facilities in accordance with working capital management plan and investment plan in close monitoring of domestic interest rate conditions. Therefore, the Company's debt structure, financial cost and scheduled repayment are appropriate in line with the Company's cash flow and debt service capabilities.

Additionally, in accordance with the business operation plans for 2025, as approved by the Board of Directors together with careful consideration for investment and acquisition any new loans, as well as with the decrease in overall loan principal repayments and interests payments, the Company is confident that it will achieve improved financial ratios and be able to manage to meet all the determined financial covenants.

4.1.7 Significant Events during 2025 and Events after the Reporting Period

During 2025, several significant events have occurred and have already been publically disclosed once that specified matter was approved by a resolution of the Board of Directors. Furthermore, in accordance with the Stock Exchange of Thailand's disclosure requirements, these important events were disclosed via the SET's system, the Company's website as well as in the Notes to the Financial Statements, which can be summarized as follows:

1. Share Repurchase Program for Financial Management

On May 9, 2024, the Board of Directors, at its Meeting No. 3/2024, approved a share repurchase program for financial management with a maximum budget of Baht 340 million. The number of shares to be repurchased shall not exceed 270,000,000 shares, representing 9.96% of the total issued and paid-up common shares. The repurchase will be conducted through the Stock Exchange of Thailand during the period from May 20 to November 19, 2024. During this period, the Company successfully repurchased a total of 73,147,900 shares, accounting for 2.70% of the total issued and paid-up common shares, with a total repurchase value of Baht 106,624,432.

Additionally, after the completion of the share repurchase program and upon the expiration of the three month holding period from November 19, 2024, the Board of Directors, at its Meeting No. 1/2025 on February 24, 2025, approved a program to resell up to 73,147,900 repurchased shares. The resale will take place from March 3 to May 30, 2025, through an automatic matching process via the trading system of the Stock Exchange of Thailand.

After the expiration of the repurchase period as specified above, the Company is unable to sell all of the repurchased shares. Accordingly, in order to comply with the Ministerial Regulation on the Rules and Procedures for Share Repurchase, Disposal of Repurchased Shares, and Cancellation of Repurchased Shares of a Company in 2001, the Company registered a reduction of its paid-up capital with the Ministry of Commerce on June 6, 2025 from Baht 2,709,904,800 to Baht 2,636,756,900 through the cancellation of 73,147,900 treasury shares with a par value of Baht 1 per share, totaling Baht 73,147,900, thereby completing the share repurchase program.

2. Reduction of Capital of a Subsidiary

On April 29, 2025, the Annual General Meeting of Shareholders of the subsidiary, T Thaiplas Company Limited ("TTP"), in which the Company holds 100% of the shares, resolved to reduce the registered capital of the subsidiary from Baht 5 million to Baht 2 million. The capital reduction was carried out by decreasing 300,000 ordinary shares with a par value of THB 10 per share, totaling Baht 3 million, and returning the capital to shareholders in proportion to their shareholding. After the capital reduction, the Company's shareholding proportion in TTP remained unchanged. TTP completed the registration of the capital reduction with the Ministry of Commerce on June 23, 2025.

3. Allocation of Profit for Dividend Payment

The Company has allocated profit for the payment of dividends to shareholders for the year 2024 at the rate of 0.06 per share Baht, totaling Baht 162,594,288, which represents 100.49% of the net profit based on the separate financial statements for the year 2024, as approved by the 44th Annual General Meeting of Shareholders (for the year 2025). After deducting the interim dividend for the performance during the January-June 2024 period, paid at the rate of 0.02 Baht per share on September 6, 2024, the remaining dividend for the performance during the July-December 2024 period was paid to shareholders is 0.04 Baht per share, totaling not exceeding Baht 108,396,192, with the payment date

set for May 16, 2025. This dividend calculation is based on the total issued shares excluding 73,147,900 treasury shares, which are not entitled to receive dividends and remain within the resale period of treasury shares from March 3 to May 30, 2025, in accordance with the resolution of the Board of Directors' Meeting No. 1/2025 held on February 24, 2025.

In addition, the Company paid an interim dividend to shareholders for the performance during the January-June 2025 period on September 10, 2025, at the rate of 0.02 Baht per share, totaling Baht 52,735,138, as approved by the 4th meeting of the Board of Directors on August 11, 2025. As a result, in 2025, the Company has paid a total dividend to shareholders totaling not exceeding Baht 161,131,330.

In addition, the 4 subsidiaries, namely: Srithai Superware Korat Company Limited ("SSK"); Srithai (Vietnam) Company Limited ("SVN"); Srithai Moulds Company Limited ("SMO") and Srithai Miyagawa Company Limited ("SMW") announced their respective dividend payments from net profit for 2024 and also an interim dividend payment for 2025, as summarized below:

Company Name	Total Dividend (Million Baht)	Percentage of shareholding	Dividend income attributable to the Company (Million Baht)
SSK	160.5	100.0	160.5
SVN	49.4	100.0	49.4
SMO	7.0	71.0	5.0
SMW	20.0	51.0	10.2
Total	236.9		225.1

4. Event After the Reporting Period

- **Approval for the Appropriation of the Company's Profit for Dividend Payment in 2025**

On February 26, 2026, the Company's Board of Directors considered and approved to hold to the Annual General Shareholders Meeting No. 45 (in 2026) for consideration and approval of a dividend payment from the retained earnings to shareholders at the rate of 0.06 Baht per share, totaling Baht 158,205,414 which represents 120.80% of the net profit based on the separate financial statements for the year 2025 (performance for the period from January to December 2025). After deducting the interim dividend for the performance during the January-June 2025 period, paid at the rate of 0.02 Baht per share, the remaining dividend for the performance during the July-December 2025 period to be paid to shareholders will be 0.04 Baht per share, totaling up to Baht 105,470,276.

Such Board resolutions will be proposed and submitted for consideration and approval at the Company's Annual General Meeting of Shareholders No. 45 (for the year 2026).

- **Approval of the Reduction of the Legal Reserve**

On February 26, 2026, the Board of Directors resolved to propose to the Company's Annual General Meeting of Shareholders No. 45 (for the year 2026) to consider and approve the reduction of the Company's legal reserve by Baht 7,314,790, from Baht 270,990,480 to Baht 263,675,690. The purpose of the reduction is to ensure that the Company's legal reserve remains at 10% of the current registered capital, in compliance with the requirements prescribed by law.

In this regard, the reduced amount of Baht 7,314,790 from the legal reserve will be transferred back and presented under “Unappropriated Retained Earnings.”

4.2 BUSINESS OUTLOOK FOR 2026

In 2026, the Company will continue to operate amid numerous challenges. These include the slowdown of the global economy, declining consumption and purchasing power due to rising household debt and higher living costs, as well as uncertainties surrounding reciprocal tariff measures. In addition, price competition from imported products particularly from China resulting from an oversupply situation has intensified. Furthermore, ongoing wars and geopolitical tensions, including those between Russia and Ukraine, Thailand and Cambodia, and most recently the United States and Israel with Iran, have both direct and indirect impacts on the global economic system, international trade, and energy markets. Such circumstances may also lead to increases in energy and raw material prices due to potential oil shortages (Short Supply). These factors require the Company to conduct its business operations with prudence and careful management. Accordingly, the Company will focus on strengthening cooperation with reliable partners and business counterparts in order to build confidence in business operations, manufacturing processes, and the continuous delivery of products throughout the supply chain, while also maintaining stable profitability.

With regard to the industrial plastic products group, the Company plans to invest and expand its market presence, particularly in food packaging, which aligns with the growth of the food and beverage industry. This will be supported by ongoing product development to better meet the needs of new customers. For the household products group, the Company will focus on developing new products with a wider variety of patterns and designs in order to differentiate its offerings and add greater value to its products. In addition, online marketing through various Social Media platforms will help strengthen the Company’s brand and expand its customer base.

The Group emphasizes on effectiveness of operation and cost management to compete on prices, cost control, and utilization adequately to support growth with stable financial position and readiness for new investment and business opportunities, in addition to having a large and stable production base through subsidiaries in Vietnam. Additionally, the Company has prepared for future changes by prioritizing renewable energy investments, specifically through additionally installing Solar Rooftop systems on factory premises and obtaining Corporate Carbon Footprint certification. Furthermore, continuous learning and integrating AI are encouraged to enhance or improve work efficiency. The Group believes that it can maintain an important alliance with trade partners to expand and enlarge business, enhancing our competitiveness in the global market and ensuring the sustainable growth in the field of industrial products and household products in the future.

4.3 Information from Financial Statements and Key Financial Ratios

4.3.1. Summary of the Auditor’s Report

The Company has appointed EY Office Limited, “EY”, as its auditor. The auditor has audited Consolidated and Separate Financial Statements for the year ended December 31, 2025 and issued an auditor’s report expressing unqualified opinion as the attachment.

4.3.2 Consolidated Financial Statements

Consolidated Statements of Financial Position

For the years ended December 31

Unit : Million Baht

	2025	2024	2023
Assets			
Current assets			
Cash and cash equivalents	640	736	755
Financial assets – fixed deposit	1	39	15
Financial assets - investments in mutual funds	35	-	-
Trade receivables	1,389	1,423	1,516
Other receivables	116	80	96
Inventories	971	1,028	1,040
Other current assets	44	92	90
Total current assets	3,196	3,398	3,512
Non-current assets			
Restricted bank deposits	9	15	15
Other non-current financial assets	165	148	128
Investments in associates	190	184	184
Investment properties	98	96	98
Property, plant and equipment	2,756	2,981	3,201
Intangible assets and goodwill	29	24	26
Deferred tax assets	83	134	185
Right-of-use assets	156	170	189
Other non-current assets	29	40	24
Total non-current assets	3,515	3,792	4,050
Total assets	6,711	7,190	7,562

Unit : Million Baht

	2025	2024	2023
Liabilities and equity			
Current liabilities			
Short-term loans	564	761	705
Trade payables	764	793	845
Other payables	270	231	241
Current portion of long-term loans	93	157	217
Current portion of lease liabilities	16	18	19
Other current liabilities	56	45	51
Total current liabilities	1,763	2,005	2,078
Non-current liabilities			
Long-term loans, net of current portion	235	358	577
Lease liabilities, net of current portion	36	34	46
Provision for employee benefits	319	313	321
Other non-current liabilities	11	11	11
Total non-current liabilities	601	716	955
Total liabilities	2,364	2,721	3,033
Equity			
Share capital	2,637	2,710	2,710
Premium on treasury shares	-	20	20
Retained earnings	2,054	2,028	1,905
Treasury shares	-	(107)	-
Other components of shareholders' equity	(580)	(424)	(356)
Equity attributable to equity holders of the Company	4,111	4,227	4,279
Non-controlling interests	236	242	250
Total shareholders' equity	4,347	4,469	4,529
Total liabilities and shareholders' equity	6,711	7,190	7,562

Consolidated Statements of Comprehensive Income**For the years ended December 31**

Unit : Million Baht

	2025	2024	2023
Revenue	7,328	8,077	8,550
Cost of sales	(6,279)	(6,906)	(7,344)
Gross profit	1,049	1,171	1,206
Dividend income	13	16	13
Other income	77	69	130
Profit (loss) on exchange rate	(5)	(0)	3
Selling and administrative expenses	(809)	(839)	(868)
Profit (loss) from operating activities	325	417	484
Share of profit from investments in associates and joint venture	24	11	22
Finance income	11	10	7
Finance cost	(40)	(50)	(82)
Profit before income tax	320	388	431
Income tax income (expenses)	(103)	(107)	(55)
Profit for the year	217	281	376
Other comprehensive income :			
Other comprehensive income to be reclassified			
to profit or loss in subsequent periods:			
Exchange differences on translation of financial statements in foreign currency	(180)	(85)	(60)
Other comprehensive income to be reclassified to profit or loss in subsequent periods	(180)	(85)	(60)
Other comprehensive income to be reclassified to profit or loss			
in subsequent periods			
Gain (loss) on investments in equity designated at fair value through other comprehensive income	30	20	(12)
Remeasurement gain (loss) on defined benefit plans	(17)	-	13
Share of other comprehensive income from investments in associates	-	2	-
Less: Income tax effect	(2)	(4)	0

Consolidated Statements of Comprehensive Income (Cont'd)**For the years ended December 31**

Unit : Million Baht

	2025	2024	2023
Other comprehensive income not to be reclassified to profit or loss in subsequent periods-net of income tax	11	18	1
Other comprehensive income for the year	(169)	(67)	(59)
Total comprehensive income for the year	48	214	317
Profit attributable to :			
Equity holders of the Company	213	285	372
Non-controlling interests	4	(4)	4
	217	281	376
Total comprehensive income attributable to :			
Equity holders of the Company	43	217	310
Non-controlling interests	5	(3)	7
	48	214	317
Earnings per share			
Basic earnings per share (Baht)			
Profit attributable to equity holders of the Company	0.08	0.11	0.14

Consolidated Statements of Cash Flows

For the years ended December 31

Unit : Million Baht

	2025	2024	2023
Cash flows from operating activities			
Profit before income tax	320	388	431
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities :			
Depreciation & amortization	569	593	623
Assets written off	5	2	1
Loss on impairment of fixed assets	3	11	17
(Gain) Loss on disposal of fixed assets, investment property, intangible assets and right-of-use assets	1	(12)	(69)
Provision for employee benefits	25	28	16
Provision for long-term employee benefits			
Actuarial loss-other long-term employee benefits	8	-	3
(Gain) Loss on exchanges rate	0	0	4
Share of profit of investments in associates	(24)	(11)	(22)
Finance income and dividend income	(24)	(25)	(20)
Finance costs	40	50	82
Others	(5)	19	12
Profit from operating activities before changes in operating assets and liabilities	918	1,043	1,078
Operating assets (increase) decrease			
Trade receivables and other receivables	(101)	155	(20)
Inventories	8	(18)	155
Others	19	(0)	20
Operating liabilities increase (decrease)			(13)
Trade payable and other payables	10	(65)	(140)
Employee benefits paid	(44)	(35)	(19)
Others	1	0	7
Cash flows from operating activities	811	1,080	1,081
Interest paid	(37)	(47)	(79)
Income tax paid	(65)	(85)	(68)
Income tax refunds	55	2	17
Net cash flows from operating activities	764	950	951

Consolidated Statements of Cash Flows (Cont'd)**For the years ended December 31**

Unit : Million Baht

	2025	2024	2023
Cash flows from investing activities			
(Increase) decrease in financial assets - fixed deposits	39	(24)	(15)
Increase in financial assets - investments in mutual funds	(140)	-	-
(Increase) decrease in restricted bank deposits	5	-	(0)
Proceeds from disposals of investments in mutual funds	105	-	-
Purchase of assets and right-of-use assets	(438)	(397)	(334)
Proceeds from disposals of assets	36	15	113
Interest receipts and dividend receipts from long-term investments	44	34	38
Net cash payments used in investing activities	(349)	(372)	(198)
Cash flows from financing activities			
Increase (decrease) in short-term loans	(197)	56	(324)
Receipt from long-term loans	47	51	271
Repayment of long-term loans	(210)	(316)	(389)
Repayment of lease liabilities	(24)	(24)	(24)
Payment for treasury shares	-	(107)	-
Dividend payment	(165)	(166)	(167)
Net cash flows used in financing activities	(549)	(506)	(633)
Increase (decrease) in effect from exchange rate	38	(91)	18
Net increase (decrease) in cash and cash equivalents	(96)	(19)	138
Cash and cash equivalents, opening balance	736	755	617
Cash and cash equivalents, closing balance	640	736	755

4.3.3 Significant Financial Ratios from the Consolidated Financial Statements

Ratio	Unit	2025	2024	2023
Liquidity Ratio				
Current Ratio	Times	1.81	1.70	1.69
Quick Ratio	Times	1.24	1.14	1.15
Operating Cash Flow Ratio	Times	0.41	0.47	0.40
Account Receivable Turnover	Times	5.09	5.37	5.22
Average Collection Period	Days	71.76	67.97	69.92
Finished Goods Turnover	Times	13.99	14.48	14.23
Inventory Period	Days	26.09	25.20	25.64
Inventory Turnover	Times	6.28	6.68	6.48
Inventory Days	Days	58.11	54.66	56.32
Account Payable Turnover	Times	8.07	8.43	7.75
Average Payment Period	Days	45.25	43.28	47.09
Cash Cycle Days ⁽¹⁾	Days	84.62	79.36	79.16
Profitability Ratio				
Gross Margin	%	14.31	14.50	14.10
Operating Margin	%	3.27	4.11	3.95
Non-operating Margin ⁽²⁾	%	1.30	1.16	1.75
Operating Cash Flows Margin	%	318.62	286.04	281.25
Net Profit Margin ⁽³⁾	%	2.92	3.44	4.32
Return on Equity	%	4.91	6.25	8.44
Efficiency Ratio				
Return on Total Assets	%	3.12	3.81	4.79
Return on Net Fixed Assets ⁽⁴⁾	%	25.69	26.56	27.86
Total Assets Turnover	Times	1.07	1.11	1.11
Financial Policy Ratio				
Debt to Equity Ratio	Times	0.54	0.61	0.67
Interest Coverage Ratio	Times	23.13	20.73	13.82
Net Interest Bearing Debt to EBITDA	Times	1.02	1.29	1.38
Operating Cash Flows Coverage (cash basis)	Times	1.38	1.10	1.21
Dividend Payout Ratio ⁽⁵⁾	%	100.49	89.78	78.72

⁽¹⁾ Cash Cycle Days = Average Collection Period + Average Inventory Days - Average Payment Period

⁽²⁾ Total Revenues = Sales + Dividend Income + Other Income + Finance income + Profit (loss) on exchange rate

⁽³⁾ Net Profit = Net Profit for the Year including Profit Attributable to Equity holders of Company and that of Non-controlling Interests

⁽⁴⁾ Fixed Assets = Property, Plant and Equipment + Right-of-use assets

⁽⁵⁾ The Company's policy of paying dividend from the net profit of the Company's separate financial statement. The dividend payout ratio in the table is calculated by comparing the dividend payment in the current fiscal year with the net profit of the previous fiscal year from the Company's separate financial statement, which is used as a basis for dividend declaration.

Analysis of Financial Ratios from the Consolidated Financial Statements Liquidity

Liquidity Ratio

As at December 31, 2025, the Group's liquidity ratio increased from 1.70 times in 2024 to 1.81 times in 2025 and a Quick Ratio that increased from 1.14 times in 2024 to 1.24 times in 2025. The improvements were primarily attributable to a reduction in current liabilities at a higher proportion than the decrease in current assets. The reduction in current liabilities mainly resulted from a decrease in loan obligations due to scheduled and early repayments using the Company's cash flows. Meanwhile, trade receivables, trade payables, and inventories decreased in line with the decline in sales, lower raw material purchase orders, and reduced production volumes. In 2025, the Group maintained its profitability and delivered solid performance despite a decline in sales compared to the previous year, benefiting from the effectiveness of strict and closely monitored working capital management. As a result, the Group had sufficient liquidity to support expenditures, investments, and loan repayments.

In 2025, although the Group's cash flows from operating activities decreased compared with the previous year, in line with operating performance and changes in operating assets, the average current liabilities also continued to decline, mainly due to decreases in trade payables and loan obligations. As a result, the cash flow liquidity ratio slightly decreased from 0.47 times in 2024 to 0.41 times in 2025.

In addition, the Group's cash cycle for 2025 remained close to that of 2024, increasing from 79.36 days in 2024 to 84.62 days in 2025, derived from :-

1. Average Collection Period increased from 67.97 days in 2024 to 71.76 days in 2025, from decrease in sales of products with short term credits, strict control of credit and close monitoring of collection.
2. Average Inventory Days increased from 54.66 days in 2024 to 58.11 days in 2025 as a result of reduced sales and production volumes. Additionally, the Group minimized raw material storage to necessary levels and actively sought to reduce finished goods inventory.
3. Payment Period for trade payable has been increased from 43.28 days in 2024 to 45.25 days in 2025, as a result of orders based on production volume, price negotiations and payment terms.

Taking into consideration of the above ratios, it is concluded that the performance of the Group in 2025 remained strong, even though sales missed the targets and decreased from the previous year due to the continued slowdown of the economy, decreases in raw material prices and the appreciation of the Thai Baht. However, with operational effectiveness and emphasis on control of production costs and expenses, efficient working capital management and liquidity management to ensure financial stability with creditors and suppliers, as a result, the Group's Liquidity ratio has remained at a consistently strong level compared to 2023 and 2024. In summary, the liquidity and cash cycle of the Group remained at an appropriate level, whereas operating cash flows were adequate. In addition, credit facilities from various financial institutions were sufficient to support ongoing business operations of the Group on a continuing basis.

Profitability Ratio

In 2025, the Group's net profit decreased due to lower sales, underutilization of production capacity and increased labour costs, despite increasing the proportion of higher-margin products and making efforts to manage and control production costs, as well as selling and administrative expenses as explained in Section 4.1 Analysis of Operating Results and Financial Position.

The Group's Gross Profit Margin decreased from 14.50% in 2024 to 14.31% in 2025. Meanwhile, the net profit margin decreased from 3.44% in 2024 to 2.92% in 2025 and return on equity also decrease from 6.25% in 2024 to 4.91% in 2025, respectively.

Efficiency Ratio

In 2025, the Group's Return on Net Fixed Assets Ratio decreased from 26.56% in 2024 to 25.69% in 2025 from decreased profit, while the average Total Operating Assets decreased due to depreciation and amortization for the year higher than new operating assets acquired during the year despite appropriate investment to support planned capital expenditure to increase production capacity and expansion of the Group.

Financial Policy

The Group's Debt to Equity Ratio decreased from 0.61 in 2024 to 0.54 in 2025, as a result of the decrease in debt obligations while Total Shareholders' Equity slightly decreased in line with the operating results, dividend payments, and the reduction of issued and paid-up share capital resulting from the cancellation of treasury shares during the year.

In 2025, although the Group's profit from operations and earnings before interest, taxes, depreciation, and amortization (EBITDA) decreased, the Group had benefits from a significant reduction in financing costs due to a decrease in loan obligations and a decline in interest rates, which have been easing and continuously decreasing. As a result, the Group's interest coverage ratio increased from 20.73 times in 2024 to 23.13 times in 2025. In addition, the Group's Interest Coverage Ratio increased from 1.10 in 2024 to 1.38 in 2025 and the Group's net interest bearing debt to EBITDA continued to decreased from 1.29 in 2024 to 1.02 in 2025.

The dividend payout ratio at 100.49% in 2025 reflected of the dividend payment as the resolution of the Annual General Meeting of Shareholders, the Company paid the dividend from unappropriated retained earnings at 0.06 per share (including interim dividends). This dividend was higher than the Company's policy on dividend payout ratio specified at not less than 50% of the annual net profit of the separate financial statements.

It is noted that the formula used in calculation of Operating Cash Flows Coverage Ratio (cash basis) is guided by the Office of the Securities and Exchange Commission (SEC), which is different from the one used in calculation of the ratio as a financial covenant with its financial institution creditors. Hence, the results from the two methods cannot be compared. The Company has disclosed details of all financial covenants as per loan agreements, under section 4.1.6 Financial Covenants on Loan Agreements.

5. GENERAL & OTHER INFORMATION

5.1 General Information

Share Registrar :	Thailand Securities Depository Company Limited 93 The Stock Exchange of Thailand Building, Ratchadaphisek Road, Khwaeng Din Daeng, Khet Din Daeng, Bangkok 10400 Tel. : 66 2009 9999
Auditor :	Ms. Isaraporn Wisutthiyan Certified Public Accountant (Thailand) No. 7480 EY Office Limited 1875 One Bangkok Tower 3, Level 34 - 37, Rama 4 Road, Lumphini, Pathumwan, Bangkok 10330 Tel. : 66 2264 9090
Legal Advisor :	1. Nitiprecha International Company Limited 125 Soi Phum Urai, Sutthisan Winitchai Road, Sam Saen Nok, Huai Khwang, Bangkok 10310 Tel. : 66 2651 5051 Email address : nitipreecha02@hotmail.com 2. Wanitwatthanaramluek Law Office Ltd., Part. 72/6 Moo 5, Tombon Bang Talat , Amphoe Pak Kret, Nonthaburi 11120 Tel. : 66 9 5252 1743 Email address : wanitlaw11@gmail.com

5.2 Other Important Information

In 2025 and subsequent to the financial statements date for the period ended December 31, 2025, the Company did not have any information and/or events that might significantly affect the decision making of investors, other than those which have been disclosed by the Company to investors in a fair manner through information dissemination system of the Stock Exchange of Thailand as well as on the Company's website and notes to its financial statements.

5.3 Legal Dispute

The Company and its subsidiaries have no lawsuit or legal dispute fallen under the following criteria :

1. Any lawsuit which may negatively affect on the assets of the Company or its subsidiaries for an amount more than 5% of the shareholders' equity as of December 31, 2025;
2. Any lawsuit that may significantly affect on the Company's business operation but its impact could not be estimated;
3. Any lawsuit not derived by normal business operation of the Company or subsidiaries.

Part 2**CORPORATE GOVERNANCE****6. Corporate Governance Policy**

The Company operates its businesses in a fair manner by upholding the long-practiced culture under an ethical framework, which has been developed to suit the ongoing economic and social changes, and being responsible towards every stakeholder group. As a result, in 2025, it was the 10th consecutive year that the Company was rated as being “Excellent” by the Thai Institute of Directors Association (IOD) in its annual survey of corporate governance practices of Thai listed companies.

The Company’s Board of Directors emphasizes compliance with the principles of good corporate governance and recognizes its role as a leader in creating value added to the overall business; whereby the Board has assigned the Good Corporate Governance and Sustainable Development Committee to be responsible for this respect of the operations and to report the outcome of the associated activities to the Board every quarter, with relevant information as follows:

6.1 Overview of Corporate Governance Policies and Practices

The Company’s Board of Directors has established the Good Corporate Governance Policy, as part of the Company’s overall policies, which came into effect in 2004. The Good Corporate Governance Policy Guidelines have been developed regularly revised to be current and appropriate to the latest situation.

In 2012, the Board of Directors appointed a Good Corporate Governance Committee (After being renamed to "Corporate Governance and Sustainable Development Committee" following the additional role assigned by the Board of Directors at the beginning of 2024, the Company will refer to it by its new name henceforth) to be responsible for monitoring, assessing and improving the Company’s Good Corporate Governance Policy, so that it remains appropriate and consistent with the changing economic and social environments, the relevant and applicable laws as well as the Corporate Governance Policy of Thai Listed Companies as specified by the Stock Exchange of Thailand. The Good Corporate Governance and Sustainable Development Committee then appointed various working groups from members of the Company’s Management to support its tasks.

The Board of Directors has established the Good Corporate Governance Policy and disseminated the contents of the policy via various channels of communications to all parties – internally and externally to ensure that all parties are informed as well as fully aware of this Good Corporate Governance Policy. In addition, various training sessions together with associated internal activities to understand the Good Corporate Governance Policy have been held regularly and on a continuing basis for members of executives and staff at all levels of the organization.

The Good Governance Policy (5th revision – 2022) approved by the Board of Directors is aligned with the current business context of the Company and correspond with the Corporate Governance Code for listed companies issued by the Office of the Securities and Exchange Commission, which contains the 5 Sections of the previous CG Code issued and also incorporates new significant details corresponding to the 8 key operating guidelines and procedures of the CG Code, as summarized below:

Good Corporate Governance Policy - 5th revision (2022)**Section 1 – Shareholders’ Rights**

The Board respects the rights of all shareholders, as well as has in place policies and practice guidelines to protect the shareholders’ rights, in order to facilitate shareholders in exercising their various entitled rights in a complete, accurate, transparent and appropriate timely manner, as follows:

1. Shareholders’ rights
2. Shareholders meetings
3. Meeting procedures
4. Preparation of minutes of the shareholders meeting and disclosures of approved resolutions

Section 2 – Equitable Treatment of Shareholders

The Board is aware of its duty to oversee the interests of all shareholders with fairness and equality, regardless of whether they are majority or minority shareholders or foreign shareholders.

The Board oversees and encourages shareholders to exercise their rights and to protect their own interests through expressing opinions, making recommendations, and casting their votes at the shareholders meetings, in order to make decisions regarding any significant changes as well as elect/appoint new board directors.

The Board also ensures that the Company discloses any news and information in an accurate, complete, transparent on an appropriate timely basis; as well as facilitates and enables Shareholders to exercise their respective rights in an accountable manner that covers the following aspects:

1. Release of information prior to the shareholders meeting
2. Protection of shareholders’ rights
3. Equal rights for the Company’s Board of Directors and the executives

Section 3 – Roles of Stakeholders

The Board respects the rights of and gives equal treatment to various involved stakeholder groups, who have been or may potentially be affected by the Company’s business operations in accordance with the policy and practice guidelines for various stakeholder groups such as employees, shareholders, investors, customers, business partners, competitors, creditors, external auditors, press and media, local communities and societies surrounding the Company’s businesses and the government sector. The Board also promotes regular cooperation between the Company and such stakeholders in order to build stability and develop sustainability of the Company.

The Board monitors and oversees the management in operating the business activities of the Company while being responsible for society and the environment, in relation to the Company’s corporate policies, objectives and goals together with its business strategies and operations plans. The following topics are taken into consideration:

1. Treatment of employees
2. Business operations in compliance with the framework of ‘Fairness’
3. Practices that are fair and responsible for local communities, society and environment
4. Anti-corruption and whistle blower activities
5. Promoting and encouraging innovation and operating the business with responsibilities

Section 4 – Information Disclosures and Transparency

The Board is responsible and gives great importance to the disclosure of information in an accurate, complete, adequate and timely manner in accordance with applicable rules and regulations as well as relevant operating guidelines and appropriate circumstances. Financial information includes financial position and operating performance and non-financial information includes the Company's shareholding structure, business related information, corporate governance matters, and other business-related information. This is for the benefit of all shareholders and external parties.

The Board has determined that the Investor Relations Unit has been established to take responsibility for providing up-to-date, accurate, complete and adequate information whereby external parties can regularly access such Company related information through every channel of communications established by the Company for the purpose of appropriately communicating with its Shareholders and various Stakeholder groups such as: investors, securities analysts on an equal basis. As such, these information disclosures are made through various electronic information dissemination system and paper-based information distributed by the Company in compliance with the requirements of the regulatory authorities with topics covering:

1. Information about the Company, its board directors and its shareholders
2. Corporate Governance practices of the Company
3. Operating performance
4. Timing and appropriateness in disclosing information

Section 5 – Responsibilities of the Board of Directors

The Board of Directors has formulated the corporate policies and practice guidelines covering the following topics:

1. Structure of the Board of Directors
2. Responsibilities of the Board of Directors
3. Practice guidelines for the Board of Directors
4. Duties and responsibilities of the Board of Directors
5. Recruitment and nomination of the Board of Directors members and executives
6. Board of Directors meetings
7. Holding directorship positions (in other companies) by each board director
8. Chairman of the Board of Directors
9. The President
10. Term of office for the Board of Directors and members of Board Committees/Sub-Committees
11. Holding directorship positions (in other companies) by the President and executives
12. The position of the Chairman of the Board of Directors and the President being held by the same person
13. Remuneration for board directors
14. The Company Secretary
15. Board Committees/Sub-Committees
16. Development of board directors and executives
17. Performance assessment of the Board of Directors
18. Support of Good Corporate Governance practices with following policies:
 - 18.1 Policy for the Investment in Subsidiaries and Associates

- 18.2 Good Corporate Governance Policy and Business Ethics
- 18.3 Anti-corruption Policy
- 18.4 Conflict of Interest Policy
- 18.5 Connected Transaction Policy
- 18.6 Prevention of Misuse of Inside Information Policy
- 18.7 Privacy Policy
- 18.8 Policy of Supervision of Subsidiaries and Associates
- 18.9 Corporate Social Responsibility Policy
- 18.10 Internal Control and Internal Audit Policy
- 19. Reports from the Company's Board of Directors

The Company has published a full version of the Good Corporate Governance Policy 5th revision - 2022 and other policies, including policies and practices with regard to Anti-Corruption on the Company's website at www.srithaisuperware.com under the topic "Good Corporate Governance and Sustainability"

6.2 Business Ethics

At the Board of Directors' Meeting No. 4/2025 held on August 11, 2025, the Board of Directors has reviewed the Business Ethics, proposed by the Good Corporate Governance and Sustainable Development Committee, to ensure its relevance and alignment with the Company's current business environment, as well as evolving economic, social and governance standards. The Board of Directors approved the 3rd revised version of the Business Ethics (B.E. 2568), which directors, executives, and employees are required to strictly adhere to. This revised version has also been updated to enhance transparency in business operations and strengthen confidence among all stakeholders, thereby contributing to the growth of Company's value as follows:

Business Ethics 3rd revised version (2025)

Section 1 Responsibilities for Stakeholders

It covers the following issues:

1. Responsibilities for Shareholders

The Company respects the ownership rights of all shareholders whether executive, non-executive or foreign shareholders including major and minor shareholders, whose rights and benefits must be protected fairly and equitably. The Company has a policy to disclose important information in various issues fully, accurately, and transparently, including the rights which all shareholders are entitled to obtain or any issues affecting the Company. Additionally, the Company must facilitate the shareholders to exercise their rights and perform their duties to the best of their abilities for the prevention of any damages to them, while creating their satisfaction and confidence in investing in the Company towards maximum benefits to both shareholders and the organization, with the policy and practices as follows:

- Policy and Practice Guidelines on Treatment of Shareholders

2. Responsibilities for the Government Sector

The Company places great importance on transparency and integrity in dealing with the government sector, while avoiding any actions which may result in improper actions or contradiction to good corporate governance, with the policy and practices as follows:

- Policy and Practice Guidelines on responsibilities for the Government Sector
- Policies and Practice Guidelines on facilitation payment
- Policies and Practice Guidelines on revolving door

3. Responsibilities for Employees

3.1 Practices for Employees

The Company is committed to managing human resources in accordance with its policies and business goals, including the Company's strategy and personnel development to have knowledge, abilities, and good attitudes with fair compensation and welfare under standard workplace having good health & safety, environmental management, including no discrimination against employees or violation of human rights and freedom of any persons or groups both directly and indirectly. The Company also has a process for employees to have channels to express their views or complaints or notify about issues adversely affecting the organization, other employees or themselves, while defining a way to manage such complaints and protect those staff. This is to promote good working atmosphere as well as enhancing safety and efficiency at work towards a stability of life. These are reflected in the policies and practices as follows:

- Policy and Practice Guidelines on Safety, Health and Environment in the Workplace
- Policy and Practice Guidelines on Remuneration and Welfare of Staff
- Policy and Practice Guidelines on Development of Employee Knowledge and Capabilities
- Policy and Practice Guidelines Relating to Complaints

3.2 Practices for Employees' Conduct and Treatment of Colleagues

The Company recognizes and focuses on the importance of individual rights of all employees, including an atmosphere of the harmonization and unity among employees. Thus, each employee regardless of rank or position must comply with the rules and regulations of the organization, while showing mutual respect at work without immoral actions which may affect the Company's reputation and image. This can enhance the Company's human resources management with transparency and fairness to effectively achieve its business goals, with the policies and practices as follows:

- Policy and Practice Guidelines on Employees' Conduct and Treatment of Colleagues
- Policies and Practice Guidelines on the Prevention of Sexual Harassment in the Workplace

4. Responsibilities for Trade Partners

The Company operates its business for maximum benefits to the organization with fairness, transparency, and accountability by strengthening its good relationship with trade partners based on mutual respect and trust among one another under good practice guidelines and conditions which are set forth together and strictly fair to suppliers, apart from retaining business ethics to achieve mutual benefits, with the policy and practices as follows:

- Policy and Practice Guidelines on Treatment of Trade Partners

5. Responsibilities for Customers

The Company adheres to creating customer satisfaction and confidence towards good quality products and services at appropriate prices. It is also committed to business operations with integrity and competitive quality of products and services at the forefront level, while continuously raising standards and supporting various activities to strengthen and maintain good relationships with customers, with the policy and practices as follows :

- Policy and Practice Guidelines on Treatment of Customers

6. Responsibilities for Creditors

The Company emphasizes its policy and practices with responsibilities for creditors with discipline and transparency. In case of failure to comply with the terms and conditions in its mutual agreement or contract, it must negotiate with creditors in advance for resolutions and prevention of damages, including the management of cash to give confidence to creditors on its financial position and ability to repay debts, with the policy and practices as follows:

- Policy and Practice Guidelines on Treatment of Creditors

7. Responsibilities for Competitors

The Company focuses on competition for quality and efficiency of products and services under the framework of laws on free trade competition with fairness and honesty. It also promotes transparent and beneficial cooperation with competitors for the best interest of consumers/customers, without concealing information or seeking competitors' trade secrets through dishonest or unlawful means, in order to retain a leading sustainable organization in the business, with the policy and practices as follows:

- Policy and Practice Guidelines on Treatment of Competitors

8. Responsibilities for Human Rights

The Company is committed to operating its business for sustainable growth, as well as promoting and respecting human rights throughout the organization, so that all stakeholders are treated fairly and equally according to their fundamental rights with non-discrimination, anti-harassment, and prohibition of child labor, forced labor, and human trafficking. The Company also encourages its subsidiaries and associates, trade partners, and stakeholders to comply with the same direction of policy and guidelines as follows:

- Policy and Practice Guidelines on Human Rights

9. Responsibilities for Society, Communities, and Environment

The Company recognizes that in order to grow the business sustainably, the Company does not aim at obtaining only profit or return but must take into consideration the impacts on the society, communities, environment, and stakeholders. The Company therefore has applied principles and concepts of social responsibilities in its various operations and activities with respect to social expectations and returns given to the society and communities in order to support one another for business and development in the society and the communities in the long term, with the policies and practices as follows:

- Policies and Practice Guidelines on Treatment of Society
- Policies and Practice Guidelines on Community Development
- Policy and Practice Guidelines on Business Operations under Environmental Standards

Section 2 Organizational Management

It covers the following issues:

1. Anti-Corruption

The Company rigidly operates its business according to ethical standards and laws without giving or accepting any forms of fraud and corruption such as bribes, rewards, and entertainment. Therefore, all executives and employees must perform their duties with honesty under business ethics. Additionally, the Company has channels for all stakeholders to provide information or give clues about fraud and corruption which are not in compliance with the laws, rules, and regulations to ensure that the Company is not damaged by the involvement with all forms of corruption including giving or accepting any bribes, gifts and entertainment, with the policies and practices as follows:

- Policy and Practice Guidelines on Anti-Corruption and Forbidding Bribes for the Benefit of the Company's Business
- Policy and Practice Guidelines on Gifts Giving and Entertainment

2. Prevention of Conflict of Interest

The Company operates its business with honesty, transparency, and accountability. All executives and employees are required to avoid any actions and involvement with conflicts of interest that cause the Company to lose benefits or efficiency in the performance of duties. This is to ensure the transparency and fairness in working operations towards maximum benefits for the Company and all related parties, with the policy and practices as follows:

- Policy and Practice Guidelines on Prevention of Conflict of Interest

3. The Company's Securities Trading and Disclosure of information

The Company provides all executives and employees the rights to invest in the Company's securities without using inside information for trading. They can buy, sell, transfer or accept the transfer of the Company's securities only for the period specified in its Insider Policy and Guidelines. Such inside information is an important factor in making investment decisions among investors which must be kept as a business confidentiality. In addition, the leak of information must be protected from being used for the benefit of a person or groups. Moreover, the Company focuses on disclosure of necessary information in a complete, accurate, and timely manner for fairness and equality to all stakeholders, with the policies and practices as follows:

- Policy and Practice Guidelines on the Press and Media
- Policy and Practice Guidelines on the Use of Inside Information
- Policy and Practices Guidelines on Privacy
- Policy and Practices Guidelines on the Security of Information Technology

4. Maintenance and Use of the Company's Assets and Resources

The Company requires all executives and employees to properly monitor, use, and maintain the Company's assets and other valuable resources according to the laws, while avoiding the infringement of intellectual property in all forms. The Company also promotes public relations, disclosure of useful information or related activities, and provision of necessary tools and services to support and emphasize the awareness among employees at all levels in using assets and resources appropriately and worthy of investment to maximize benefits to the organization and the overall society, with the policies and practices as follows :

- Policy and Practice Guidelines Against the Violation of Intellectual Property

- Policy and Practice Guidelines on Employees' Responsibility for the Company's Assets
- Policy and Practice Guidelines on Efficient Resource Utilization
- Policy and Practice Guidelines on Energy Conservation

5. Whistleblowing and Complaints

The Company complies with relevant laws, rules, and regulations including the establishment of an appropriate and effective internal control system to reduce risks/opportunities for malpractice and fraud. All stakeholders can provide information on whistle blowing and complaints about fraud and corruption which are not in compliance with the laws or related regulations in order to prevent and reduce the tendency of such fraud and corruption in the Company through appropriate and fair consideration process, with the policy and practices as follows:

- Policy and Practice Guidelines on Whistle Blowing
- Policy and Practice Guidelines on the Protection of and Fairness to Informant about Corruption or Non-Compliance with Rules, Regulations and Laws

6. Internal control and Internal Audit Systems and Financial Reports

The Company maintains its effective internal control and internal audit systems at all levels of work with an evaluation to verify that the systems have proper structure and implementation in place, which support the Company to prepare accurate and timely financial reports for all stakeholders. This also ensures that such financial reports do not contain any material false information in order to give confidence to investors for their investment in the Company towards a sustainable business growth, with the policy and practices as follows:

- Policy and Practice Guideline on Internal Control System and Financial Reports

7. Investment and Supervision of Subsidiaries and Associates

Section 3 Governance of Business Ethics

It covers the following issues:

1. Compliance and Review of Business Ethics
2. Penalties for Violation and Non-Compliance with Business Ethics

The Company has published a full version of the Business Ethics 3rd revision (B.E. 2025) on the Company's website at www.srithaisuperware.com under the topic of Good Corporate Governance and Sustainability. In 2025, there were no reports or cases of violations of the Company's business ethics.

In addition, the Good Corporate Governance and Sustainable Development Committee has a policy to provide training courses to the Company's staff at all levels (both salaried and daily employees) on a continuing and regular basis. The Good Corporate Governance and Sustainable Development Sub-Committee working groups of each plant are responsible for this training on good corporate governance practices and on good business ethics for all employees working at these plants. Such activities have proven very successful and will be undertaken on a continuing basis. There are plans to monitor and follow up on the degree of understanding among the staff members through arranging additional Q&A sessions including surveys or assessment exercises to

be made via the intranet questions and answers sessions. The results of the survey are included as part of the evaluation of the performance of all employees. This is to establish a tradition for employees and corporate culture.

Furthermore, the Company communicates good corporate governance and business ethics to subsidiaries by providing training to executives and employees of subsidiaries to gain knowledge and understanding and able to follow the Company's practices.

6.3 Major changes and developments in policy, practices and corporate governance in the past year

Significant changes and developments and adoption of good corporate governance principles for listed companies

The Company's Board of Directors as represented by the Good Corporate Governance and Sustainable Development Committee, reviewed the Good Corporate Governance Principles for Listed Companies ("CG Code") of the Securities and Exchange Commission and applied by improving the Company's Good Corporate Governance Policy and Business Ethics, so as to be appropriate to the current situation and business operations of the Company. In this revised edition, it also incorporated the Company's 8 principles of CG code and approved to announce the Good Corporate Governance Policy, 5th revision (B.E. 2565) and Business Ethics, 3rd revision (B.E. 2568) as guidelines for practice of Good Corporate Governance with details in section 6.1 Overview of Corporate Governance Policy and Practices and 6.2 Business Ethics.

In addition, the charters and policies have been reviewed, revised and promulgated in 2025 in compliance with Good Corporate Governance and Sustainable Development as follows:

- Business Ethics
- Anti-Corruption Policy and Guidelines

By the review of the CG Code to be adapted for implementing within the organization, the Board of Directors has recognized the importance and value of the CG Code, as well as its practical application in conducting of the Company's business. In 2025, the Board of Directors as represented by the Good Corporate Governance and Sustainable Development Committee have reviewed and realized those aspects of the CG Code that are not adopted currently; whereby the remaining aspects are only in the minority – such as: the Chairman of the Board is an Independent Director; the Chairman of the Board and the President shall not be the same person; and the total term of office for Independent Directors shall not exceed 9 consecutive years. Furthermore, they have also assigned the good corporate Governance and sustainable development working groups to monitor and further develop good corporate governance practices including those remaining aspects of the CG Code as appropriate and propose to them for acknowledge of progress and consideration on an annual basis.

Other adopted practices in accordance with good corporate governance principles

The Company annually reviews and improves policies and guidelines in accordance with good corporate governance principles as well as standard rules of regulatory agencies, with assessment and certifications received as follows:

Good Corporate Governance

- The Company was rated as being "Excellent" for the year 2025 by the Thai Institute of Directors Association (IOD), its 10th consecutive year of being "Excellent". The Company's overall average score is 95%.

Sustainable Business Operations

- The Company was selected as one of the ESG100 companies for the year 2025 by Thaipat Institute for the fourth year

- The Company was recognized as a Sustainable Stock (SET ESG Ratings) for the year 2025 by the Stock Exchange of Thailand, and was rated as "A" in the industrial sector for the third consecutive year.

Annual General Meeting of Shareholders

- The Company offers all shareholders the right to propose any name as the Company's director or any meeting agenda, without requiring shareholding proportion as specified by law. The Company also encourages all shareholders to submit any questions, names of qualified candidates for consideration as possible new directors, or to propose any agenda, at least 3 months in advance before the end of the fiscal year. This is to allow the Board of Directors to consider whether it is appropriate to include any such proposed agenda or questions as part of the agenda of the Annual General Meeting of Shareholders ("AGM"). The recent AGM No. 44 (for the year 2025) and No. 45 (for the year 2026) can be summarized as follows :

The Annual General Meeting of Shareholders	No. 44 (for the year 2025)	No. 45 (for the year 2026)
Date of announcement regarding shareholders rights on the SET and Company's website	September 30, 2024	September 30, 2025
Period in exercise the shareholder's rights	October 1 - December 31, 2024	October 1 - December 31, 2025
Proposal by Shareholders on names for consideration as a Board Director, or other Agenda Items for consideration	There are no additional agenda items proposed, but one individual has been nominated for consideration for appointment as a director.	NONE

- The Letter of Invitation includes the proposed agenda together with any relevant significant information, opinions of the Board of Directors on each agenda, the Company's Annual Report and Proxy form in which shareholders can specify a vote of approval, disagree or abstain from voting in each agenda and Annual Report (56-1 One Report) in Thai and English versions. The invitation letter is sent at least 30 days prior to the meeting date, the Company also disseminates the information as contained in the Letter of Invitation to the Shareholders' Meeting via the websites of the Company and of the Stock Exchange of Thailand. On March 18, 2025, such information was disseminated for the recent Annual General Meeting of Shareholders No. 44 (for the year 2025), which was held on April 18, 2025. Such notification was also made on the same day via the SET's Electronic Information Dissemination System ("ELCID").
- The recent AGM was conducted strictly according to the respective agenda specified in the Letter of Invitation. No change in the sequence or addition of the proposed agendas for consideration was allowed without an advance notice having been given to all shareholders. The Chairman allocated sufficient time for shareholders to adequately express their opinions, raise any questions, and give any suggestions for each agenda. Before requesting the meeting to vote on any agenda, the Chairman and the Company Secretary clearly explained or answers any questions from shareholders. In the agenda for appointment of the Company's directors, the Company presented each candidate individually for approval by shareholders.

- The Company disclosed a summary of all the resolutions made through the SET's Electronic Information Dissemination System (ELCID) on the same day or before 09.00 AM. of the following day. Details of the official minutes of the shareholders meeting were delivered to the Stock Exchange of Thailand within 14 days after the Annual General Meeting of Shareholders, followed by posting on the Company's website in Thai and English versions.
- The Company received evaluation relating to its 'AGM Checklist' for the year 2025 from the Thai Investors' Association with a full score of 100%.

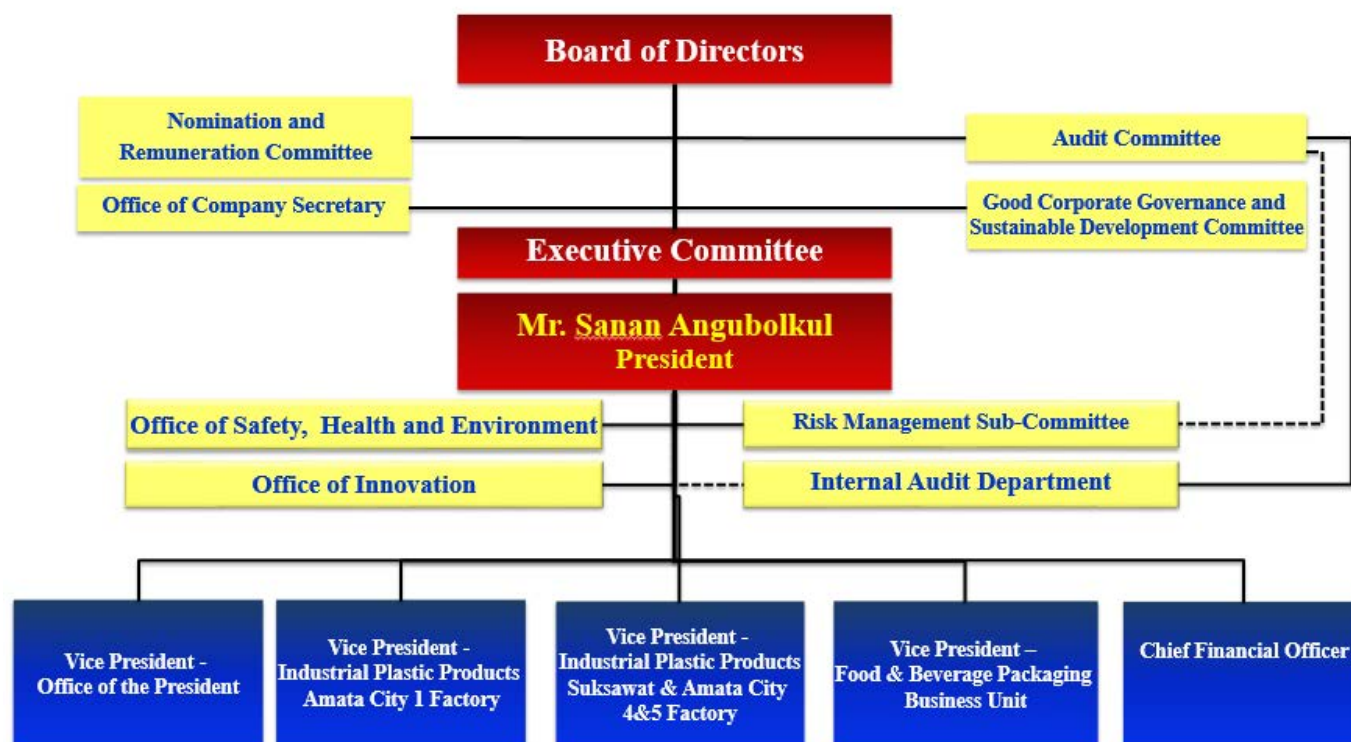
Anti-corruption

- Certification of membership of the Thailand's Private Sector Collective Action Against Corruption (CAC) for the first time in 2017 and in 2025 was approved for membership renewal for the third time for another 3 years until March 2029.

7. CORPORATE GOVERNANCE STRUCTURE AND IMPORTANT INFORMATION ABOUT THE BOARD OF DIRECTORS, SUB-COMMITTEES, EXECUTIVES, EMPLOYEES AND OTHERS

7.1 CORPORATE GOVERNANCE STRUCTURE

The Corporate Governance Structure as of December 31, 2025, is as follows



7.2 Information about the Board

7.2.1 Composition of the Board of Directors

The Articles of Association of Srithai Superware Public Company Limited state that the Company's Board of Directors is to be composed of "not less than 5 but not more than 12 directors, with not less than half of the total number of directors must reside in the Kingdom of Thailand."

The Board of Directors comprises directors with diverse knowledge, experiences and expertise that are considered necessary for the Company's operations. They will devote time in undertaking their responsibilities for the Company's overall interests. As at December 31, 2025, there are 8 directors. Amongst them, 3 directors or accounting for 37.5 percent of all directors are executives and representatives of the shareholder group, who have knowledge, expertise and capabilities in the Company's businesses; and 4 directors including one female are independent directors accounting for 50 percent of all directors, who have diverse skills and experiences with independent judgments. All directors possess the qualifications under the criteria as specified by the Securities and Exchange Commission (SEC) and the Company. In addition, a newly appointed director in 2025, who does not hold an executive position accounts for 12.5 percent of all directors. The director brings relevant knowledge and experience, as well as strong connections within the medical and healthcare industry."

The Board of Directors has appointed 3 independent directors to form the Audit Committee, with the duty of supporting the Company's Board of Directors according to the duties and responsibilities as stated in the Charter of the Audit Committee and in accordance with the Announcement of the Stock Exchange of Thailand on the Qualifications and Scope of Work of the Audit Committee (B.E. 2551).

At least half of total number of directors must be present at each meeting of the Board of Directors to constitute a quorum. The shareholders meeting are responsible for nominating and electing new board directors, with the term of a directorship of 3 years. Any board director whose term has expired can be nominated and re-elected by the shareholders' meeting.

The Company's executives are responsible for the management of the business activities of the Company on behalf of the Board of Directors.

7.2.2 Information of the Board of Directors and the Company's Controlling Persons

Members of the Board of Directors as at December 31, 2025

No.	Name	Position
1.	Mr. Sanan Angubolkul	Chairman, Nomination and Remuneration Committee Member and President
2.	Mr. Enghug Nontikarn	Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee Member
3.	Mr. Suchat Boonbanjedsri	Independent Director, Audit Committee Member and Chairman of the Good Corporate Governance and Sustainable Development Committee
4.	Mrs. Siriporn Sailasuta	Independent Director, Chairperson of the Nomination and Remuneration Committee and Good Corporate Governance and Sustainable Development Committee Member
5.	Mr. Supachoke Liamkaeo	Independent Director and Audit Committee Member
6.	Mr. Naphol Lertsumitkul	Director and Vice President – Office of the President
7.	Mr. Chaiwat Kulphattaravanich	Director, Good Corporate Governance and Sustainable Development Committee Member, Chairman of the Risk Management Sub-Committee, Company Secretary and Chief Financial Officer
8.	Mr. Pichitpol Panyapol	Director

Remark : The 1st, 6th and 7th Directors are executive directors and President is the highest position of the management.

The 2nd, 3rd, 4th and 5th are qualified independent directors based on the definition of independent directors specified by the Company and the Securities and Exchange Commission.

The 8th Director is a non-executive, non-independent director, appointed by a resolution of the 44th Annual General Meeting of Shareholders (AGM 2025) held on 18 April, 2025.

The Board of Directors



Standing from left to right : Mr. Suchat Boonbanjerd Sri, Mr. Naphol Lertsumitkul, Mr. Chaiwat Kulphattaravanich,
Mr. Pichitpol Panyapol

Sitting from left to right : Mr. Supachoke Liamkao, Mr. Sanan Angubolkul, Mrs. Siriporn Sailasuta,
Mr. Enghug Nontikarn

At present, the two positions of the Chairman of the Board and the President of the Company are held by the same person, who represents the group of major shareholders. Nevertheless, the Company has separated the roles and responsibilities at both positions clearly. The Company considers that the dual positions be appropriate under existing circumstance as this person has possessed experiences in the core business of the Company for a long time, as well as has been widely and well recognized among the business communities.

With regard to holding the two positions at the same time, the Chairman and President has recognized and clearly separated the respective duties and responsibilities of each position, which includes day-to-day management of the Company, chairing board meetings as well as shareholders meetings, etc. He is clearly able to effectively perform these duties and to make decisions under the scope of authority of each respective position. Therefore, the dual positions by the one and the same person would enhance overall managerial efficiency

However, half of the total number of board directors are independent directors and there is a joint meeting of independent directors with auditors without executives conducted at least once a year. The Board of Directors is able to achieve an effective balance of power as well as express opinions freely with regard to reviewing executives' performance.

Detailed information relating to each of the Company's board of directors are presented in Attachment 1: Details of the Directors, Executives, Controlling Persons, the Person assigned to the highest responsibility in Accounting and Finance ("CFO") and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary.

The Company's 'Controlling Persons'

The Company does not have any 'Controlling Persons', who have significant influence over management policies or the Company's operations and, particularly, those who fall under the following criteria :

- 1) Individuals who have the right to vote, directly or indirectly, over 25% of total number of shares entitled to vote;
- 2) Individuals who, by circumstances, are able to determine either the appointment or removal of the Company's board directors;
- 3) Individuals, who by circumstances, are able to effectively influence those persons in charge of setting the Company's management policies or operations to follow their commands;
- 4) Individuals, who by circumstances, are able to manage or are responsible for the overall operations of the Company – such as directors or executives as well as any individual in a position of having the same authorities as the aforementioned persons.

7.2.3 Scope of Authority and Responsibilities of the Directors

The Board of Directors has responsibilities towards its shareholders with regard to the Company's business operations and its governance. This is to ensure that management complies with the stated policies, objectives and guidelines that will generate maximum benefits and continually increase the economic value for its shareholders, through the adoption of good business ethics and concerns for current and long-term benefits of all stakeholders, as follows:

1. Perform its duties under the laws, the objectives and Articles of Association of the Company, and resolutions of the Shareholders Meetings together with the rules and regulations specified by the Securities & Exchange Commission, the Stock Exchange of Thailand and other relevant regulatory authorities;
2. Formulate corporate business policies, strategic objectives and targets for management and the shareholders' resolutions;
3. Monitor and oversee that management operates the Company's businesses efficiently, in good faith, and in compliance with the board and the shareholders' resolutions;
4. Arrange for a shareholders meeting at least once a year, in order to report the business performance for their acknowledgement and approval, as well as to request for their resolutions on matters that are beyond the scope of authority of the Board of Directors (e.g. declaration of dividends);
5. Arrange for Board of Directors Meetings at least six times a year;
6. Oversee any business transactions or undertake any actions, which may have a material effect on the Company's financial position/status, obligations regarding its liabilities, and reputation (e.g. borrowing money from financial institutions);
7. Consider any connected transaction between the Company, its subsidiaries or associates and any connected parties, that does not require the approval of the shareholders' meeting;
8. Establish internal control systems together with efficient internal audit procedures;
9. Direct and monitor the accuracy, completeness and transparency of financial reporting, as well as the reporting of any other information in a timely manner to shareholders and other involved or concerned parties;
10. Establish and define the scope of duties and responsibilities of the various Board Committees/Sub-Committees;
11. Establish and/or change the 'authorized company signatories' who can legally bind the Company;

12. Determine vision and mission of the Company, corporate policies as well as revise such matters to correspond with current situation;
13. Consider and review business strategies, work plans/activities, and annual budget of the Company;
14. Follow-up on the results of activities and business performance of the Company on a quarterly and annual basis, and compare the results against agreed budgets and plans;
15. Consider and review risk management policies of the Company to correspond appropriately with current conditions;
16. Monitor the adequacy of the financial liquidity of the Company and the ongoing ability to service its debt obligations; as well as determine adequate and effective action plans, so that the Company or its business is well-prepared to face any possible financial difficulties;
17. Consider and assess the adequacy of Company's internal control systems;
18. Consider entering into any contracts not related to normal business activities of the Company, or any contract related to normal business activities with material and significant nature;
19. Direct and monitor compliance in accordance with the established principles, policies and practices on good corporate governance;
20. Establish the 'Codes of Business Conduct' for the Company and implement it at every level within the organization; and
21. Amend or change, as required, the scope of authority and responsibilities of the Board of Directors as appropriate.

The Company has published Charter of the Board of Directors on the Company's website www.srithaisuperware.com under the topic of Good Corporate Governance and Sustainable Development.

The Board of Directors has appointed Sub Committees based upon the specific expertise and assigned role of the respective Sub-Committees to consider and review various important issues before submitting recommendations or proposals to the Board of Directors for consideration and approval for implementation.

The Board of Directors must perform its duties in compliance with the following core principles:

- Duty of Care : The Board must be diligent and prudent in managing all corporate affairs.
- Duty of Loyalty : The Board must act in good faith; and must not allow any personal interests to prevail over the overall interests of the Company.
- Duty of obedience : The Board must comply with all laws, the Company's objectives and Articles of Association, the resolutions of Board and shareholders meetings, as well as with all applicable requirements and regulations as specified by the Securities and Exchange Commission, the Stock Exchange of Thailand, and any other relevant regulatory agencies.
- Duty of Disclosure : The Board must disclose to and inform its shareholders all required information, that is accurate, adequate, transparent and in a timely manner.

The Board also appoints the Executive Committee, which is a group of executives, with sufficient knowledge and capabilities, to perform duties in managing the business operations in compliance with designated policies and objectives. The Board regularly monitors the Company's performance, while also has the right to independently request any updates of information about the Company.

Approval Authority of the Company's Board of Directors

The Company's Board of Directors has exercised its approval authority in accordance with the objectives, Articles of Association, Charter of the Board of Directors, the resolutions of the shareholders meetings, as specified by the Public Limited Company Act, the Securities and Exchange Act as well as regulations specified by governing authorities, with the signing conditions for the Company specified in the Company Certificate, as follows :

"Any 2 of these 3 board directors i.e. Mr. Sanan Angubolkul, Mr. Naphol Lertsumitkul and Mr. Chaiwat Kulphattaravanich, jointly sign and affix the Company seal."

Term of Office for Board Directors and Members of Board Committees/Sub-Committees

The Board of Directors has set the terms of office for board directors in accordance with the Company's Articles of Association, which also complies with the Public Limited Company Act. It also stipulated that one-third of the board directors shall retire at every Annual General Meeting of Shareholders. Those directors who have vacated their position can be re-appointed as a board director, if proposed and approved by the shareholders' meeting. Besides, should any board director not hold a directorship, that director shall also no longer be a member of any Board Committees/Sub-Committees.

Currently, most of Company directors have had a term of office exceeding 9 years. However, all such directors are well-qualified and have extensive experiences in a variety of businesses from manufacturing and other related areas. As such, they are all able to effectively determine the strategic directions of the Company and monitor that the activities of executives are in accordance with the established Corporate objectives for the maximum benefit to the all shareholders on an equal basis, as well as to oversee the interests of all stakeholder groups in an equitable manner. For these reasons, they have all received the full trust of the shareholders, and have been re-elected as board directors at the Annual General Meeting of Shareholders on a continuing basis.

Holding Director Positions in Other Listed Companies

In order to perform the functions as a board director independently and with adequate time to effectively supervise the Company's operations, the Company requires that its board directors hold directorship positions concurrently in not more than 5 listed companies.

In holding a directorship position in other listed companies, the director must comply strictly with Section 86 of the Public Limited Company Act stating that a director is prohibited from being involved with any other businesses of the same nature as and/or directly in competition with the Company.

In 2025, all directors complied with the specified regulations.

Reports from the Company's Board of Directors

The Board of Directors has arranged that the Company provides financial reports and financial statements as at the last calendar day of every quarter and each fiscal year, respectively. The Company's Annual Report is presented to the shareholders meeting in compliance with the law. The Audit Committee is assigned to review whether the Company's separate financial statements and consolidated financial statements are in accordance with generally accepted accounting principles and standards under the regulations of the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission as well as other applicable relevant laws and regulations.

The Board of Directors, represented by the Chairman, prepares a Report on Its Responsibilities for the Financial Reports as shown in Section 3 of the Financial Statements.

The Chairman of the Board of Directors

The Board of Directors has elected and appointed Mr. Sanan Angubolkul as the Chairman of the Board of Directors with the following duties and responsibilities:

1. Be a leader with regard to establishing, the Company's vision and corporate policies, overseeing and monitoring of executives as well as Board Sub-Committees on their performance in order to achieve the objectives, main goals and outlined work plans;
2. Preside over board meetings and shareholders meetings of the Company;
3. Ensure the performance of the Board is in compliance with the Company's Articles of Association as well as all applicable relevant laws;
4. Encourage and support board directors in expressing any opinion; and avoid unduly influencing any directors to agree with the opinions of any particular director;
5. Cast the 'deciding vote' - in the event of a tie-vote, where the Board has voted with each side having an equal number of votes;
6. Take the lead in determining and complying to the Company's business ethics, corporate culture, and Good Corporate Governance Policy;
7. Provide recommendations, and separate the roles and responsibilities of the Board of Directors and those of executives;
8. Represent the Company's Board of Directors towards external parties, and take the lead in any clarifications or communications to the public, shareholders and various stakeholder groups.

Separation of Duties of the Board of Directors and Executives

The Company has clearly separated the duties and responsibilities of the Board of Directors and those of executives. Apart from undertaking the stated duties and overseeing the performance of the executives at the policy level, the Board of Directors also defines the duties and responsibilities of executives relating to the position of the President, the highest position of the Company, and other executive positions. This is to ensure that the respective scope of authority and responsibilities are clearly defined, which enables the Board of Directors to effectively monitor and assess the executives' annual performances in an appropriate manner as follows:

Scope of Authority and Responsibilities of the President

1. Manage and supervise the Company's business operations in accordance with the established directions and goals of the Company; and to strengthen the Company's businesses according to the policies of the Board of Directors;
2. Manage and implement both short-term and long-term business plans, in order to achieve the Company's objectives and goals;
3. Implement effective financial management, in order to achieve a proper and stable financial structure;
4. Manage proactive public relations as well as foster good relationships with every stakeholder group, in order to create a positive and sustainable image for the Company ;
5. Implement risk management activities in a proper and efficient manner;
6. Undertake and manage the organization's activities regarding environmental responsibility and Corporate Social Responsibility (CSR);

7. Supervise and perform the assigned duties according to the applicable laws, as well as adhere strictly to the Company's objectives, rules, and regulations;
8. Perform any other duties assigned by the Board of Directors.

Scope of Authority and Responsibilities of Executives

Executives shall manage the Company's operations in line with work plans and policies set by the Board of Directors. Executives will carry out any responsibilities assigned by the Board of Directors as follows:

1. Manage, direct, and monitor the performance of the Company to ensure efficiency as well as compliance with the established directions and targets of the Company; and maintain the operational strength of the businesses as required by the policies of the Board of Directors;
2. Review any agenda items proposed to the Board of Directors; as well as carry out any assignments given by the Board of Directors;
3. Report its performance results to the Board of Directors;
4. Plan and review the progress of all short-term and long-term plans in order to achieve the objectives and goals of the Company;
5. Plan and undertake effective financial management in order to diminish any potential financial burdens and stabilize the financial structure of the Company; and
6. Perform assigned duties in compliance with the relevant laws as well as the objectives and Articles of Association of the Company.

Moreover, the Company has set specific levels of authority for executives, which includes the respective types of transactions allowed and the approval amount limits. This is to give executives flexibility in managing the businesses, as well as to clearly define the power of authorization of the Board of Directors and the executives in accordance with the relevant rules and regulations of relevant governing authorities.

The Board of Directors recognizes that the delegation of authority to the executives does not release the Board of Directors from its assigned duties and responsibilities.

Holding Directorship Positions in Other Companies by the President and Executives

The Board of Directors has set the policy that in the event where the President and executives have been nominated/appointed to hold directorship positions in other companies not within the Group (regardless of whether those companies are listed or not), the President and executives must report this appointment to the Board of Directors.

Such other companies, in which the President and executives are appointed as directors, must not operate the businesses in competition with those of the Company. Further, the total number of other companies in which the President and any executives respectively hold directorship positions must not exceed five listed companies, which is in accordance with the same regulations as applicable for a board director.

In 2025, the President and all executives complied with the specified regulations.

7.3 Board Sub-Committees

The Board of Directors approves the appointment of members of the Board Sub-Committees. They are assigned to perform duties in assisting to review as well as verify detailed information of relevant matters and issues, in order to alleviate the burden of the Board of Directors in various areas as follows:

1) The Audit Committee

The Board of Directors has appointed the Audit Committee, comprising three (3) independent directors, with at least one of whom must possess specific relevant knowledge, expertise and experiences in accounting and finance.

The Audit Committee performs the duty of governance, in order to ensure that the preparation and disclosures of accurate and complete financial reports and information are in compliance with the required financial reporting standards, as well as in accordance with the adequate internal control systems and internal audit procedures.

The Audit Committee's composition, together with the qualifications and duties of its members, are pursuant to the Audit Committee Charter, which complies with the applicable regulations specified by the Securities and Exchange Commission and the Stock Exchange of Thailand.

Names of the Audit Committee members and their meeting attendance record for 2025 are as follows:

Name		Position	Actual attendance/ Total number of meetings (times)
Mr. Enghug	Nontikarn	Chairman of the Audit Committee	4/4
Mr. Suchat	Boonbanjersri	Audit Committee Member	3/4
Mr. Supachoke	Liamkaeo	Audit Committee Member	4/4

Mr. Enghug Nontikarn and Mr. Suchat Boonbanjersri are knowledgeable and well-experienced in accounting, finance and banking. Mr. Supachoke Liamkaeo is knowledgeable and well experienced in the manufacturing industry.

Duties and Responsibilities of the Audit Committee

1. Review that the financial reports of the Company are accurate and adequately disclosed of information through coordinating with the external auditor and the executives responsible for their preparation on a quarterly and annual basis. The Audit Committee may recommend the external auditor to review or audit any particular transaction deemed necessary and significant during the audit exercise;
2. Review and ensure that appropriate and effective internal control systems as well as internal audit procedures for the Company are established and regularly updated. The review is to be carried out together with both the external auditors and the internal auditors;
3. Select and propose, for approval, the nomination of the external auditors together with the audit fees by taking into consideration the reliability, resourcefulness, and existing work load. In addition, propose the termination of the Company's external auditor as appropriate;

4. Review any proposed connected transactions or other transactions that may involve a conflict of interests, so as to ensure compliance to the requirements of all involved governing authorities;
5. Review policies relating to financial management, risk management, and adherence to business codes of ethics by executives; and review jointly with involved executives any significant reports that are to be made public as required by law;
6. Prepare a report on the activities of the Audit Committee, which is to be signed by Chairman of the Audit Committee; and disclose such reports in the Company's Annual Report, whereby the report will consist of the following information:
 - 6.1 Opinions on the process of preparing the Company's financial reports and disclosures of the information contained in these reports with regard to their accuracy, reliability and adequacy;
 - 6.2 Opinions on the adequacy and effectiveness of the internal control systems of the Company;
 - 6.3 Rationales for proposing the extension of the present external auditor for another term;
 - 6.4 Opinions on the Company's compliance with the Securities and Exchange Act, as well as all the rules and regulations of the Stock Exchange of Thailand and any relevant laws that are applicable to the business operations of the Company;
 - 6.5 Opinions on the adequacy of Anti-Corruption measures ("Fraud and Corruption");
 - 6.6 Any other reports deemed necessary for disclosure to the general public and investors within the scope of duties and responsibilities assigned by the Board of Directors.
7. Hold the Audit Committee meetings on the following subject matters:
 - 7.1 Review all financial statements and other relevant financial reports, accounting principles and practices, current compliance with accounting standards, the viability of the Company, and any significant changes in accounting policies together with rationales of the executives in formulating such accounting policies; all of which are then to be presented to the Board for further public disclosures;
 - 7.2 Review the Company's internal control systems and internal audit procedures;
 - 7.3 Review the proposed annual internal audit plans and procedures in coordinating each activity of the approved audit plan as well as evaluate audit exercise jointly with internal auditors and external auditors. The Audit Committee will enquire the scope of the audit, so as to ensure that any potential frauds or weaknesses relating to the internal control systems can be detected and identified;
 - 7.4 Review jointly with internal auditors, any problems and limitations arising during the internal audit exercise; and evaluate the performance of the internal auditors;
 - 7.5 Review jointly with external auditors, any problems and limitations arising during the external audit exercise;
 - 7.6 Review jointly with the internal auditors and external auditors, the proposed audit plan relating to the procedures and controls of electronic data processing activities; and review the proposed security measures aimed at preventing any frauds or malpractices relating to the computer system that may be undertaken by staff members or outsiders;
 - 7.7 Compliance with the Securities and Exchange Act, regulations of the Stock Exchange of Thailand, and any other relevant regulatory laws applicable to the businesses operations of the Company;

- 7.8 Monitor the progress in the implementation of the Anti-Corruption measures from the executives or the Internal Audit Unit, as well as the progress of information investigation submitted by and received from any party under the Whistle Blower Program;
- 7.9 Other tasks assigned by the Company's Board of Directors;
- 7.10 Undertake a self-assessment of the Audit Committee with regard to its overall performance and assigned responsibilities.
8. Review and ensure the accuracy and adequacy of all financial reporting;
9. Consider appointing, transferring or terminating the Head of the Company's Internal Audit Unit; as well as, jointly with the executives, undertake a performance evaluation and merits or disciplinary punishments (if any) of the Head of Internal Audit Unit;
10. Review jointly with the executives, the policies and adequacy in managing significant risks;
11. Review the financial management policies of the Company;
12. Report to the Board of Directors on the activities and tasks of the Audit Committee;
13. Perform any other duties assigned by the Board of Directors as mutually agreed;
14. Review the Charter of the Audit Committee - whenever required or deemed appropriate.

The Audit Committee has performed its duties and responsibilities with all due care, and has strictly adhered to the requirements of the Stock Exchange of Thailand's Announcement (B.E. 2551) with regard to the qualifications and scope of work of the Audit Committee. In 2025, the Audit Committee held 4 meetings with the external auditors together with the Company's financial and accounting executives, and the internal auditors, and another meeting with the Company's external auditors without any executives being present.

The Audit Committee has also been assigned as the authorized recipient of any information from information providers relating to any alleged fraudulent actions or non-compliance with specified relevant regulations and rules of the Company in accordance with the Company's "whistle blower program". Proper investigations of the alleged misconducts or wrongdoings can take place before specific recommended actions can be submitted to the Board of Directors for further consideration. During the year 2025, the Company has not received any complaints via the Whistle Blower Program, either about corruption or other matters.

The Audit Committee must report its activities and performance to the Board every quarter. The Audit Committee's Report is also prepared for disclosure in the Company's Annual Report, as stipulated by the Stock Exchange of Thailand as follows:

1. Review of the Financial Reports
2. Review on Risk Management
3. Review of compliance with applicable regulations and legal requirements by the governing authorities
4. Review of Related Party Transactions and Transactions which may be regarded as Conflicts of Interest
5. Review the Effectiveness of the Internal Control Systems
6. Consideration of the Appointment of Certified Public Accountant for the Year 2025 and Determination of Audit Remuneration
7. Review of Compliance with Good Corporate Governance Policies and Anti-corruption Measures
8. Self-evaluation of the performance of the Audit Committee

Nevertheless, the Audit Committee undertakes a self-evaluation of the performance of the Audit Committee every year in order to assess its overall performance within the scope of authority and responsibilities of the Audit Committee as specified by the Stock Exchange of Thailand. The Audit Committee's secretary was then assigned to compile the results of the performance assessment for ongoing improvements.

Members of the Audit Committee have a term of office of three years, and the current Audit Committee's term of office will expire at the end of the fiscal year 2027.

2) Nomination and Remuneration Committee

The Board of Directors has appointed the Nomination and Remuneration Committee, comprising 3 members, one of whom is executive while the other two are independent directors. The Chairman of the Nomination and Remuneration Committee is an independent director.

Names of the Nomination and Remuneration Committee members and their meetings attendance record for 2025 are as follows:

Name		Position	Actual Attendance / Total number of meetings (times)
Mrs. Siriporn	Sailasuta	Chairperson of the Nomination and Remuneration Committee (Independent Director)	2/2
Mr. Sanan	Angubolkul	Nomination and Remuneration Committee Member	2/2
Mr. Enghug	Nontikarn	Nomination and Remuneration Committee Member (Independent Director)	2/2

Responsibilities of the Nomination and Remuneration Committee

1. Consider and review the Company's organization chart, together with the required qualifications of board directors and executives of the Company;
2. Consider and approve the organization chart that is appropriate for the businesses of the Company;
3. Consider the criteria for and types of remuneration for board directors and executives and propose to the Board of Directors;
4. Select qualified person for nomination as candidates for board director positions, in the event of any vacancy or if a director has completed the term in office;
5. Consider and approve the appointment of executives, once recruited and proposed by the management in the event of any vacancy or any new executive position is added;
6. Consider and propose the remuneration structure for board directors and executives - such as, salary, bonus, welfare and benefits, meeting allowances, as well as any other financial or non-financial compensation;
7. Evaluate the annual performance of the Nomination and Remuneration Committee, and report to the Board of Directors;

8. Perform any other assignments with regard to the nomination and/or remuneration of board directors and executives, assigned by the Board of Directors.

In 2025, the Nomination and Remuneration Committee held 2 meetings, and reported its performance to the Board of Directors. An annual assessment of the Nomination and Remuneration Committee was also undertaken through a self-evaluation process. Moreover, a ‘Report of the Nomination and Remuneration Committee’ is included in the Company’s Annual Report.

Members of the Nomination and Remuneration Committee have a term of office of three years, and the current Nomination and Remuneration Committee’s term of office will expire at the end of the fiscal year 2027.

3) Good Corporate Governance and Sustainable Development Committee

The Board of Directors has appointed the Good Corporate Governance and Sustainable Development Committee to oversee, manage and follow up on good corporate governance practices of the Company. Members of the Committee comprise a total of 3 board directors, 2 of whom are independent directors and 1 executive director. The Chairman of the Good Corporate Governance Committee is an independent director.

Names of the Good Corporate Governance and Sustainable Development Committee members and their meetings attendance record for 2025 are as follows:

Name		Position	Actual attendance/ Total number of meetings (times)
Mr. Suchat	Boonbanjerd Sri	Chairman of the Good Corporate Governance and Sustainable Development Committee (Independent Director)	3/3
Mrs. Siriporn	Sailasuta	Good Corporate Governance and Sustainable Development Committee Member (Independent Director)	3/3
Mr. Chaiwat	Kulphattaravanich	Good Corporate Governance and Sustainable Development Committee Member and Secretary	3/3

Responsibilities of the Good Corporate Governance and Sustainable Development Committee

The Good Corporate Governance and Sustainable Development Committee has the duties and responsibilities to promote and support, together with monitoring board directors, executives as well as staff at all levels, to perform in compliance with the established good corporate governance and sustainable development policies and practice guidelines on anti-corruption as follows:

1. Good Corporate Governance

- 1.1 Formulate, for approval by the Board of Directors, good corporate governance policy that are

appropriate for the Company, within the specified legal framework, criteria, rules and regulations of the relevant governing authorities (such as the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and other involved agencies), as well as in accordance with international standards and guidelines on good corporate governance;

- 1.2 Consider, review and improve good corporate governance policies to ensure its continued conformity with international standards and guidelines on good corporate governance principles and practices, as well as the relevant laws, criteria, applicable rules and regulations, and the businesses of the Company, on a regular basis;
 - 1.3 Direct, supervise and advise the board directors, executives, staff and involved stakeholders of the Company in carrying out their assigned duties and responsibilities to be in accordance with good corporate governance policies, in order to achieve positive results and sustainability for the Company;
 - 1.4 Recommend requirements and practice guidelines regarding good business morals and ethics, as well as required or expected practices for the Company's board directors, executives, staff and business partners;
 - 1.5 Report annual evaluation on good corporate governance, together with recommendations and suggestion, proposed to the Board of Directors;
 - 1.6 Support the self-assessment of corporate governance standards within the organization, as well as evaluation by widely recognized and reputable external organizations. Additionally, promote the dissemination of corporate governance code that is well understood and effectively applied by management and employees at all levels within the Company and its subsidiaries.
2. Anti-Corruption
- 2.1 Formulate, for approval by the Board of Directors, policies and practice guideline on anti-corruption as appropriate for the Company and in compliance with applicable laws, rules and regulations;
 - 2.2 Consider, review and improve policies and practice guideline on anti-corruption, on a regular basis, to ensure its continued conformity with international standards and guidelines on good corporate governance principles and practices, as well as the relevant laws, criteria, applicable rules and regulations, and the businesses of the Company;
 - 2.3 Direct, supervise and advise the board directors and executives of the Company in carrying out their assigned duties and responsibilities in accordance with good corporate governance policies, in order to achieve positive results and sustainability for the Company;
 - 2.4 Recommend requirements and practices guidelines regarding anti-corruption, as well as required or expected practices for the Company's board directors, executives and staff;
 - 2.5 Support and promote other involved stakeholders to participate in implementing and complying with the Company's anti-corruption policies.
3. Business Development for Sustainability
- 3.1 Consider defining or review the policies, strategies, and the sustainability development goals of the Company, ensuring a proper balance across various areas, including Environment, Social, and Governance (ESG), while aligning with good corporate governance practices in accordance with national and international standards. This also includes taking care of the surrounding community through Corporate Social Responsibility (CSR) initiatives;

- 3.2 Provide guidance and promote the establishment of operational regulations and practices to align the Company's operations with sustainable development principles, ensuring the achievement of set goals and maintaining its leadership in sustainability as recognized by external organizations. Additionally, support the Board of Directors, executives, and employees in effectively adhering to the Company's sustainability development guidelines;
- 3.3 Oversee, monitor, and assess the performance of sustainable development efforts to ensure they are balanced and effective, delivering maximum benefits to the Company and its stakeholders;
- 3.4 Consider the material sustainability issues and provide recommendations to the Board of Directors regarding the sustainable development policies that align with the Company's corporate governance framework;
- 3.5 Consider timelines and assigning responsibilities for each area of operations, as well as ensuring proper communication channels are in place to build confidence among shareholders and all stakeholders (Stakeholder Engagement);
- 3.6 Report the performance results to the Board of Directors and disclose them in the annual report (Form 56-1 One Report), the information dissemination system of the Stock Exchange of Thailand, the Company's website, or other appropriate information dissemination channels, to ensure timely and complete information sharing in cases where there are significant factors or events that may impact the Company.
4. Appoint working groups to support good corporate governance and sustainable development-related practices and activities as appropriate;
5. Undertake any other good corporate governance-related tasks assigned by the Board of Directors.

In 2025, the Good Corporate Governance and Sustainable Development Committee organized 3 meetings, and reported its performance to the Board of Directors. An annual assessment of the Committee was also undertaken through a self-evaluation process, and a report of the Good Corporate Governance and Sustainable Development Committee is included in the Company.

Good Corporate Governance and Sustainable Development Committee has a term of office of three years, and the current Good Corporate Governance and Sustainability Development Committee's term of office will expire at the end of the fiscal year 2027.

4) Risk Management Sub-Committee

The Board of Directors has appointed the Risk Management Sub-Committee, comprising representatives from each business line, with the mission of assisting the Board of Directors in monitoring overall appropriate risk management procedures and activities at the operational levels.

Names of the Risk Management Sub-Committee members and their meetings attendance record in 2025 are as follows:

No.	Name	Position	Actual attendance/ Total number of meetings (times)
1.	Mr. Chaiwat Kulphattaravanich	Chairman of the Risk Management Sub-Committee	4/4
2.	Ms. Ladda Namjarusathienchai	Member	4/4
3.	Ms. Jirasak Choosakul	Member	4/4
4.	Ms. Natchata Wongsoontorn	Member	4/4

5.	Mr. Noppadon Wae-o	Member	4/4
6.	Mr. Saran Chutikanjanakul	Member	4/4
7.	Ms. Worakarn Phai-Ngam	Member	4/4
8.	Mr. Wicharn Wongpakorn	Member	4/4
9.	Ms. Nittaya Sansathit	Member	4/4
10.	Ms. Chanika Rasamee	Member	4/4
11.	Mr. Kajonyos Suktong	Member	4/4
12.	Mr. Auttakron Chanarom	Member	4/4
13.	Ms. Akkanida Sukjai	Member and Secretary	4/4

The Risk Management Sub-Committee must ensure that the Company has adequate, effective and efficient risk management procedures covering all perceived risk factors.

Responsibilities of the Risk Management Sub-Committee

1. Represent the Board of Directors in supervising the risk management activities of the Company;
2. Formulate and annually review the risk management framework, charter of the Risk Management Sub-Committee, policy and guidelines on a regular and continuous basis to support achieving the Company's goals, to ensure that the framework and the charter, the policy and guidelines, in connection with risk management are appropriate and efficient in accordance with the business strategic plan, changing conditions and environment;
3. Oversight and support the implementation of risk management operations, including anti-corruption efforts in accordance with the company's anti-corruption policy. This involves conducting risk assessments and reviewing anti-corruption measures to ensure they are sufficient and appropriate;
4. Consider the acceptable Risk Appetite level of the Company;
5. Consider and express their views on the results of the risk assessment, guidelines and current control measures and additional risk management plans. This is to ensure that the Company has adequate and appropriate risk management on a regular and continual basis;
6. Govern and support risk management to achieve success for the organization as well as suggest a preventive measures and revise the operating plan to reduce risks on an ongoing basis until they remain at an acceptable level and risk management are appropriate with the current business conditions;
7. Report on the significant risks of the organization including the risk status, procedures, updates and outcome from managing risks to the Audit Committee and the Board of Directors on a quarterly basis;
8. Perform duties as assigned by the Board of Directors.

In 2025, the Risk Management Sub-Committee held a total of 4 meetings, and reported its performance to the Audit Committee for consideration before reporting to the Board of Directors on a quarterly basis. An annual assessment of the Risk Management Sub-Committee's performance was also undertaken through a self-evaluation process.

The Company's Board of Directors has approved the Risk Management Sub-Committee to be responsible for reviewing and assessing various risk factors relating to any corruption or fraudulent activities on a regular basis. With the approval of the Audit Committee, the Internal Audit Unit has been assigned to incorporate a review of possible corruption or fraudulent activities

into its annual audit plan, as well as to undertake regular assessments and monitoring of any risks relating to any corruption or fraudulent activities.

Members of the Risk Management Sub-Committee have a term of office of three years, and the current Risk Management Sub-Committee's term of office will expire at the end of the fiscal year 2027.

The Company has published charters of each committee in full on the Company's website www.srithaisuperware.com under the heading Good Corporate Governance and Sustainable Development.

7.4 Executive Information

7.4.1 Name and Position of Executives

As at December 31, 2025, the Company's executives, under the definition as specified by the Notification of the Capital Market Supervisory Board comprise the following 6 persons :

Name			Position
1.	Mr. Sanan	Angubolkul	Chairman and President
2.	Mr. Chaiwat	Kulphattaravanich ⁽¹⁾	Chief Financial Officer
3.	Mr. Naphol	Lertsumitkul	Vice President - Office of the President
4.	Mr. Ah Bee	Goh	Vice President - Industrial Plastic Products Suksawat & Amata City 4&5 Factories
5.	Mr. Pongsak	Kantiratanawong ⁽²⁾	Vice President – Food & Beverage Packaging Products
6.	Mr. Charoenchai	Prathuangsuksri	Vice President-Industrial Plastic Products Amata City 1 Factory

Note:

(1) The person assigned with the highest responsibility in the accounting and finance department.

(2) Ended executive position on December 30, 2025.

The Company has presented detailed information for each executives in Attachment 1: Details of the Directors, Executives, Controlling Persons and the Person assigned to the highest responsibility in Accounting and Finance ("CFO") and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary.

7.4.2 Remuneration of Board Directors and Executives

The Company also has established guidelines in determining remuneration for executives, through a review process by the Nomination and Remuneration Committee that takes into consideration the respective experiences, knowledge, and abilities. The value added contributions of each individual to the Company as well as the appropriateness within the overall compensation structure of the Company are also considered. The current executive remuneration scheme is divided into 2 key components: monetary compensation, consisting of salary, annual bonus and provident fund contribution by the Company; and non-monetary compensation, such as a company car.

In consideration of the salary and annual bonus for executives, the Nomination and Remuneration Committee, will propose to the Board of Directors for approval on the policy for the rate of annual salary adjustment and bonus payment that must be in line with the actual performance results of the Company each year. The Nomination and Remuneration Committee will assign the President and Chief Financial Officer to determine the respective salary adjustment and payment of bonuses for each executive

based on their actual performance for the year. The Company has determined a compensation plan for executives including the President, consisting of both short term and long term benefits as follows :

- Short term benefits

The Company pays compensation in the form of salary and bonus based on the annual performance evaluation results and the Company's operating results, including the following Key Performance Indicators (KPI) of each business division/department :

- Sales
- Production Output
- Gross Profit Margin
- Net Profit Margin
- Management and control of costs

In addition, a special rate for adjusting the salary and bonus may also be considered, based on the actual performance results relative to the KPIs of the Company.

- Long term benefits

The Company also provides contributions to the staff provident fund, retirement benefits as well as special welfare benefits for non-staff provident fund members in accordance with the established conditions of the Company - such as: special further financial assistance payment to employees upon retirement and a gold reward for those who non-provident fund members have completed specific number of years of employment in the Company.

The Company has disclosed details of staff and employee benefits in the Notes to the Consolidated and Separate Financial Statements for the year ended December 31, 2025 under headline 4. Accounting Policies: 4.14 Employee Benefits and Note 19 Provision for employee benefits.

7.4.3 Total Remuneration of Board Directors and Executives

The Executive Directors and Executives of the Company consist of the same group of persons according to the name and position of executives shown in Clause 7.4.1, the Company has no compensation paid to Executive Directors, with only compensation paid to Executive, as follows :

1. Monetary remuneration for the year 2025 totaled Baht 64.55 million, accounting for 10.45 percent of total employee remuneration, as follows:
 - 1.1 Salary and bonuses to 5 executives totaling Baht 63.86 million.
 - 1.2 Other monetary remuneration include provident fund, social security fund, retirement benefits, a gold reward together with a special monetary compensation upon reaching specific number of years of employment in the Company; all of which are paid or given in accordance with the established conditions of the Company totaling Baht 0.69 million.
2. Other non-monetary remuneration: A Company car.

7.5 Employees

Number of employees

The number of employees classified by line of work for the past 3 years is summarized, as follows:

(Unit : person)	As at December 31		
	2025	2024	2023
Executives	6	6	5
Support Line	101	101	100
Sales and Marketing Line	104	112	113
Production Line	1,140	1,163	1,196
Total	1,351	1,382	1,414

In addition, significant change in the number of employees over the past three years especially in the production line was due to the change in the annual production volume, job relocation, normal turnover and employee retirement as well as downsizing to correspond with the business size and the Company's operating results. In addition, there has been no material labour dispute impacting on the business over the past 3 years.

Employee's Remuneration

The Company pays remuneration to each and every employee at all levels and nationalities on an equal basis and based on the same criteria in an equitable and transparent manner. Such remuneration is aimed at motivating employees and is on the same basis as the remuneration plan for executives. The short term benefits comprise salary or wages, overtime, incentive and bonus, and contribution to the social security fund. Further, a performance evaluation is made every year to establish an overall performance indicator based on KPIs and operating results of the Company. For long term benefits, the Company provides contributions to the employee's provident fund, retirement benefits, a gold reward together with a special monetary compensation upon reaching specific number of years of employment in the Company; all of which are paid or given in accordance with the established conditions of the Company.

Additionally, the Company provides training courses for staff members at all levels to educate them about managing their personal income and spending and also on saving their money, so that they can be financially self-dependent once they leave the Company or reach retirement.

In 2025, the Company paid the said remunerations for a total of Baht 617.54 million and all subsidiaries of the Company paid compensation to their employees totaling Baht 631.20 million, respectively.

Provident Fund

Number of employees participating in the Provident Fund (“PVD”) as of December 31, 2025 are as follows:

The Company and its Subsidiaries (Only in Thailand)	Yes/No PVD	Number of employees participating in PVD (person)	Percentage of all employees
Srithai Superware Public Company Limited	Yes	428	32%
Srithai Superware Korat Company Limited	Yes	163	20%
Srithai-Otto (Thailand) Company Limited	No	0	0%
Srithai Moulds Company Limited	No	0	0%
Srithai Miyagawa Company Limited	Yes	284	76%

The Company encourages all employees to consider the importance and benefits of PVD as an alternative to saving their money. However, participation in PVD is voluntary and employees can choose to receive welfare benefits based on the criteria set by the Company. The Company respects the employees' rights and decisions to manage their savings or invest in the way they intend. Two subsidiaries that have not yet established PVD are a medium-sized or trading business, with a small number of employees.

The Company requires the Company's provident fund committee to review and assess asset management companies and fund managers annually including considering appropriate types and performance of various funds.

Human Resource Development

Human resources are one of the most important components that the Company focuses on, as employees are the key in driving the organization toward stable and sustainable growth, and they must be happy and enjoy their work, while continuously enhancing their value through the development of their capabilities, professional skills, work quality, and overall quality of life. As such, the Company provides opportunities for development, as well as encourages employees to learn in various areas – both in work responsibilities and in personal life. Hence, they can learn to become self-dependent as well as to share their knowledge with society in general - such as, supporting employees to study and learn more about their specific professional skills and build their financial discipline so as to achieve a better quality of life with happiness. The Company has assigned the Human Resource Development to provide training courses and activities to enhance staff with knowledge and capability, skills in their duties, and readiness and potential to grow in the future.

The Human Resource Development arranged to hold various training programs and courses for employees based on the importance and urgency of the work area as required, and through cooperation with the internal units to conduct an annual assessment of training needs, while promoting ongoing ‘on the job training’ (“OJT”) activities’ throughout the organization. Such training involved staff actually performing their assigned tasks, under the close supervision and monitoring of their immediate supervisor or an expert for that particular job as well as according to specific procedures. This is to train staff to build knowledge, skills and a full understanding of the assigned responsibility, as well as to practice how to effectively think and solve any problems for any specific job activity. It also establishes a situation of learning and sharing of experienced knowhow within the organization along with training to increase efficiency and effectiveness at work for employees with the ROFO principle instilling employees with Responsibilities, Ownership, Focus and On-time corrective action. The Company, therefore, has introduced “4 principles of

management (4S)” which now become philosophy of working with the aim of cultivating and instilling them as part of the Company’s corporate culture. The 4S comprise :

STRENGTH : To strengthen team-work which leads to strength of the organization

- Personnel have consciousness in ethics and morality so as to work together in team-work and likewise appreciate the Company as a part of their lives.

STRETCH : To do it better today, and to be ahead of tomorrow

- Personnel continually develop and improve the capability of themselves and their work to be more efficient.

SPEED : To respond quickly with service mindfulness

- Personnel support requirements of concerned people from both inside and outside the organization with up-to-date, correct and quick information, and make service impression.

SYSTEM : To work systematically and traceably

- Personnel work systematically and make decision based on fundamental information and facts after analyzing precisely.

The Company actively promoted the campaign and arranged courses on good corporate governance principles and practices as well as on business ethics including Policy and Practice Guideline on Anti-Corruption for executives and all staff members of Subsidiaries and Associates throughout the Company and at all its operating factories. The Company also monitors, on a regular basis, the level of understanding after certain training courses, through various activities and surveys via the Company’s intranet. Their responses and results of the survey are incorporated as a part of their annual performance evaluation. In addition, the Company provides an opportunity for employees to participate in whistleblower reporting or complaints regarding fraud or operating activities in the Whistle Blower system through various channels to cultivate awareness of loyalty and positivity and help prevent the risk of errors or damage caused to the Company, the responsibility to all stakeholders, together with the need to conduct the Company’s businesses in a transparent, fair and equitable and fully accountable manner; which shall be made through strict adherence to work standards of the Company.

In 2025, the Company arranged training courses and seminars for its staff members internally (In-House Training) and outside the Company (Public Training). On average, each employee received 17 hours of training during the year which cover 6 key training areas of the Company :

- Core Culture
- Managerial Skill
- Functional Skill
- Quality Management System
- Occupational Health & Safety
- Risk Management

In providing training or corporate activities to employees, the Company has conducted in both physical meeting rooms or actual workspaces and electronic media platforms, depending on the appropriateness of the course content and convenience for employees from various locations who need to travel for training sessions. Moreover, the Company promotes self-learning and personal development by providing various interesting and comprehensive online courses covering a wide range of knowledge.

Employees are encouraged to select and participate in training sessions based on their interests and suitable timing, fostering continuous learning and personal growth.

In addition, the Company gave importance to knowledge of various aspects that are considered to be essential for the lives of its employees, such as knowledge about their personal finances, physical and mental health, their daily livelihood, and also about preparing employees for their retirement by creating alternative career opportunities for those nearing retirement. Throughout the year, the Company disseminated relevant information through holding training courses and undertaking various promotions activities by setting information booths with key points of view on such key aspects of their lives. Such information and knowhow were constantly communicated in a manner that was simple and easy to understand by the employees at all levels through internal channels of communications and also by holding internal competitions, in order to stimulate active participation of all employees to identify a role model for them. As such, all these activities are aimed at promoting and enhancing the overall quality of life of the employees by having a happy life, and being able to work for the organization at the best of their ability.

In line with the Company's passion of developing all the employees in our organization, Srithai Academy was established in 2023 with the mission and objectives as follows :

MISSION: To cultivate a culture of continuous growth by providing comprehensive training and development for all employees, ensuring they are equipped with the relevant skills and knowledge needed to excel in their roles and responsibilities in the digital era.

OBJECTIVES:

1. **Pipeline of Successors:** We aim to develop and nurture a pipeline of successors to fill top positions or vacancies vacated due to resignations, thereby reducing reliance on external candidates.

2. **Leadership and Managerial Skills:** We are committed to empowering our people with the leadership and managerial skills and knowledge needed to lead in today's dynamic environment. Through workshops, seminars, off-site and in-house coaching sessions, we aspire to develop visionary leaders and managers who can inspire their teams to achieve excellence.

3. **Inclusivity and Accessibility:** Our training and development programs are open to all employees, regardless of their positions or tenure in our organization. We believe in equal opportunities for everyone, thereby fostering a diverse and inclusive workforce that thrives on collaboration and mutual respect.

4. **Digital Era Competence:** In a continuously evolving digital landscape, we strive to stay up-to-date by equipping all our employees with the necessary skills and knowledge essential for success in the digital era.

5. **Customers' Needs:** Our comprehensive training and development programs will consider the needs of our customers to enhance our ability to serve them better.

Preparation and Strategic Initiatives for Enhancing Workforce Capability

Human Capital Development and the Application of AI Technology to Strengthen Sustainable Organizational Capability

The Company places significant importance on the systematic development of human capital in order to enhance organizational readiness during the ongoing digital transformation and evolving industry landscape, while strengthening the Company's capabilities for sustainable growth. Emphasis is placed on leveraging advanced technologies and Artificial Intelligence (AI) to improve operational efficiency, data analysis, and strategic decision-making, as well as to foster innovation that enhances the Company's long-term competitiveness.

Over the past year, the Company initiated an AI Literacy development program for executives and managers at the department level and above. This initiative was implemented through practical workshops and the application of digital tools, enabling participants to effectively integrate such technologies into work processes, promote a more agile workforce, and generate tangible business outcomes.

Strategic Collaboration with the Academic Sector

To support the sustainable development of technology and human capital, the Company has collaborated with the University of the Thai Chamber of Commerce, to study, experiment with, and apply artificial intelligence (AI) related technologies that can be integrated into and support the Company's production processes and operational activities. This initiative aims to develop prototype applications of such technologies to enhance the efficiency of internal processes and enable further implementation at the organizational level in the future.

ESG Dimension – Social: Investing in Human Capital for Sustainable Growth

Human resource development is regarded as one of the key pillars of the Company's sustainability strategy and is closely aligned with the Social (S) dimension under the ESG framework. The Company places strong emphasis on reskilling and upskilling its workforce, particularly in digital and technological competencies, to prepare employees to effectively work alongside automation systems and artificial intelligence (AI). In addition, the Company is committed to enhancing employees' professional capabilities and supporting career progression across various career pathways.

This approach is consistent with the objective of building a "Future-ready Workforce" capable of supporting the Company's long-term business growth, improving operational efficiency, and maintaining competitiveness within the industry. At the same time, it contributes to enhancing employees' quality of life by providing continuous opportunities for learning and personal development.

Future Operational Direction

The Company is currently considering expanding the application of artificial intelligence (AI) across multiple areas, including data-driven analysis systems, enhancing internal operational efficiency, and reducing repetitive tasks. This will enable employees to focus more on strategic initiatives and innovation-driven work.

The Company believes that integrating AI technologies with investments in human capital will serve as a key mechanism to enhance operational effectiveness. Furthermore, this approach will help create shared value for stakeholders while contributing positively to society as a whole.

7.6 Other important information

The Company Secretary and the person who is assigned to the direct responsibility of supervising accounting preparation.

The position of Company Secretary and the person who is assigned to the direct responsibility of supervising accounting preparation has been held by the following executives, i.e. Mr. Chaiwat Kulphattaravanich, Executive Director, since January 1, 2019 and Ms. Ladda Namjarasathienchai, Financial and Accounting Director, since January 1, 2017, respectively. Detailed

information of the Company Secretary and the person who is assigned to the direct responsibility of supervising accounting preparation including the responsibilities of the Company Secretary is presented in Attachment 1: Details of the Directors, Executives, Controlling Persons, the Person assigned to the highest responsibility in Accounting and Finance (“CFO”) and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary.

Internal Audit Supervisor and Outsourced Internal Auditor

The Internal Audit Supervisor is Mr. Siriphong Phosuk, Deputy Internal Audit Manager who has been appointed since September 1, 2021. Apart from being the Audit Committee Secretary, he is responsible for the duties of Internal Audit of the Company, which covers the preparation of internal audit reports with recommendations to improve the Company's internal control and policy, including performing duties in conjunction with Info Ninety Nine Company Limited (“Info99”), an outsourced Internal Auditor hired by the Company led by Mr. Natthadol Natinonthapat, Info99's Managing Director. They perform the tasks in accordance with the mission assigned by the Audit Committee. Information of internal audit supervisor and the outsourced internal auditor are shown in Attachment 3 Details about the Internal Audit Supervisor and Outsourced Internal Auditor.

Corporate Compliance Supervisor and Investor Relations Supervisor

The Compliance Unit and Investor Relations Unit are part of the Company Secretary, by Mr. Chaiwat Kulphattaravanich, the Company Secretary, is the acting supervisor of both units.

In this regard, shareholders and investors can contact the Investor Relations Department, as follows :

Mail	:	Srithai Superware Public Company Limited 15 Suksawat Road, Soi 36, Bangpakok, Rasburana, Bangkok 10140
Telephone	:	0 2427 0088 ext. 2204, 2205
Email	:	company_secretary@srithaisuperware.com

Audit Fees for 2025

1. Audit fees

The Company and its subsidiaries paid audit fees to EY Office Limited (“EY”), and its affiliates in 2025 for the sum of Baht 4.03 million and Vietnamese Dong 1,053.50 million.

2. Non-audit fees

The Company paid non-audit fees for the control review on associates of some significant system to EY in 2025, totaling Baht 0.15 million. The Company had completely recorded all abovementioned non-audit fees as expenses in the year 2025.

8. Report on key performance in Corporate Governance

8.1 Summary of the Board's duties over the past year

8.1.1 Nomination, Development and Evaluation of the Duties of the Board

Nomination and Appointment of Directors and Executives

Nomination of Directors

The Board of Directors has approved policies and guidelines regarding the nomination of the Company's Board Directors, in order that the processes of selection and nomination of Board Directors are in accordance with the applicable laws and principles of good corporate governance, as well as are undertaken in clearly defined procedures and in a transparent manner. This enables the Company to nominate and appoint board directors, who possess the required qualifications that are appropriate to the Company's businesses, as well as to support the intended growth of businesses on a sustainable basis. The operating guidelines are as follows:

1. Determine the appropriate number of Board Directors;
2. Determine the required and appropriate diversity of the composition of the Board of Directors based on the Skill Matrix of knowledge expertise of each Director;
3. Define an appropriate nomination procedures and processes;
4. Nominate and appoint board directors as specified in the Company's Articles of Association.

The Company's Board of Directors has assigned the Nomination and Remuneration Committee, which is a Board Committee, to recruit people with the required qualifications and without any of the specified disqualifying criteria in accordance with the laws together with the appropriate knowledge, abilities and experiences to join the Company so as to help develop them to grow. Once the recruiting process, which is to be undertaken in accordance with the associated policies and operating guidelines, is completed, then the nomination shall be submitted to the Board of Directors for consideration in approving the proposed replacement Directors.

The Committee will then propose to the Board of Directors to consider the appropriateness of candidates to be appointed as the board director.

However, in the event that any appointed director has a term of office less than 2 months or has replaced a director who is retired by rotation or in the event of an increase in the total number of board directors, then the Board of Directors must propose the appointment of the vacant position or additional new board director(s) as an Agenda item in the next Annual General Meeting of Shareholders for consideration and approval. This is in accordance with Article 13 and Article 14 of the Company's Articles of Association, as stated below:

"Article 13: The directors shall be elected by the shareholders' meeting in accordance with the following criteria and procedures:

- (1) Each shareholder shall have one share for one vote;
- (2) Each shareholder shall exercise all of his or her shares according to (1) to vote for one or more directors but cannot divide the votes to specific director more or less than the others;
- (3) Persons who receive the highest votes arranged in order from higher to lower are elected to be the directors of the Company in a number equal to that of the number of directors to be

appointed. In the event of a tied vote for a lower place, which would make the number of directors greater than that required, the chairman of the meeting shall have a casting vote.”

“Article 14 : At every annual general meeting, one-third (1/3) of the directors, or if the number of directors cannot be divided exactly into three parts, the number of directors nearest to one-third (1/3) shall vacate office. The directors who vacate office in the first and second years following the registration of the Company shall be drawn by lots. In subsequent years, the directors who have remained in office for the longest time shall vacate office.”

Shareholders can elect a director individually, with each candidate being nominated will require more than half of the votes of the shareholders attending the Annual General Meeting of Shareholders meeting and casting their votes.

Moreover, the Board of Directors has established the policy for the Nomination and Remuneration Committee to consider selecting the candidates to appoint as a board director from the list of names proposed by shareholders. As such, the Company has given the rights and opportunity to all shareholders to nominate qualified candidates each year at least 3 months before the last day of the fiscal year. Qualified candidates can also be selected and nominated from the list of Registered Chartered Directors of the Thai Institute of Directors Association, or other qualified persons possessing the knowledge and related experiences to create diversity in the Board composition. The Board of Directors shall be composed of members, with diverse knowledge, capabilities and experiences in manufacturing, finance, accountancy, marketing, as well as accounting and tax laws, who would be suitable for the business operations and strategies of the Company.

With respect to diversity and Skill Matrix in the Board composition, currently those directors who are not executives of the Company and possess extensive knowledge and experiences in the manufacturing, medical and healthcare businesses that are not our direct competitors are Mrs. Siriporn Sailasuta Mr. Supachoke Liamkao and Mr. Pichitpol Panyapol. The Non-Executive Directors of the Company with knowledge and experience in accounting, finance, banking and investment are Mr. Enghug Nonthikan and Mr. Suchart Boonbanjerd Sri.

The Company has not specified the maximum numbers of times in being nominated as a board director, nor any limitations relating to age in consideration of a directorship. In this regard, the Company adheres to Article 14 of the Company’s Articles of Association. However, in the case of independent directors, they must fulfill all the required qualifications specified by the Company as well as comply with the qualifications according to the definition of Independent Director specified by the Securities and Exchange Commission as follows:

- (a) The person who holds voting shares of no more than 0.5% of total number of shares in the Company, parent company, subsidiaries, associates, major shareholder or controlling person, and the shares held by related parties of such independent director will also be counted.
- (b) The person shall not be or was executive director, worker, employee, retained consultant, or controlling person of the Company, parent company, subsidiaries, associates, subsidiaries of the same echelon, major shareholder or controlling person of the Company, except that he has been free from such qualifications for at least 2 years prior to the date of submitting application to the office. Such qualifications do not apply to independent director who was once served as governmental official or advisor of governmental entity which is a major shareholder or controlling person of the Company.

- (c) The person shall not have blood relationship with or shall not legally register to be father, mother, spouse, sibling, and offspring, including spouse of offspring or other director, the executive, or major shareholder, or controlling person or person who is proposed to be director or executive or controlling person of the Company/subsidiaries.
- (d) The person shall not have or had business relationship with the Company, parent company, subsidiaries, associates, major shareholder, or controlling person of the Company and such relationship may impede his own freedom of judgment, and shall not be or was a significant shareholder or controlling person of the person who has business relationship with the Company, parent company, subsidiaries, associates, major shareholder or controlling person of the Company, except that he has been free from such qualifications for at least 2 years prior to the date of submitting application to the Office.

The business relationship mentioned above includes normal business transactions for conducting the businesses of renting or letting immovable properties, the transactions relevant to assets or services or the grant or acceptance of financial assistance by borrowing or lending, guaranteeing, offering assets as debt collateral, including similar behaviors. Such actions may affect the Company or its counterparty to be obligated to debts owed to another party at a minimum of 3% of the net tangible assets of the Company or 20 million Baht, whichever is lower. The calculation of such debts shall comply with the calculation methods of the value of connected transactions according to the Notification of the Capital Market Supervisory Board on connected transactions *mutatis mutandis*. By considering such debts, they shall include the debts incurred within 1 year before the date of business relationship with the same person.

- (e) The person shall not be or was external auditor of the Company, parent company, subsidiaries, associates, major shareholder or controlling person of the Company, and shall not be a significant shareholder, controlling person or partner of the audit office who is employer of auditor of the Company, parent company, subsidiaries, associates, major shareholder or controlling person of the Company, except that he has been free from such qualifications for at least 2 years prior to the date of submitting an application to the Office.
- (f) The person shall not be or was any professional service provider, including legal service or financial advisory service obtaining the service fees of more than 2,000,000 Baht per year from the Company, parent company, subsidiaries, associates, major shareholder or controlling person of the Company, and he shall not be significant shareholder, controlling person, or partner of such professional service providers, except that he has been free from such qualifications for at least 2 years prior to the date of submitting an application to the Office.
- (g) The person is not the director who is appointed to be the representative of the Company's director, major shareholder, or shareholder who is related to major shareholder of the Company.
- (h) The person shall not conduct business of the same nature which competes significantly with the Company or subsidiaries or not be significant partner in any partnership or be executive director, worker, employee, retained consultant. The person shall not hold shares more than 1% of total the number of voting shares of other company who conducts business of the same nature which competes significantly with the Company or subsidiaries.
- (i) The person does not have any other characteristics that prohibit him from expressing opinions freely regarding the Company's operations.

Independent directors may be assigned by the Board of Directors to make decisions on the operations of the Company, parent company, subsidiaries, associates, or other subsidiaries of the same (or equal) level, major

shareholders, or a controlling person of the Company, whereby the assigned decision is undertaken as a collective decision.

All four independent directors of the Company have fully met the specified qualifications and criteria, and have carried out their responsibilities appropriately throughout their term of office. Although all of the independent directors have been in office for more than 9 consecutive years which is not consistent with the Guideline of Corporate Governance of Thai Listed Companies as prescribed by the Thai Institute of Directors Association, the Board of Directors has deemed, however, that this does not affect their performances or ability to express independent opinions. Moreover, all independent directors possess extensive knowledge of the Company's businesses, and have devoted their time, abilities and experiences in finance, accountancy and banking accordingly for the overall interests of the Company. They have good relationships with the Company's business communities and organizations and have provided recommendations and suggestion for the maximum benefits of the Company and all of its stakeholders. They have also carried out their duties with all due care, loyalty and full transparency, without any possible conflict of interests. For these reasons, during the Annual General Meeting of Shareholders No.44 (for the year 2025), the Board of Directors proposed to the meeting to re-appoint 1 independent director - Mr. Supachoke Liamkao for another term. The meeting then approved the re-appointment as proposed by the Board of Directors.

Nomination of Executives

The Company's executives have the duty to nominate, to the Nomination and Remuneration Committee, persons possessing the appropriate qualifications suitable for the Company's businesses for consideration and appointment as the Company's executives. The Nomination and Remuneration Committee will then report any such appointments to the Board of Directors for their acknowledgement.

However, in nominating and appointing suitable executives, the Company does not only consider external candidates but also gives the opportunity to existing senior-level personnel to advance their career in becoming future executives of the Company. The qualified internal candidates are recruited through a selection process that takes into consideration their outstanding performances and acceptance by their superiors and work colleagues. They are assessed individually with regard to key career aspects. The Company can then plan training and development programs to enhance their specifically required knowledge and leadership skills, together with assigning them with new challenging responsibilities. The process is aimed at effectively preparing those qualified Company personnels for future promotion to executive roles, in the event an executive position becomes vacant or if additional executive positions are needed as a result of ongoing business expansion or changes in the Company's organization structure.

The Company's Board of Directors has approved policies and guidelines relating to 'Succession Plan' for executive positions, including the President, in order to prepare suitably qualified senior-level personnels who possess the required knowledge, capabilities and experiences, to best meet the Company's growth and sustainability in the long term. The criteria shall cover the followings:

1. Determining senior executive position needs in accordance with the policies and operating guidelines;
2. Determining the required and relevant qualifications, knowledge and capabilities as well as experiences for each executive position; whereby consideration of qualified internal and external candidates should be made;
3. Undertaking a performance assessment together with assessment on knowledge and capabilities possessed by the executives in accordance with the established principles and guidelines;

4. Considering the approval of the proposed appointment of qualified persons by the Nomination and Remuneration Committee, who have gone through the recruitment process, to senior executive positions.

In 2025, the Nomination and Remuneration Committee acknowledged the vacancy of one senior executive position following the expiration of the employment contract, and noted that the recruitment process is ongoing to identify a suitably qualified candidate for consideration and appointment as a replacement.

Development of Directors

The Board of Directors has assigned the Company Secretary to select relevant training programs from institutes that are credible and correspond to the requirements of being a board director of a listed company such as Capital Markets Academy, the Thai Institute of Directors Association (IOD), to support directors to attend training courses or seminars that aimed at enhancing the required knowledge and skills in discharging the required responsibilities on a continuing basis.

In 2025, Mr. Chaiwat Kulphattaravanich, a director, attended 3 training programs by the Thai Institute of Directors Association, namely: 1) National Director Conference; 2) Role of Independent Directors in Overseas Expansion and International Markets and 3) Powered by Technology and Mr. Pichitpol Panyapol, who was newly appointed as a director in 2025, attended the Director Certification Program of the Thai Institute of Directors Association while other directors who are interested in the relevant courses were unable to join due to their unavailability. However, many directors attended various general seminars on business activities together with on the changes in the regulatory requirements as specified by relevant authorities for the benefit to the stakeholders.

Information with regard to attendance in training courses and participation in seminars has been disclosed in Attachment 1: Details of the Directors, Executives, Controlling Persons, the Person assigned to the highest responsibility in Accounting and Finance ("CFO") and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary.

Board Meetings

The Board of Directors arranges to hold at least 6 Board of Directors' meetings per year, and determines the dates, times, and venues for the meetings in advance for the whole year. Each board director has the duty to attend at least 80 per cent of such meetings. In 2025, there were 7 Board of Directors' meetings comprising 2 physical meetings and 5 online meetings. In addition, there was a physical meeting among independent directors without any executives present. All directors attended all the meetings, with the exception of Mr. Suchat Boonbanjerd Sri, who was absent from 1 meeting due to prior commitments.

The Company Secretary has the duty to gather and organize all required information together with the Agenda Items proposed by Independent Directors for consideration and determining the proposed agenda for each Board of Directors' meeting. The invitation for each meeting and all supporting documents shall be sent out to all board directors not less than 7 days prior to the scheduled meeting date, in order to allow board members sufficient time to study and review all proposed agenda items for the overall benefit of and fairness towards all shareholders and stakeholder groups.

Generally, the meeting agenda items will consist of: acknowledgement or review of financial statements (as reviewed or audited by the external auditors and approved by the Audit Committee); consideration and monitoring of the Company's operations to assess whether they are in accordance with policies and plans; consideration for approval of important issues relating to the Company's operations (such as, vision, mission, and strategies, as well as financial goals, plans and budgets, the assessment of the adequacy of the internal control system, and development in good corporate governance practices, acknowledgement of the

performance of the Company's Board of Directors and Board Committee/Sub-Committees, acknowledgement of the holding of the Company's shares by directors consideration of any proposed connected transactions and asset acquisition or disposal (if any) and any other agenda items proposed by the executives.

In the Board of Directors' meeting, the Chairman assigns the Company Secretary to present a summary of the key contents or issues for each agenda item, in order to gather the opinions of board directors, and then to conclude them as the meeting's resolutions for further action. Directors are given the opportunity to express their opinions independently as well as in a straight forward and open manner during the debate for each agenda item being considered. Executives are also invited to attend board meetings in order to provide more detailed information, whenever deemed appropriate and necessary.

If any Board Director attending the meeting has a conflict of interests relating to any agenda item, the Company Secretary will then request that director to leave the meeting room while the agenda item is being discussed and considered by the Board. There must be at least two - thirds (2/3) of all directors attending and present at the meeting, with the right to vote for any resolution, as prescribed by the Company's Good Corporate Governance Policy. The 'majority vote' from those directors present at the meeting with the right to vote shall be considered as the resolution of the Board of Directors' meeting. Further, unless the agenda concerns the appointment of a new board director to replace a vacant directorship, due to a reason other than the expiry of his/her term of office, the resolution to appoint a new director will then require at least three – fourths (3/4) of the votes from the remaining directors present - as specified in the Company's Articles of Association (Article 17 and Article 21).

The Company Secretary takes notes of the discussions and is responsible for preparing the minutes of the board meeting with complete details. The minutes will then be approved by the Board of Directors, together with all supporting documents. They are then to be properly filed, in order to be readily available for future reference or verification by directors or any other involved organizations as required.

In 2025, the Company's Board of Directors has exercised the following approval authority in accordance with the objectives and Articles of Association of the Company, and the resolutions of the shareholders meetings, and as specified by the Public Limited Company Act, the Securities and Exchange Act and regulations specified by governing authorities such as :

- Approval of the Financial Statements for the year 2024
- Approval of the Agenda Items for the Annual General Meeting of Shareholders No. 44 (for 2025)
- Acknowledgement of the operating results and quarterly financial statements
- Acknowledgement of the outcome of the activities performed by the Sub-Committees
- Approved the disposal of treasury shares and the capital reduction
- Approval of interim dividend payment
- Approval the review and revision of the Anti-Corruption Policy and Practices and the Business Ethics
- Approval the third renewal of the Company's membership certification with the Thai Private Sector Collective Action Against Corruption (CAC)
- Approval the opening of a foreign currency fixed deposit account (USD) with a financial institution
- Approval a connected transaction involving the purchase and sale of machinery between subsidiaries
- Acknowledgement of the review of the vision and mission of the Company
- Evaluation of the existing Company's internal control systems
- Acknowledgment of reports of the Company's securities holding by directors and executives

- Approval of the Board of Directors' responsibility for financial reports
- Evaluation of performance of the Board of Directors as a group and as an individual Board Director for 2025

Performance Assessments of the Board of Directors and the President

The Board of Directors undertakes a performance assessment of the entire Board of Directors as well as of individual directors; and also carries out an annual performance assessment of the President, who holds the highest executive position of the Company. These assessments cover the following aspects :

A. Performance Assessment of the entire Board of Directors, through a self-evaluation process, is undertaken with regard to these key areas or criteria:

- 1) Composition, structure and qualifications of the Board of Directors
- 2) Role, duties and responsibilities of the Board of Directors
- 3) Board of Directors Meetings
- 4) Discharging the responsibilities as a board director
- 5) Relationship with the management
- 6) Self-development by board directors and development of the members of the management

The Company Secretary uses the respective self-evaluation result of each individual director to calculate an 'average score for each area' together with the 'overall cumulative average score' of all the individual areas. The results are categorized into 'very good', 'good', 'satisfactory', and 'needs improvement'. These scores are then being presented to the Board of Directors.

In 2025, the Board of Directors undertook a performance evaluation of the Board itself that achieved an overall score of 93%, which was classified as 'very good' rating.

B. Performance Assessment of individual directors is made through a self-evaluation process, as a mechanism to support and ensure that board directors genuinely understand their respective roles and responsibilities with regard to these key areas:

- 1) Strategies
- 2) Moral Ethics and Values
- 3) Knowledge
- 4) Commitment and diligence
- 5) Carrying out the duties of a director
- 6) Self development
- 7) Overall evaluation

Each director provides the respective evaluation result to the Company Secretary to keep as confidential information before presenting to the Board of Directors meeting in summary with the overall score categorized as: 'very good', good, satisfactory, and 'needs improvement' in accordance with the established criteria.

In 2025, all directors undertook a self-evaluation of their respective individual performances that achieved an overall score of 92%, which was classified as 'very good' rating.

C. Assessment of the President

It is the duty of every Director, except the President, to evaluate the performance of the President according to the following criteria:

- 1) Leadership skills
- 2) Strategic planning
- 3) Business management and oversight
- 4) Financial management
- 5) Human resource management
- 6) Communications skills
- 7) Relationship with the Board of Directors
- 8) Performance evaluation

In 2025, all directors undertook a performance evaluation of the President, excluding the President's self-assessment, with an overall score of 92%, which was classified as 'very good' rating.

Moreover, the Audit Committee, the Nomination and Remuneration Committee and the Good Corporate Governance Committee have carried out an annual performance assessment for each of the Committee, using the same evaluation process and criteria as evaluating the Board of Directors. The score of evaluation results for 2025 were 98%, 93%, and 97%, respectively of all committees are at the level of "very good".

8.1.2 Attendance and Remuneration of the Committees

In 2025, the attendance of the Annual General Meeting of Shareholders and the Board meetings of each director are summarized as follows:

Name	Meeting	Position	Annual General Meeting of Shareholders	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Good Corporate Governance and Sustainable Development Committee
Mr. Sanan Angubolkul		Chairman and Nomination and Remuneration Committee Member	1/1	7/7	-	2/2	-
Mr. Enghug Nontikarn		Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee Member	1/1	7/7	4/4	2/2	-

Name	Position	Annual General Meeting of Shareholders	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Good Corporate Governance and Sustainable Development Committee
Mr. Suchat Boonbanjerd Sri	Independent Director, Audit Committee Member, and Chairman of the Good Corporate Governance and Sustainable Development Committee	1/1	6/7	3/4	-	3/3
Mrs. Siriporn Sailasuta	Independent Director, Chairperson of the Nomination and Remuneration Committee, and Good Corporate Governance and Sustainable Development Committee Member	1/1	7/7	-	2/2	3/3
Mr. Supachoke Liamkao	Independent Director, and Audit Committee Member	1/1	7/7	4/4	-	-
Mr. Naphol Lertsumitkul	Director	1/1	7/7	-	-	-
Mr. Chaiwat Kulphattaravanich	Director, Good Corporate Governance and Sustainable Development Committee Member, Chairman of the Risk Management Sub-Committee	1/1	7/7	4/4	2/2	3/3
Mr. Pichitpol Panyapol	Director	1/1	5/7	-	-	-

Remark : Number of attendance/meeting (times)

Remuneration of Board Directors

The Company has specific criteria in determining the remuneration of its board directors. The criteria are regularly reviewed and considered by the Nomination and Remuneration Committee which sets the policy to determine appropriate and fair remuneration by comparison with companies in the same industry based on the remuneration survey conducted by the Thai Institute of Directors (IOD) Association.

With respect to the remuneration of the sub-committees, the Nomination and Remuneration Committee considers it based on the scope and responsibilities. However, the remuneration must be approved by Shareholder's meeting in accordance with Public Limited Companies Act.

In 2025, the Company paid remuneration to each director as follows:

1. Monetary Remuneration

Overall remuneration for the board directors are approved by the shareholders meeting. Only meeting allowances are paid according to their actual meeting attendance. Actual remuneration for the board directors are as follows:

Name - Position	Amount (Baht)	
	2025	2024
Board of Directors		
Chairman – Mr. Sanan Angubolkul	400,000	400,000
Six Directors comprising :		
Mr. Enghug Nontikarn	250,000	250,000
Mr. Suchat Boonbanjerd Sri	222,000	250,000
Mrs. Siriporn Sailasuta	250,000	250,000
Mr. Supachoke Liamkao	250,000	250,000
Mr. Naphol Lertsumitkul	250,000	250,000
Mr. Chaiwat Kulphattaravanich	250,000	250,000
Mr. Pichitpol Panyapol	168,000	-
Total Remuneration of Directors	2,040,000	1,900,000
Audit Committee		
Chairman of the Audit Committee – Mr. Enghug Nontikarn	350,000	350,000
Two Audit Committee Members comprising :		
Mr. Suchat Boonbanjerd Sri	150,000	200,000
Mr. Supachoke Liamkao	200,000	200,000
Total Remuneration of Audit Committee Members	700,000	750,000
Nomination and Remuneration Committee		
Chairperson of the Nomination and Remuneration Committee - Mrs. Siriporn Sailasuta	50,000	50,000
Two Nomination and Remuneration Committee Members comprising :		
Mr. Sanan Angubolkul	40,000	40,000
Mr. Enghug Nontikarn	40,000	40,000
Total Remuneration of the Nomination and Remuneration Committee Members	130,000	130,000

Name - Position	Amount (Baht)	
	2025	2024
Good Corporate Governance and Sustainable Development Committee		
Chairman of the Good Corporate Governance and Sustainable Development Committee – Mr. Suchat Boonbanjerd Sri	50,000	50,000
Two Good Corporate Governance and Sustainable Development Committee Members comprising : Mrs. Siriporn Sailasuta	40,000	40,000
Mr. Chaiwat Kulphattaravanich	40,000	40,000
Total Remuneration of the Good Corporate Governance Committee Members	130,000	130,000
Grand Total	3,000,000	2,910,000

Remarks :

- In 2025, the meeting allowance paid by the Company to each board director was in accordance with the approved limit of not more than Baht 3,240,000, in total, based on the resolution of the Annual General Meeting of Shareholders No. 44 (for 2025), as follows:

1.1 Meeting allowance for the Board of Directors

Chairman	Baht 400,000 per annum
Directors	Baht 250,000 per annum/per person
Total Meeting allowance	Baht 2,150,000 per annum in total

1.2 Meeting allowance for the Audit Committee

Chairman of the Audit Committee	Baht 350,000 per annum
Member of the Audit Committee	Baht 200,000 per annum/per person
Total Meeting allowance	Baht 750,000 per annum in total

1.3 Meeting allowance for the Nomination and Remuneration Committee

Chairperson of the Nomination and Remuneration Committee	Baht 50,000 per annum
Member of the Nomination and Remuneration Committee	Baht 40,000 per annum/per person
Total Meeting allowance	Baht 170,000 per annum in total

1.4 Meeting allowance for the Good Corporate Governance and Sustainable Development Committee

Chairman of the Good Corporate Governance and Sustainable Development Committee	Baht 50,000 per annum
Member of the Good Corporate Governance and Sustainable Development Committee	Baht 40,000 per annum/per person
Total Meeting allowance	Baht 170,000 per annum in total

The above approved meeting allowances were effective from the date of the Annual General Meeting of Shareholders.

- No remuneration is given to the members of the Risk Management Sub-Committee.

2. Other remuneration

No other monetary and non-monetary remuneration is given to the members of the Board of Directors and Board Committees.

In addition, in 2025, certain subsidiaries paid meeting allowances remuneration to the Company's directors for holding the position of director in the subsidiaries, totaling Baht 0.13 million.

8.1.3 Corporate Governance of Subsidiaries and Associate Companies

At present, the Company has made investments in several subsidiaries and associates - in Thailand and overseas. The subsidiaries and associates operate under the same core business structure of the Company, which include Plastics Business Line (comprising industrial products and household products) and Moulds Business and Other Businesses Line. The Company has defined its core business strategy to reduce dependency on parties outside of the Group, as well as to strengthen its competitiveness.

In order to monitor the performances of the subsidiaries and associates, the Company has appointed key personnel to represent the Company. The Company's directors and/or executives take up directorships or executive positions in these subsidiaries and associates, in proportion to number of shares held by the Company, so as to look after its overall interests as a shareholder. Even though those persons sent as representatives of the Company have been considered from the Board of Directors, they must be well qualified and suitable as well as gain approval from the management. In addition, they must be Company executives already in charge of the same business line as that of the subsidiaries or associates so that their oversight activities can be fully effective.

In terms of voting in the Board of Directors' meetings or shareholders' meetings of these subsidiaries or associates, the Company's representatives are empowered to make decisions or undertake tasks relating to the general business operations of those companies without having to obtain approval from the Company's Board of Directors prior to casting their votes or making decisions. In such activities, they must always take into consideration the maximum benefits for the subsidiaries or associates as a priority, together with the possible impacts on the Company as a shareholder. For example, a decision involving connected transactions, prices and trading terms must be on 'an arm's length basis' or closest to normal current market conditions. However, in the event that the representatives need to cast votes on any significant agenda items, they must first obtain approval from the Company's Board of Directors.

In 2025, none of the Company's subsidiaries and associates executed any shareholders' agreements that would have any significant effect on restricting or limiting the power of the Company in managing the businesses, nor in casting votes according to its proportion of the shares held, nor in receiving any benefits other than those gained under normal business conditions based on the proportion of shares held.

In the case of the subsidiaries, the Company mostly holds a 100% equity interest and has full legal power to set policies and manage the operations. The Company has established regulations and requirements that the appointed Company representatives will manage and encourage the subsidiaries to comply with the same guidelines as those of the Company when undertaking any connected transactions, acquisitions or disposals of assets, or any other important transactions; as well as disclosing their financial position and operational results in an accurate and complete manner. This also includes the supervision of recording and maintaining the financial data of the subsidiaries, so that the Company can easily monitor and collect the required information for the preparation of the financial reports accurately and completely. Moreover, the Audit Committee assigns the Company's Internal Audit Department to audit the operations of the subsidiaries and associates, in order to review the effectiveness

of the internal control system and ensure that they effectively comply with the agreed annual audit plans or detect any possible misconduct.

Policy for the Investment in Corporate Governance of Subsidiaries and Associate Companies has been published in full version on the Company's website at www.srithaisuperware.com under the topic of Good Corporate Governance and Sustainable Development.

8.1.4 Monitoring Compliance with Corporate Governance Policies and Practices

The Company attaches importance to good corporate governance by establishing relevant policies and practices in the Company's Good Corporate Governance Policy and Business Ethics. A Good Corporate Governance and Sustainable Development Working Group has been established to assist the Good Corporate Governance and Sustainable Development Committee in pushing, communicating, monitoring and evaluating by coordinating and conducting with various departments of the Company to provide training and activities to employees at all levels and to test their understanding on a quarterly basis in order to practice continuously and comprehensively throughout the organization, as well as building trust with all stakeholders. In addition, the Company has provided training to educate the executives and employees of the subsidiaries in order to act correctly in accordance with the Company's policies and practices.

In 2025, the Company has monitored its compliance with good corporate governance practices continuing in the following :

- Disclosure and treatment of all stakeholders equally
- Human Rights, Employee practices and non-discrimination, especially healthcare practices and employees' safety and to ensure workplaces are safe, hygienic from standardized safety, health and environment management system
- Care for the environment by minimizing the impact on the Company's production process and operations
- Security and safety of information systems and the protection of personal data
- Openness to suggestions from employees to improve operations via mobile phones, website and QR Code, together with a summary of recommendations through the QR Code, distributed to all employees.

The Company has fully implemented the guidelines for each issue. In addition, the Company has followed up to ensure compliance with good corporate governance in 4 other areas, as follows:

1) Conflicts of interest

The Board of Directors has the policy requiring the Company and its subsidiaries to strictly comply with the established guidelines, procedures and required disclosure of connected transactions, as specified by the Capital Market Supervisory Board and the Stock Exchange of Thailand and the Connected Transaction Policy that the Company to control and oversee transactions between the Company and its subsidiaries with any connected parties (such as, executives, major shareholders, or controlling persons) which may result in a conflict of interests. The Internal Audit Unit has monitored and stored data to investigate for irregularities or transactions that do not comply with the framework approved by the Board of Directors and report to the Audit Committee on a quarterly basis. This is to ensure full transparency in such transactions and prevent potential conflicts of interest for optional benefits to the Company and its shareholders. During the year 2025, apart from connected transactions that were considered part of its normal business activities to support normal ongoing business operations, and/or related to short-term rental of properties, the Company observed both the prices and terms 'on an arm's length basis' and/or under the criteria specified by the Board of Directors. Such transactions are disclosed under Item 9 : Internal Control and Related-Party Transactions. During the year

2025, the Group entered into one connected transaction involving the purchase and sale of machinery between two subsidiaries, with a total value of Baht 2.5 million. The transaction was approved by a resolution of the Board of Directors at Meeting No. 6/2025 held on November 11, 2025. The Company disclosed the information relating to such connected transaction through the Stock Exchange of Thailand's information dissemination system within the date on which the Board of Directors passed the resolution. The purchase and sale of machinery was conducted on an arm's length basis, as if the transaction had been made with a general third party, and was undertaken with the objective of optimizing the utilization of the Group's assets

The Company requires that the Company's board directors and executives provide information and report on any conflict of interests situations on their part with any connected persons. Such reports will be maintained by the Company Secretary, in compliance with all applicable and relevant laws. In the Board of Directors' meeting, if any matters under consideration may be associated with a conflict of interests on the part of any director present, then that director shall leave the meeting during the discussion of that matter in order to ensure complete transparency and fairness. The Company has defined a regulation relating to trading transactions of the Company shares by directors and executives.

In addition, The Board of Directors has established policies on transactions associated with the acquisition or disposal of assets including the accurate and complete information disclosure, in compliance with the criteria and procedures of the Capital Market Supervisory Board.

During the year 2025, the Company did not have any acquisition or disposal of assets of any material value or that required approval from the shareholders' meeting as required by the law and related regulatory agencies.

2) Use of Inside Information and Exploitation

The Company has implemented measures on preventing the possible use of 'inside information' by directors and executives for personal benefits, or on trading of Company's shares. Any trading of Company's shares is strictly prohibited during the period 30 days prior to the disclosure of the quarterly and annual financial statements to the Stock Exchange of Thailand and the general public. Another measure is the requirement for directors and executives to report their Company's shares trading transactions. Apart from being subject to the penalty codes of the Company, offenders of this requirement are also personally subject to the legal penalties imposed by the Securities and Exchange Act. The Company has announced the Company's securities trading policies and practices and the use of internal information for clarity and conciseness and communicated to directors and executives for acknowledgment and strict compliance.

Additionally, according to the Company's Good Corporate Governance Policies, board directors are required to report the acquisition and/or disposal of Company's shares to the Board of Directors every quarter through the Company Secretary who prepares the summary report. Executives are also required to report any such share transactions to the Company Secretary on a quarterly basis. In 2025, there were no changes in the shares trading transactions of the Company's directors and executives.

Further, the Company Secretary has informed and communicated to all Company's board directors and executives, the details of the newly amended laws and regulations regarding trading of the Company shares.

3) Anti-corruption

In 2014, the Board of Directors approved the Company to officially declare its position and intent through participating in the Private Sector Collective Action Coalition Against Corruption (CAC) initiative. The Company has also established policies and practice guidelines on anti-corruption, based on the Company's commitment to conducting its businesses in a fully transparent and accountable manner, with equitable treatment towards all stakeholder groups, as well as giving great importance to being

against all forms of corruption. As such, these policies and practice guidelines have been communicated to all of the Company's Board Directors, members of executives and employees at all levels together with all stakeholders.

The Company first received the Thai Private Sector Collective Action Against Corruption ("CAC") certification in March, 2017, and in December, 2025, the Company received the renewal for another 3 years until March 2029. This reflects the genuine success of the Company from its endeavors to actively participate and have a role in fighting all forms of corruption for the development of the nation.

The Group does not accept any corruption, which covers all businesses both domestically and abroad. The Board, executives and employees have duties and responsibilities to strictly comply with the anti-corruption policy (Revision No. 3, 2025). It is prohibited from involvement in any corruption, directly or indirectly as follows :

1. No behavior should be displayed indicating an intention to engage in corruption, including giving or receiving bribes to/from government or private officials or any stakeholders related to the Company, to secure or maintain business advantages, or to benefit personally or on behalf of others.
2. Employees must not ignore or overlook corruption-related activities involving the Company. It is their duty to report such matters to supervisors or responsible departments, and to cooperate in fact finding investigations.
3. The Company undertakes to treat fairly and protect individuals who refuse to participate in fraud or corruption, or who report, submit evidence, or provide information about behaviors or incidents that may lead to fraud or corruption, in accordance with the Company's Whistleblower Protection Measures. This also applies to individuals who cooperate in reporting, investigating, or expanding the scope of examinations into fraud or corruption
4. Any employee proven to have committed or been involved in fraud or corruption regardless of whether or not they have gained any benefit will be subject to disciplinary action under the Company's Employee Discipline Regulations, and may also face legal penalties if the act is unlawful.
5. The Company has a policy of not demoting, penalizing, or retaliating against employees who refuse to engage in corruption, even if such actions may result in business losses for the Company.
6. The Company places importance on The Company places great importance on communicating, disseminating knowledge, and ensuring understanding among all parties involved in any of the Company's business activities regarding compliance with this Policy and Guidelines, as well as the potential impacts on the Company and all stakeholders involved.
7. The Company ensures there are sufficient and appropriate internal controls and audit processes, overseen by the Audit Committee, to prevent and detect corruption-related activities.
8. The Company ensures that its human resource management processes reflect its commitment to anticorruption practices, including recruitment, training, performance evaluations, compensation, and promotions.
9. The Company may consider granting recognition or rewards to employees who provide information, report, or submit useful evidence that leads to the detection, prevention, or deterrence of fraud or corruption, in order to foster a sense of shared responsibility in protecting the Company's interests and reputation.
10. To ensure clarity in handling matters with a high risk of fraud or corruption, it is stipulated that all Directors, executives, and employees at all levels of the Company carry out their duties with caution in the following matters.

10.1 Political Contributions

This refers to providing financial support, goods, and/ or participating in activities, as well as encouraging employees to engage in political activities on behalf of the Company to gain business or commercial advantages.

The Company is committed to political neutrality and has a policy of not providing direct or indirect political support to political parties, party officials, election candidates, or organizations or individuals involved in politics, to prevent the use of such support for bribery purposes. Additionally, the Company does not permit executives or employees to engage in any political activities during their tenure with the company, nor does it allow the use of company resources for such purposes. The following guidelines are established to govern these practices.

- 1) The Company does not support or contribute financial or material resources to any political party, candidate, or election campaign for business advantage.
- 2) Employees have the right and freedom to participate in political activities under the provisions of the Constitution. However, they must not falsely claim to represent the company or use any company property, equipment, or resources for political purposes. If participating in political activities, employees must exercise caution to ensure that their actions do not create the impression that the company supports or is aligned with any particular political party.

10.2 Charitable Donations and Financial Support

The Company may make charitable donations or provide financial support as part of its corporate social responsibility activities, aimed at promoting and enhancing the Company's positive image. These donations should not be made with the expectation of receiving business returns. Such activities may include providing education, supporting cultural activities, social and environmental initiatives, and supporting educational and sports programs. The following guidelines are established for these practices.

- 1) Charitable Donations in Cash or Company Assets Charitable donations must be made on behalf of the Company only. The recipients of the donations should be foundations, charitable organizations, temples, hospitals, healthcare facilities, or organizations that operate for the benefit of society, which are certified or credible and can be verified. Charitable donations or support, whether in the form of money, assets, or activities/projects for charitable causes, must be carried out transparently and in compliance with the law. The name of the donor or the entity making the donation should be listed as "the Company" only, and the payment must go through the company's approval process as specified in the Company's regulations.
- 2) Charitable Donations in Personal Capacity Directors, executives, and all employees may donate cash or assets in their personal capacity. However, such donations must not be associated with or raise suspicions of misconduct, including bribery, corruption, or any unethical intentions that could harm the Company's integrity.

10.3 Gifts and Entertainment Expenses

The Company acknowledges the importance of maintaining good business relationships. However, the giving and receiving of gifts, hospitality, or entertainment must follow clear guidelines to avoid corruption risks:

- 1) The type of gift or entertainment, including its value, must be appropriate for the situation or in accordance with customary practices for specific occasions or festivals.

2) It must not be an act of coercion, inducement, or providing a reward to any individual to engage in inappropriate actions in order to gain an advantage or provide assistance or benefits to the Company or creating a conflict of interest or biased decision-making.

3) It must be given on behalf of the company, not on behalf of directors, executives, or employees, and must be conducted transparently.

4) It must comply with the Company's rules and regulations.

10.4 Facilitation Payments

Facilitation payments refer to any monetary or non-monetary expenditures made informally to public officials to ensure that they carry out actions in accordance with the process, or to expedite such actions. These processes do not require the discretion of the public official but are based on the proper performance of their official duties and the rights that any individual is entitled to under applicable law. The Company has a strict policy of not making facilitation payments in any form, whether directly or indirectly. The Company will neither engage in nor accept any action in exchange for facilitating business operations. However, legally sanctioned expedited processes that are available to all individuals (e.g., fast-track lanes at airports, expedited visa or passport services) are acceptable, provided that no payment is made directly to any specific individual. Fees paid under such legitimate expedited processes shall not be considered facilitation payments.

10.5 Hiring of Government Officials

Government officials refer to political officeholders, civil servants, or local employees with permanent positions or salaries; employees or personnel working in state enterprises or government agencies; local executives; and members of local councils who are not political officeholders; officials under local administrative law. This definition also includes directors, subcommittees, employees of government agencies, state enterprises, or government bodies, and any individual or group authorized or assigned to exercise administrative powers under the law, whether established within the civil service, state enterprises, or other government-related entities. The operational guidelines regarding the engagement of government officials are as follows:

- 1) Do not hire or appoint government officials who are currently holding office, except in the case of state enterprises where the establishing agency's regulations allow representatives from government agencies to perform duties within the Company.
- 2) Establish a cooling-off period of 2 years for the appointment of former government officials who have left their positions, or individuals who have previously worked for regulatory agencies directly related to the Company.
- 3) The Company shall conduct due diligence on individuals being recruited or appointed as directors, advisors, or executives to identify any potential conflicts of interest prior to appointment.
- 4) The aforementioned government officials are prohibited from exercising their authority improperly, particularly in situations involving conflicts of interest, such as disclosing confidential information of the government agency in which they currently serve or previously served, attempting to influence decision-makers through improper allocation of benefits, or being assigned to interact with their former government agency.

- 5) Disclose the names and background information of former government officials appointed as advisors, directors, or executives, along with the rationale for their appointment, in the Company's public documents to ensure transparency in the appointment process.

10.6 Business Relationships and Procurement with Government Agencies

The giving or receiving of bribes in any business process is strictly prohibited. All interactions or coordination with government agencies must be conducted with transparency, honesty, and integrity, and in strict compliance with applicable laws and regulations.

10.7 Conflicts of Interest

A conflict of interest refers to any action that may cause a person in a position of responsibility to perform duties, make decisions, issue orders, approve, or grant permissions in a biased manner or that deviates from what a reasonable person would normally decide, or from standard practices, for personal benefit, thereby adversely affecting the interests of the organization.

The Company adheres to a policy of prioritizing the best interests of the Company. All activities or actions must not involve or give rise to conflicts between the Company's and the personal interests of directors, executives, employees, as well as customers, business partners, and competitors. The Company has established the following guidelines:

- 1) Directors shall not hold directorships in more than five listed companies and shall not serve as directors in businesses of the same nature that compete with the Company.
- 2) Employees shall comply with the Company's rules and regulations and devote their full working time and best efforts to their duties, without using Company time to conduct other businesses that do not serve the Company's interests.
- 3) Employees shall not hold external positions or own shares in competing businesses that may give rise to conflicts of interest with the Company, unless prior approval is obtained from senior management or the Board of Directors.

In cases where such positions or shareholdings were held prior to becoming a director, executive, or employee of the Company, or prior to the Company entering into competition with such business, the matter must be disclosed to the immediate supervisor, senior management, or the Board of Directors, as applicable, for consideration.

- 4) Confidential information of the Company shall not be disclosed to any party for personal benefit, both during and after employment with the Company.
- 5) Insider information that has not been publicly disclosed in accordance with the regulations of the Stock Exchange of Thailand, regulatory authorities, and applicable laws shall not be used for the benefit of oneself, family members, or third parties.
- 6) All operations shall be conducted with transparency and without the intent of obtaining personal or specific third-party benefits. Transactions shall be carried out on an arm's length basis, as if conducted with general third parties, and shall involve fair and transparent selection, review, and comparison processes in accordance with the Company's procurement regulations, as well as the relevant rules of the Stock Exchange of Thailand and regulatory authorities, including those governing related party transactions and acquisitions or disposals of assets.

- 7) The Company's resources shall be used efficiently, with due care, and for the maximum benefit of the Company, and shall not be used for personal gain.

The Company has communicated these anti-corruption policies and practice guidelines (Revision No. 3, 2025). on the Company website: www.srithaisuperware.com under the topic of Good Corporate Governance and Sustainable Development.

In 2025, the Company has continuously adhered to the corporate governance policies and the anti-corruption policies as follows:

- Communicated and disseminated business ethics, policy and practice in accordance with the Practice Guidelines of Good Corporate Governance on Role of Stakeholders by providing training for the executives and employees of a subsidiary.
- Set the Company's policies on good corporate governance and anti-corruption as part of the orientation for new employees of the Company, together with undertaking campaigns to give relevant information on an ongoing basis such as in On the Job Training, various internal publications or announcements within the Company.
- Arranged to have tests on a quarterly basis for 4 consecutive quarters, on the staff's knowledge and understanding about good corporate governance policies and practices as well as the policy on Anti-corruption. As such, there was increasing involvement from staff with improved knowledge and understanding on these topics with higher average test scores.
- Assigned Good Corporate Governance and Sustainable Development Working Group, under the responsibility of the Good Corporate Governance and Sustainable Development Committee, followed up on the achievement of 3 Por Strategy (to change, to instill, and to prevent), aimed at informing, educating and instilling positive anti-corruption behaviors towards all forms of corruptions to the Company staff at all levels throughout the organization.
- Reviewed and monitored any complaints received, internally and from external parties, via the 'whistleblower program', and took appropriate actions in accordance with established procedures in an equitable and confidential manner while ensuring the protection of the information or complaint providers. As such, during 2025, the Company did not receive any complaints about any alleged acts of corruption.
- Communicated the Company's 'No Gift Policy' during the New Year's festival via the Company's website and issued formal letters to business partners.

In addition, the Good Corporate Governance and Sustainable Development Committee has assigned the Risk Management Sub-Committee to review the assessment of risks as a result of any acts of corruption within the organization in regards to key transactions during 2025. As such, there were no incidents that may have caused any significant risks for the Company.

4) Whistleblowing

The Company makes available the internal control systems and gives the stakeholders the opportunity to provide information and tips on corruption or non-compliance with laws, rules and regulations (whistle blower). The Company clearly defines the practice procedures when receiving any complaint, from gathering facts by keeping confidentiality, forming a fact-checking task force, setting up an investigative committee, protection of the complainers or reporters, consideration and approval of

penalty, including reporting of complaints according to the whistle blowing policy and practices. The Company has announced and communicated these anti-corruption policies and practice guidelines on the Company website: www.srithaisuperware.com under the topic of Good Corporate Governance and Sustainable Development as follows :

1. The Company requests that complaint or report on information concerning corruption or non-compliance with laws, rules and regulations be made in writing only.
2. Complainer can report information on complaint to an independent director by the following methods:
 - Via e-mail address, being publicized on the Company's website in the whistleblower channel, of which the complainer can choose to send the information to an independent director or all of them comprising
 - 1) Mr. Enghug Nontikarn : E-mail address : enghug_non@srithaisuperware.com
 - 2) Mr. Suchat Boonbanjerd Sri : E-mail address : suchat_boo@srithaisuperware.com
 - 3) Mrs. Siriporn Sailasuta : E-mail address : siriporn_sai@srithaisuperware.com
 - 4) Mr. Supachoke Liamkao : E-mail address : supachoke_liam@srithaisuperware.com
 - Via Direct letter to independent director by specifying the name of the independent director and the address of Srithai Superware Public Company Limited or PO Box 84 Rasburana District, Bangkok 10140
 - Submit information in a sealed envelope addressed to an independent director through the Secretary of the Audit Committee (Head of Internal Audit)

For complaints as in the aforementioned guideline no. 1 and 2, the complainer is not required to reveal his/her identity. However, if the complainer is able to identify him/herself, the complainer is requested to disclose the complainer's first and last names, telephone number, facsimile, or email address. The Company can later inform outcome of the action or ask for additional information.

8.2 Report on the activities and tasks of the Audit Committee in the past year

The Audit Committee has performed its duties and responsibilities with all due care, and has strictly adhered to the requirements of the Stock Exchange of Thailand's Announcement (B.E. 2551) and Charter of the Audit Committee. In 2025, the Audit Committee held 4 meetings with the external auditors together with the Company's financial and accounting executives, and the internal auditors, and another meeting with the Company's external auditors without any executives being present. Mr. Enghug Nontikarn, Chairman of the Audit Committee, and Mr. Supachoke Liamkao, Audit Committee Member, attended all meetings, while Mr. Suchat Boonbanjerd Sri was absent from one meeting due to prior commitments. The Audit Committee must report its activities and performance to the Board every quarter. The Audit Committee's Report is also prepared for disclosure in the Company's Annual Report, as stipulated by the Stock Exchange of Thailand.

The Audit Committee undertakes through a self-evaluation process of the Audit Committee every year in order to assess its overall performance within the scope of authority and responsibilities of the Audit Committee as specified by the Stock Exchange of Thailand and uses the same evaluation practices as the Board of Directors' assessment. The evaluation results for 2025 was 98% at the level of "very good". The performance of the Audit Committee is shown in Attachment 6 : Audit Committee Report.

8.3 Summary of the performance of other committees/sub-committee

Number of meetings and performance of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee performs duties in accordance with the scope of duties specified in the Charter of the Nomination and Remuneration Committee of the Company. In 2025, the Nomination and Remuneration Committee held 2 meetings which all Nomination and Remuneration Committee members attended both meetings and reported its performance to the Board of Directors. Moreover, a ‘Report of the Nomination and Remuneration Committee’ is included in the Company’s Annual Report.

The Nomination and Remuneration Committee undertakes through a self-evaluation process of the Nomination and Remuneration Committee every year in order to assess its overall performance within the scope of authority and responsibilities of the Nomination and Remuneration Committee and uses the same evaluation practices as the Board of Directors’ assessment. The evaluation results for 2025 was 93% at the level of “very good”. The performance of the Nomination and Remuneration Committee is shown in Report of the Nomination and Remuneration Committee.

Number of meetings and performance of the Good Corporate Governance and Sustainable Development Committee

The Good Corporate Governance and Sustainable Development Committee performs duties in accordance with the scope of duties specified in the Charter of the Good Corporate Governance and Sustainable Development Committee of the Company. In 2025 the Good Corporate Governance and Sustainable Development Committee held 3 meetings which all Good Corporate Governance and Sustainable Development Committee members attended all meetings. The performance of the Good Corporate Governance Committee is shown in Report of the Good Corporate Governance and Sustainable Development Committee.

The Good Corporate Governance and Sustainable Development Committee undertakes through a self-evaluation process of the Good Corporate Governance Committee every year in order to assess its overall performance within the scope of authority and responsibilities of the Good Corporate Governance and Sustainable Development Committee and uses the same evaluation practices as the Board of Directors’ assessment. The evaluation results for 2025 was 97% at the level of “very good”. The performance of the Good Corporate Governance and Sustainable Development Committee is shown in Report of the Good Corporate Governance Committee.

Number of meetings and performance of the Risk Management Sub-Committee

The Risk Management Sub-Committee performs duties in accordance with the scope of duties specified in the Charter of Risk Management Sub-Committee and the Risk Management Policy of the Company. In 2025, the Risk Management Sub-Committee held 4 meetings which the Company disclosed the number of meetings of the Risk Management Sub-Committee in Section 7.3. Board Sub-Committees. The Risk Management Sub-Committee reported its performance to the Audit Committee for consideration before reporting to the Board of Directors on a quarterly basis. The performance of Risk Management Sub-Committee in 2025 is summarized as follows :

1. Reviewed and evaluated all 5 areas of risk for the preparation of risk management plan including
 - Strategic Risks
 - Operational Risks
 - Financial Risks
 - Compliance Risks
 - Emerging Risks

2. Monitored the performance of each business unit closely, including the strategic plans to mitigate various risks that may impact the sales and operating performance of the Company.
3. Monitored performance in various areas, including
 - Building good relationship with customers and partners in various fields
 - Cash flow management and supply chain management
 - Compliance with rules and regulations
 - Information technology management
 - Analysis of KPIs to evaluation

to ensure that the Company's performance is in accordance with the goals set or any back-up plan to respond in a timely manner when changes or impacts exceed the scope specified by the Company.
4. Supported Safety, Health and Environment (SHE) to enhance standards and reduce risks that may impact employees and the organization.
5. Monitored information technology systems and established a key foundation by developing an AI Readiness Roadmap, focusing on data governance alongside the assessment of cybersecurity risks, to ensure that the future adoption of artificial intelligence will be efficient, transparent, and capable of creating sustainable value for the organization.
6. Evaluate risk management practices to ensure alignment with the Company's strategies and direction, while overseeing risk levels to keep them within acceptable limits.
7. Promote training and development of risk management knowledge for executives and relevant employees to ensure understanding and the ability to apply risk management practices within the organization.
8. Improve the Company's standard sales contracts to ensure fairness and maximize benefits for both the Company and partners.
9. Evaluated and management Competitive Advantage Risks resulting from
 - The rapidly changing business environments
 - The increase in potential competitors both domestically and internationally
 - The intense price competition
 - The impact of the trade war and technology war between major powers, as well as geopolitical conflicts.

Preventive measures were analyzed to mitigate risks that may affect long-term performance, while ESG principles were integrated into the Company's operations and products to support the Company in maintaining its competitiveness and strengthening its brand confidence.

Overall, in 2025, the Risk Management Sub-Committee operated under the role of a "Proactive Monitoring & Support Unit," with a focus on establishing a comprehensive risk management foundation across all dimensions. This has enabled the Company not only to prevent potential losses but also to effectively create competitive advantages from changing environment (turning risk into opportunity).

Report of the Nomination and Remuneration Committee

To The Shareholders,

Srithai Superware Public Company Limited

The Nomination and Remuneration Committee has performed its duties in accordance with the Charter of the Nomination and Remuneration Committee. The Committee has the responsibilities of supporting the Board of Directors in determining appropriate remuneration and compensation for the Company's Board Directors and Executives, as well as for screening and selecting qualified persons to be proposed for appointment as Board Directors and Executives in a fully transparent equitable manner. The Nomination and Remuneration Committee has also updated operational guidelines to ensure alignment with current trends and the Company's business strategy, while taking the best interest of all Stakeholder groups into consideration.

Members of the Nomination and Remuneration Committee are appointed with a term of office equal to 3 financial years. The current Nomination and Remuneration Committee has its term of office until the end of 2027.

Performance of the Nomination and Remuneration Committee

During the year 2025, the Nomination and Remuneration Committee held 2 meetings, which were attended by all committee members, with details as below :

Name	Position	Number of meetings attended/ Total number of meetings held
Mrs. Siriporn Sailasuta	Chairperson of the Nomination and Remuneration Committee	2/2
Mr. Sanan Angubolkul	Nomination and Remuneration Committee Member	2/2
Mr. Enghug Nontikarn	Nomination and Remuneration Committee Member	2/2

The mission and activities of the Nomination and Remuneration Committee during the year 2025 are summarized as follows :

1. Considered the renewal of the expired term of office and the appointment a new director of the Company's directors for the Board of Directors to propose to the Annual General Meeting of Shareholders No. 44 (Year 2025);
2. Determined the appropriate remunerations of the Board Directors for consideration by the Board of Directors before proposing to the Annual General Meeting of Shareholders No. 44 (Year 2025);
3. Considered special remuneration for executives and employees of the Company for the year 2025;
4. Revised the Charter of the Nomination and Remuneration Committee to ensure its appropriateness in response to the evolving business environment, replacing the previous version issued in 2011, with effect from January 1, 2026.
5. Undertook a self assessment of the Nomination and Remuneration Committee's performance for the year 2025; and

6. Prepared the Report of the Nomination and Remuneration Committee for disclosure in the Company's Annual Report for the year 2025.

On Behalf of the Nomination and Remuneration Committee

Srithai Superware Public Company Limited



Mrs. Siriporn Sailasuta

Chairperson of the Nomination and Remuneration Committee

Report of the Good Corporate Governance and Sustainable Development Committee

To The Shareholders,

Srithai Superware Public Company Limited

The Company's Board of Directors has established the Good Corporate Governance Committee, as a sub-committee in 2012, and later approved the name change to the Corporate Governance and Sustainable Development Committee at the beginning of 2024 to assist the Board in controlling and supporting the oversight of compliance with the Company's policies on good corporate governance as well as measures on anti-corruption and contribute to driving the business towards sustainability.

The Good Corporate Governance and Sustainable Development Committee has appointed both working group and sub-working group on good corporate governance and sustainable development, responsible for coordinating and working together with various operating business units of the Company, in order that the policies on good corporate governance as well as on anti-corruption policy, sustainable development policy and corporate social responsibility policy are implemented comprehensively for the benefit of all Stakeholders in an effective and efficient manner.

During the year 2025, the Good Corporate Governance and Sustainable Development Committee held 3 meetings with attendance by all committee members as shown below:

Name		Position	Number of meeting attended/ Total number of meetings held
Mr. Suchat	Boonbanjerdsri	Chairman of the Good Corporate Governance and Sustainable Development Committee	3/3
Mrs. Siriporn	Sailasuta	Good Corporate Governance and Sustainable Development Committee Member	3/3
Mr. Chaiwat	Kulphattaravanich	Good Corporate Governance and Sustainable Development Committee Member and Secretary	3/3

The Good Corporate Governance and Sustainable Development Committee is responsible for overseeing that the Company has complied with the established policies on good corporate governance, the policy on Anti-Corruption together with associated operating guidelines can be summarized in 2025 as follows :

1. Communicate the Company's Business Ethics, Policy and Practice in accordance with Good Corporate Governance Principles under the section of the role of stakeholders by training to executives and employees of subsidiaries.
2. Arranged to incorporate a Section on the Policy on Good Corporate Governance and Policy on Anti-Corruption as part of the orientation program for new Company employees; as well as undertook ongoing activities to promote giving information to the Company's staff – such as: through on the job training programs, disseminating information through various printed media or via the internal broadcasting system within the Company's offices and facilities.

3. Arranged to assess and test on a quarterly basis, totaling 4 quarters, the level of knowledge and understanding gained and retained by the Company's employees with regard to the Policy on Good Corporate Governance as well as the Policy on Anti-Corruption. As such, it was apparent that more and more employees have become engaged on these aspects, and higher average test scores results showed an increasing level of knowledge and understanding on these issues.

Furthermore, the Good Corporate Governance and Sustainable Development Committee has monitored the outcomes relevant to the policy assigned to the Company's management as follows:

1. Followed up on the results of the 'Whistle Blower' program via various channels of communications, whereby the Good Corporate Governance and Sustainable Development Committee has approved establishing various investigation committees to follow up on the information received in an equitable manner to all parties involved, together with protecting those who have informed any matter. As such, during the year 2025, there were no complaints that were deemed to be a risk of corruption.
2. Supported the Company to participate in the survey on good corporate governance practices of Thai listed companies that has been undertaken by the IOD Association continuously since 2008; whereby in 2025 the Company was given an "Excellent" rating for the 10th consecutive year.
3. Supported the Company in submitting an application for the renewal of its membership certification with the Thai Private Sector Collective Action Against Corruption (CAC) to the CAC Council. According to the CAC's announcement in December 2025, the Company's certification was renewed for the third time for a further period of three years, extending until March 2029.
4. Followed up on a work plan to review the appropriateness of implementing Good Corporate Governance Principle for listed companies in 2017 (Corporate Governance Code for Listed Companies 2017) or CG Code by the Securities and Exchange Commission to be continuously in line with the business.
5. The Company encourages external assessments of its sustainability performance to measure the progress of its sustainability initiatives and to identify areas for improvement and further development. In 2025, the Company was recognized as a Sustainable Stock (SET ESG Ratings) for the year 2025 by the Stock Exchange of Thailand, ranking in the A category within the Industrials sector for the third consecutive year. The Company was selected as one of the ESG100 companies for 2025 by the Thaipat Institute, marking the fourth year of recognition.

In 2025, the Good Corporate Governance and Sustainable Development Committee has undertaken a self-evaluation of the performance as a group for 2025 was 97%. The assessment result is concluded that the Committee has discharged all assigned duties and responsibilities in an appropriate, adequate and effective manner.

On Behalf of the Good Corporate Governance and Sustainable Development Committee

Srithai Superware Public Company Limited



Mr. Suchat Boonbanjerd Sri

Chairman of the Good Corporate Governance and Sustainable Development Committee

9. Internal Controls and Related-Party Transaction

9.1 Internal Controls

Opinion of the Board of Directors regarding the Company's internal control

At the Board of Directors' Meeting No. 7/2025 held on December 18, 2025, all Audit Committee Members attended the meeting. The Board of Directors evaluated the Internal Control of the Company and its subsidiaries in accordance with the Internal Control Adequacy Assessment, which covers 5 components in accordance with the internal control framework of COSO (The Committee of Sponsoring Organizations of the Treadway Commission) i.e. the internal control environment, risk assessment, operational control, information & communication and monitoring. The Board of Directors considers the internal control of the Company and its subsidiaries to be adequate and appropriate. There were no significant deficiencies in internal control. The Company and its subsidiaries have provided sufficient quality personnel and applied the necessary and appropriate information technology to enable the Company and its subsidiaries to implement good internal control systems and perform various tasks efficiently and verifiably including having the system to control and monitor the operations of the Company and its subsidiaries to prevent assets from being misused by directors or executives without authority, transactions with potential conflicts and connected persons, as well as effective care and use of asset and resources.

In 2025, the Audit Committee acknowledged the performance report of the Risk Management Sub-Committee and reviewed the internal control together with the auditor, Internal Audit Supervisor and External Unit (Outsource) hired by the Company on a quarterly and annual basis. There was no different opinion from the opinions of the Board of Directors mentioned above. The Company and its subsidiaries have adequate and appropriate internal control system. There have been no significant internal control flaws and no auditor's observations indicating that the Company and its subsidiaries must act quickly to rectify, as well as no serious incidents of fraud or violations of the law that will have a significant impact on reputation and financial position unlawful use of directors or executives. However, the Audit Committee has disclosed its opinion on the review of the internal control system in Report of the Audit Committee as shown in Attachment 6.

The Company promotes and instills employees at all levels the morality and ethics of its operations, which is an important factor that will strengthen its foundations and contribute to an environment of good internal control throughout the organization. Employees have an accurate understanding of the compliance of good corporate governance practices, anti-corruption and ethical business operations via tests on a quarterly basis, policies and practices published through the Internal Web system and the Company's website www.srithaisuperware.com that all employees and external stakeholders can acknowledge and access as well as the Whistleblowing System in each channel provided by the Company.

In addition, Internal Audit Unit with approval from the Audit Committee has reviewed and adjusted the audit action plan to be suitable for the business environment and in alignment with the situation each year by applying data analytics principles to analyze the risks effectively as well as developing knowledge and skills of the Company's internal audit staff, especially in the digital field to utilize artificial intelligence technology as a tool to help streamline operations and achieve target plans.

Additionally, the internal audit department continuously develops the knowledge and skills of its staff in information technology. It also utilizes artificial intelligence technology to enhance operational flexibility and achieve planned objectives.

Head of Internal Audit Unit

Internal Audit Unit is responsible for auditing, evaluating the internal control systems, and monitoring the risk management system and corporate governance practices, in order to ensure that the Company has in place such systems that are

adequate, effective and efficient in accordance with the Company's objectives. Internal Audit Unit reports directly to the Audit Committee.

The Internal Audit Department is an independent unit and is allocated with adequate resources and budgets appropriate for carrying out its audit activities on the Company's operations and compliance with all relevant laws, rules and regulations.

The annual audit plan is prepared by taking into consideration the relevant risk factors, and is approved by the Audit Committee. The Internal Audit Department's findings and performance reports are submitted to the Audit Committee. A summary of these internal audit findings are also reported in the Board of Directors meetings on a quarterly basis.

Currently, the Internal Audit Supervisor or Deputy Internal Audit Manager of the Company is Mr. Siriphong Phosuk who was appointed in the Audit Committee Meeting No. 3/2021 held on August 11, 2021 and acted as Deputy Internal Audit Manager on September 1, 2021. He is appropriate to perform the duties as he has qualifications, educational background, work experience and adequate training. He has primary responsibility for an audit and review of internal control in accordance with the Company's internal control policies and approved annual audit plans. Preparation of reports by providing recommendations and monitoring corrective actions on significant issues, working with internal auditors hired by the Company including supporting other operations related to internal audits, such as the secretary of the Audit Committee and the Good Corporate Governance Working Group to ensure the Company achieving good corporate governance with adequate and appropriate internal control system. In 2025, Mr. Siriphong Phosuk performed his duties and reported the results of internal audits as assigned appropriately.

In addition, at the Audit Committee Meeting No. 1/2025 held on February 24, 2025, the Audit Committee approved the appointment of Info Ninety Nine Company Limited ("Info99") to perform additional duties of the Company's internal audit for the Company under the internal audit plan for the second year, in accordance with the timeframe specified in the Internal Audit Plan for the year 2025. This appointment follows the completion of the internal audit engagements under the Internal Audit Plan for the year 2024 and the appropriate reporting of various internal audit results to the Audit Committee in line with the assigned responsibilities. The internal audit engagement will continue to be led by Mr. Natthadol Natinonthapat, Managing Director of Info99 will be responsible for these duties, leading the team to perform audit duties. The Audit Committee has considered and concluded that Info99 and Mr. Natthadol Natinonthapat are independent and possess the required knowledge and experience in internal auditing of listed companies and companies from various industries including receiving adequate training, as well as support the company's increased internal audit tasks. Furthermore, Info99 has proposed a service fee that is considered reasonable when compared with other service providers.

However, consideration and appointment, removal, and transfer of the person holding the internal audit supervisor must be approved by the Audit Committee. The information about of Head of Internal Audit and Outsourced Internal Auditor is disclosed in Attachment 3: Details about Internal Audit Supervisor and Corporate Compliance Supervisor.

Corporate Compliance Supervisor

The Company assigns the Compliance Unit and Company Secretary to be a part of the Company Secretary Office. The Company has shown details of duties and responsibilities in Attachment 3: Details about the Company's Internal Audit Supervisor and Corporate Compliance Supervisor.

9.2 RELATED-PARTY TRANSACTIONS

1. Related-Party Transactions with Individuals Who Might be Conflicted or Connected with the Company

The Company has subsidiaries and some related companies which might have conflict of interest and/or be connected companies according to the Securities and Exchange Act and regulations of related agencies. Related transactions in the normal course of business that incurred in 2025 are as follows:

Company Name / Relationship	Nature of Business	Type / Value of Transactions in 2025	Necessity / Reasonableness
<u>Srithai Moulds Company Limited</u> 1. A subsidiary whose 71.0% of shares held by the Company. 2. 29.0% of shares held by executives of the Company and relatives of some executives.	Mould Making Service and Manufacture and Distribution of Plastic Products	1. Normal business transactions amounted to Baht 81.13 million 2. Relating to asset or service transactions in the amount of Baht 0.95 million. 3. Dividend income and management fee amounted to Baht 5.87 million.	1. Normal inter-company transactions for sales/purchase of products and/or services of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or under the criteria approved by the Board of Directors of the Company. 2. Transactions relating to assets or services involves the purchase of machinery and production equipment from the Company which remain in good operating condition but are no longer in use by the Company. As the transactions are of relatively small value, and the Company has established trading terms and selling prices for such assets comparable to those offered to general third parties or in accordance with the scope determined by the Board of Directors, the Company did not engage an independent appraiser to conduct a valuation of the assets involved in the transactions. 3. The dividend payment was made to all shareholders of Srithai Moulds Co., Ltd. at an equal rate in proportion to each shareholder's respective shareholding.

Company Name / Relationship	Nature of Business	Type / Value of Transactions in 2025	Necessity / Reasonableness
			The management fee relates to management support services provided to Srithai Moulds Co., Ltd., covering both production operations and administrative functions. The calculation of such management fee follows the same criteria applied by the Company to its other subsidiaries.
<u>Srithai Packaging Company Limited</u> 1. An associate whose 39.2% of shares held by the Company. 2. 9.8% of shares held by an executive of the Company and relatives of some executives. 3. A relative of some executives of the Company serves as a director in Srithai Packaging Company Limited.	Manufacture and Distribution of Paper Boxes	Dividend income amounted to Baht 11.76 million.	Dividend payment to all shareholders of Srithai Packaging Company Limited at the same rate in proportion to number of shares held by each shareholder.
<u>Srithai Marketing Company Limited</u> 1. A related company. 2. 72.0% of shares held by relatives of some executives of the Company. Some of them serve as directors of Srithai Marketing Company Limited. 3. It has long been a distributor and trade partner for the Company.	Distributor of Houseware Products	1. Normal business transactions amounted to Baht 7.72 million 2. Supporting normal business transactions amounted to Baht 0.05 million	1. Normal inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices following the criteria approved by the Board of Directors of the Company. 2. Transactions supporting normal business on renting an area for display and sales of products in a Grand Sale fair which is organized by the Company every year. The rental rate was the same as those charged to other tenants.

Company Name / Relationship	Nature of Business	Type / Value of Transactions in 2025	Necessity / Reasonableness
<u>Siam Melamine Marketing Company Limited</u> 1. A related company. 2. 70.0% of shares held by relatives of some executives of the Company. 3. It has long been a distributor and trade partner for the Company.	Distributor of Plastic Products and Melamine Products	1. Normal business transactions amounted to Baht 10.71 million. 2. Supporting normal business transactions amounted to Baht 0.01 million.	1. Normal inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or following the criteria approved by the Board of Director of the Company. 2. Transactions supporting normal business on renting an area for display and sales of products in a Grand Sale fair which is organized by the Company every year. The rental rate was the same as those charged to other tenants.
<u>Srithai Stainless Company Limited</u> 1. A related company. 2. 60.0% of shares held by relatives of some executives of the Company, who also serve as directors of Srithai Stainless Company Limited.	Manufacture and Distribution of Kitchenware and Furniture	1. Normal business transactions amounted to Baht 0.01 million 2. Supporting normal business transactions amounted to Baht 0.02 million.	1. Normal Inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or following the criteria approved by the Board of Directors of the Company. 2. Transactions supporting normal business on renting an area for display and sales of products in a Grand Sale fair which is organized by the Company every year. The rental rate was the same as those charged to other tenants.

Company Name / Relationship	Nature of Business	Type / Value of Transactions in 2025	Necessity / Reasonableness
<u>S.Sahatara (Thailand) Company Limited</u> 1. A related company. 2. 100.0% of shares held by an executive of the Company and his relatives. Some of them serve as directors of S.Sahatara (Thailand) Company Limited.	Stickers and Labels Printing	Normal business transactions amounted to Baht 0.51 million.	Normal inter-company transactions for sales/purchase of products of one party demanded by another party to support and generate revenue of its main business under normal trade terms and prices same as those transactions with outsiders or following the criteria approved by the Board of Directors of the Company.
<u>P. C. Container Company Limited</u> 1. A related company. 2. 56.0% of shares held by relatives of some executives of the Company, who also serve as directors of P. C. Container Company Limited	Manufacture and Distribution of Plastic Products	Short-term property rent amounted to Baht 6.75 million	Short-term property rent of land and building provided by the Company on a yearly basis. The rental rate was reasonable as its location, market rental rate and economic condition were taken into consideration.
<u>P. E. T. Container Company Limited</u> 1. A related company. 2. 55.8% of shares held by relatives of some executives of the Company, who also serve as directors of P. E. T. Container Company Limited	Manufacture and Distribution of Plastic Products	Short-term property rent amounted to Baht 0.29 million	Short-term property rent of land with building provided by the Company on a yearly basis. The rental rate was reasonable as its location, market rental rate and economic condition were taken into consideration.

Remark : Executive and relative of executive means person or persons as defined in the relevant criteria on connected transaction as laid down by the Capital Market Supervisory Board.

Information in the table above showed that the Company and its subsidiaries had transactions with companies that might have conflict of interest or with connected companies. However, all transactions were of normal business operations and / or for supporting the normal business operations of the Company and its subsidiaries. Most of them transacted at prices and terms similar to those transactions between each related company and outsiders in order to maximize benefits of each company. If there were some differences of prices and terms from those transactions with outsiders, the prices and terms of such transactions shall comply with the criteria approved by the Board of Directors. The Company has disclosed details of related party transactions for the year 2025 in the Notes to Consolidated Financial Statements for the year ended December 31, 2025, No. 6 Related party transactions.

In the fourth quarter of 2025, the Board of Directors Meeting No. 6/2025 held on November 11 2025, approved a connected transaction categorized as a transaction relating to assets or services. Under this transaction, Srithai Miyagawa Co., Ltd. (“SMW”), a subsidiary in which the Company holds 51.0% of the shares, will sell one unused machine that is pending disposal to Srithai Moulds Co., Ltd. (“SMO”), a subsidiary in which the Company holds 71.0% of the shares, at a selling price of Baht 2.5 million. The Board considered that the sale and purchase of the machinery between SMW and SMO was conducted on the basis of each party’s best interests, comparable to an arm’s length transaction with a general third party. The selling price was determined by comparison with an appropriate appraisal value and purchase offers from external parties, and the payment terms are fair to both parties. In addition, the transaction between the two subsidiaries is intended to optimize asset management within the Group. In considering this connected transaction, directors who had an interest in the matter did not participate in the meeting agenda, and the Audit Committee had no opinion that differed from the resolution of the Board of Directors.

2. Need for Related-party Transactions

The Company has placed an importance on the investment in the business related and/or connected with the plastics business, the core business of the Company, in order to reduce any dependence on the business outside the Group, to increase market coverage, and to increase competitiveness and growth of the Group of companies. As a result, most companies under the Group have similar businesses and products or partly support the core businesses of the Company. Related-party transactions frequently occur among the Group due to its need to purchase or sell products or services to other parties within the Group to support and enhance the main revenue and/or give financial support necessary for business operations of the subsidiaries to be competitive.

In addition, the connected transactions executed with persons who might have conflict of interest or be connected persons not under the structure of the Group are mostly carried out with distributors of the Company. The purposes are for business reasons and satisfying products demand from another party.

3. Procedure of Approval on Inter-Company Transactions

Each company in the Group has its own management team who is determined to maximize benefit of their company. Regarding inter-company transactions, terms, and conditions of trade and services are based on normal transactions with outsiders. Terms and conditions of inter-company transactions are compared with those from external sources of information. Exceptional cases are considered during sales promotion or at time of transacting with long-term trade partner on a case by case basis. However, the Audit Committee and the Board of Directors have been very careful to assure that interest of shareholders and all stakeholders was safeguarded against any transaction which might cause any conflict of interest.

In granting financial support to subsidiaries, the Company will provide and present to the Board of Directors limit and nature of financial support, reasons and need for such transactions on a case by case basis. The Company will evaluate business environment and need for financial support of each subsidiary in order to provide financial support suitable for maximizing benefit for subsidiaries. Proportion of share interests held by the Company in the respective subsidiary is also considered in the event it is not a wholly-owned subsidiary.

In order for the Company to follow the criteria regarding the connected transactions, the Board of Directors has passed a resolution approving in principle pricing of products/services and terms of debt collection/settlement between the Company/subsidiaries and connected persons according to the definition as stipulated in the Securities and Exchange Act and other

involved regulatory authorities. The power is also granted to the executives to approve connected transactions within the criteria set by the Board of Directors.

However, if nature or size of any connected transaction is beyond the scope approved by the Board of Directors, the Company will submit it to the Audit Committee and the Board of Directors for its consideration prior to approval and/or obtaining approval from the shareholders' meeting, which is in line with the criteria and requirements of the involved regulatory authorities.

4. Policy and Future Trend of Related Party Transactions

The Group has the policy to allow each company in the Group to transact freely with any party. Price and term of trade will be major factors influencing the decision of each company's executive. The number of related party transactions is not expected to fluctuate much in each year, subject to demand for products and services, production capacity & servicing, business expansion of each company and the economic condition & industries in Thailand. However, the Company has also disclosed its comprehensive interrelated transaction policy on its website www.srithaisuperware.com under the topic "Good Corporate Governance and Sustainability".

Future trend of financial support provided by the Company may be rising, subject to need, business expansion policy and growth of companies in the Group, especially those subsidiaries.

Part 3 Financial Statement

Report of the Board of Directors on its Responsibilities for the Financial Reports

To The Shareholders,

Srithai Superware Public Company Limited.

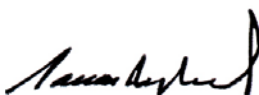
The Board of Directors of the Company is responsible for the consolidated financial statements of the Company and its subsidiaries, and the separate financial statements of the Company, including other financial information shown in the Company's annual report. The financial statements for the year ended December 31, 2025 have been prepared in accordance with Thai Financial Reporting Standards under appropriate accounting policy, consistent practices, careful judgment together with prudent estimates and sufficient disclosures as appeared in the notes to the financial statements, which genuinely reflect the fair financial position, financial performance and cash flow, in order to be beneficial for the shareholders and general investors. The financial statements audited by the independent external auditor expressing an unqualified opinion and reviewed by the Audit Committee have been approved by the Board of Directors.

The Board of Directors of the Company has the duties and responsibilities to oversee and further develop the system of good governance, business ethics, and anti-corruption measures as well as arrange for a review on the risk management system and measures, the internal control system and the internal audit procedures. This is to ensure that all financial information is accurate, comprehensive and adequate, so as to maintain and preserve the assets of the Company as well as to prevent fraud and irregularity. The Board of Directors has appointed an Audit Committee comprising 3 independent directors who possess the complete required qualifications as specified by the regulatory authorities. The Audit Committee is assigned to oversee, supervise and review the reliability and accuracy of the financial reports as well as assess that the existing internal control system and the internal audit procedures are effective and efficient. The opinions and comments of the Audit Committee with regard to these assigned responsibilities are presented in the Report of the Audit Committee that is included in the Company's Annual Report.

The Board of Directors views that the existing internal control systems are adequate and appropriate. It is, therefore, to reasonably ensure that the consolidated financial statements of Srithai Superware Public Company Limited (the Company) and its subsidiaries (the Group), present the consolidated and separate financial position of the Group and the Company as at December 31, 2025 together with the consolidated and separate financial performance and its consolidated and separate cash flow for the year then ended in accordance with Thai Financial Reporting Standards and in compliance with all relevant laws, rules and regulations.

On Behalf of the Board of Directors

Srithai Superware Public Company Limited



Mr. Sanan Angubolkul

Chairman of the Board



Srithai Superware Public Company Limited and its subsidiaries

Report and consolidated and separate financial statements

31 December 2025



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Independent Auditor's Report

To the Shareholders of Srithai Superware Public Company Limited

Opinion

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

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Srithai Superware Public Company Limited and its subsidiaries and of Srithai Superware Public Company Limited as at 31 December 2025, their 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 Group 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 to each matter are described below.

Revenue recognition

Revenue from sales of goods is one of the Group's significant accounts because the amounts of revenue recorded directly affect the Group's profit or loss for the year. Moreover, the Group has a large number of customers with a variety of different commercial terms. There are therefore risks with respect to the amount and timing of revenue recognition. For this reason, I have paid particular attention to the Group's recognition of revenue from sales of goods.

I have examined the Group's revenue recognition by gaining an understanding and evaluating the effectiveness of the Group's internal controls with respect to the revenue cycle. On a sampling basis, I also examined supporting documents for sales transactions occurring during the year and near the end of the accounting period. In addition, I reviewed credit notes issued by the Group to its customers after the period-end and performed analytical review procedures on the sales account to identify possible irregularities in sales transactions throughout the period.

Deferred tax

The Company has disclosed its accounting policy and details relating to deferred tax in Notes 4.17 and Notes 24 to the financial statements. As at 31 December 2025, deferred tax assets of the Company amount to Baht 57 million. A deferred tax asset is recognised when it is highly probable that the Company's taxable profit will be sufficient to allow utilisation of the deferred tax in the future. Determining whether there will be sufficient future taxable profit to utilise temporary differences or taxable losses requires management to exercise significant judgment with respect to preparation of business plans and projections of future taxable profit based on approved business plans. Therefore, there is a risk with respect to the value of deferred tax assets.

I assessed the estimates of future taxable profit by checking the required information and key economic assumptions used in the projections, through inquiry with the management of the Company regarding the assumptions used in projecting sales, gross profit and operating expenses, as well as comparison of past taxable profit projections with actual taxable profits to assess the exercise of management judgment in estimating taxable profits. I also tested the calculation of future taxable profit based on the above information and assumptions.



Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group 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 Group, 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 Group'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 Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group'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 resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of 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 Group'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 Group'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 Group 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.

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.

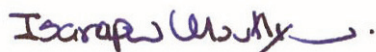
I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.



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.



Isaraporn Wisutthiyan

Certified Public Accountant (Thailand) No. 7480

EY Office Limited

Bangkok: 26 February 2026

Srithai Superware Public Company Limited and its subsidiaries**Statement of financial position****As at 31 December 2025**

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalents	7	640,228,852	735,787,508	156,539,280	196,496,838
Financial assets - fixed deposit		316,217	39,000,000	314,215	-
Financial assets - investments in mutual funds		35,159,362	-	-	-
Trade receivables	8	1,389,238,157	1,422,612,658	761,142,340	769,723,372
Other current receivables - unrelated parties		115,108,527	79,056,104	37,033,853	15,570,278
Other current receivables - related parties	6.2	870,369	1,270,276	43,542,576	94,191,046
Inventories	9	970,758,062	1,028,323,590	320,736,206	320,298,422
Other current assets		44,131,757	92,482,285	10,958,517	6,501,776
Total current assets		3,195,811,303	3,398,532,421	1,330,266,987	1,402,781,732
Non-current assets					
Restricted bank deposits	10	8,518,243	14,801,699	-	-
Other non-current financial assets	11	164,890,599	147,639,691	164,890,599	135,900,875
Investments in subsidiaries	12	-	-	2,109,220,102	2,172,220,102
Investments in associates	13	190,154,415	183,855,657	156,113,258	156,113,258
Investment properties	14	98,299,144	96,134,030	453,397,295	451,232,181
Property, plant and equipment	15	2,756,287,407	2,980,616,010	1,478,747,996	1,495,294,699
Right-of-use assets	18	156,174,919	169,795,835	19,176,471	15,939,593
Intangible assets		23,674,605	19,445,950	12,572,822	15,336,968
Goodwill		5,130,932	5,130,932	-	-
Net deferred tax assets	24.2	83,243,586	133,915,489	41,293,155	89,452,122
Other non-current assets		28,750,075	40,519,880	23,461,470	34,230,207
Total non-current assets		3,515,123,925	3,791,855,173	4,458,873,168	4,565,720,005
Total assets		6,710,935,228	7,190,387,594	5,789,140,155	5,968,501,737

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

Srithai Superware Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans	16.1	564,461,600	761,361,000	380,000,000	450,000,000
Trade payables - unrelated parties		712,729,787	754,771,429	407,451,253	410,006,163
Trade payables - related parties	6.2	51,572,448	37,620,348	28,952,274	33,791,628
Other current payables - unrelated parties	17	269,689,422	231,089,592	134,183,352	113,703,936
Other current payables - related parties	6.2	206,562	164,768	3,295,943	1,852,576
Current portion of long-term loans	16.2	93,251,328	156,533,747	40,080,000	78,800,000
Current portion of lease liabilities	18	16,048,601	17,565,710	5,962,111	5,757,086
Other current liabilities		55,789,667	45,805,466	16,402,904	15,044,859
Total current liabilities		1,763,749,415	2,004,912,060	1,016,327,837	1,108,956,248
Non-current liabilities					
Long-term loans, net of current portion	16.2	235,163,624	357,705,133	135,500,000	210,580,000
Lease liabilities, net of current portion	18	35,668,116	33,853,330	14,074,723	10,632,446
Provision for employee benefits	19	318,463,431	313,411,422	166,497,807	173,902,918
Other non-current liabilities		10,829,540	11,140,018	2,300,686	2,300,686
Total non-current liabilities		600,124,711	716,109,903	318,373,216	397,416,050
Total liabilities		2,363,874,126	2,721,021,963	1,334,701,053	1,506,372,298
Shareholders' equity					
Share capital					
Registered					
2,636,756,900 ordinary shares at par value of Baht 1 each					
(2024: 2,709,904,800 ordinary shares of Baht 1 each)		2,636,756,900	2,709,904,800	2,636,756,900	2,709,904,800
Issued and fully paid					
2,636,756,900 ordinary shares at par value of Baht 1 each					
(2024: 2,709,904,800 ordinary shares of Baht 1 each)		2,636,756,900	2,709,904,800	2,636,756,900	2,709,904,800
Premium on treasury shares		-	19,928,420	-	19,928,420
Retained earnings					
Appropriated - statutory reserve	20	270,990,480	270,990,480	270,990,480	270,990,480
- treasury shares reserve	21	-	106,624,432	-	106,624,432
Unappropriated		1,783,825,858	1,650,397,494	1,484,499,219	1,422,305,015
Treasury shares	21	-	(106,624,432)	-	(106,624,432)
Other components of shareholders' equity		(580,376,862)	(424,341,713)	62,192,503	39,000,724
Equity attributable to equity holders of the Company		4,111,196,376	4,226,879,481	4,454,439,102	4,462,129,439
Non-controlling interests		235,864,726	242,486,150	-	-
Total shareholders' equity		4,347,061,102	4,469,365,631	4,454,439,102	4,462,129,439
Total liabilities and shareholders' equity		6,710,935,228	7,190,387,594	5,789,140,155	5,968,501,737

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

SriThai Superware Public Company Limited and its subsidiaries**Statement of comprehensive income****For the year ended 31 December 2025**

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Profit or loss:					
Sales		7,327,539,100	8,077,196,456	3,535,057,792	3,712,543,889
Cost of sales		<u>(6,278,711,121)</u>	<u>(6,905,994,084)</u>	<u>(3,194,771,110)</u>	<u>(3,352,807,011)</u>
Gross profit		1,048,827,979	1,171,202,372	340,286,682	359,736,878
Dividend income		13,167,000	15,425,000	254,791,449	207,135,099
Other income		76,992,091	68,712,285	112,647,334	104,817,762
Loss on exchanges rate		(4,789,557)	(23,280)	(1,968,738)	(3,844,012)
Selling and distribution expenses		(386,593,433)	(392,761,227)	(197,801,397)	(197,543,810)
Administrative expenses		<u>(422,439,389)</u>	<u>(446,448,881)</u>	<u>(318,986,355)</u>	<u>(253,300,212)</u>
Operating profit		325,164,691	416,106,269	188,968,975	217,001,705
Share of profit from investments in associates	13.2	23,832,285	11,162,248	-	-
Finance income		11,410,098	10,430,153	891,225	875,274
Finance cost	22	<u>(40,174,737)</u>	<u>(49,724,576)</u>	<u>(14,793,490)</u>	<u>(17,740,574)</u>
Profit before income tax		320,232,337	387,974,094	175,066,710	200,136,405
Income tax expense	24.1	<u>(103,699,168)</u>	<u>(106,949,626)</u>	<u>(44,105,502)</u>	<u>(38,336,461)</u>
Profit for the year		<u>216,533,169</u>	<u>281,024,468</u>	<u>130,961,208</u>	<u>161,799,944</u>
Other comprehensive income:					
<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods:</i>					
Exchange differences on translation of financial statements in foreign currency		<u>(180,155,175)</u>	<u>(85,498,108)</u>	-	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods		<u>(180,155,175)</u>	<u>(85,498,108)</u>	-	-
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods:</i>					
Gain on investments in equity designated at fair value through other comprehensive income		30,294,037	19,952,285	28,989,724	18,470,076
Remeasurement loss on defined benefit plans		(16,613,128)	-	(4,548,530)	-
Share of other comprehensive income from investments in associates		-	2,435,059	-	-
Less: Income tax effect	24.1	<u>(2,327,556)</u>	<u>(4,477,469)</u>	<u>(4,888,239)</u>	<u>(3,694,015)</u>
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax		<u>11,353,353</u>	<u>17,909,875</u>	<u>19,552,955</u>	<u>14,776,061</u>
Other comprehensive income for the year		<u>(168,801,822)</u>	<u>(67,588,233)</u>	<u>19,552,955</u>	<u>14,776,061</u>
Total comprehensive income for the year		<u>47,731,347</u>	<u>213,436,235</u>	<u>150,514,163</u>	<u>176,576,005</u>

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

Srithai Superware Public Company Limited and its subsidiaries**Statement of comprehensive income (continued)**

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
Note	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Profit attributable to:				
Equity holders of the Company	212,885,453	284,974,567	130,961,208	161,799,944
Non-controlling interests	<u>3,647,716</u>	<u>(3,950,099)</u>		
	<u>216,533,169</u>	<u>281,024,468</u>		
Total comprehensive income attributable to:				
Equity holders of the Company	42,521,395	216,897,251	150,514,163	176,576,005
Non-controlling interests	<u>5,209,952</u>	<u>(3,461,016)</u>		
	<u>47,731,347</u>	<u>213,436,235</u>		
Earnings per share	26			
Basic earnings per share				
Profit attributable to equity holders of the Company	<u>0.08</u>	<u>0.11</u>	<u>0.05</u>	<u>0.06</u>

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

Srithai Superware Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity
For the year ended 31 December 2025

Consolidated financial statements													(Unit: Baht)	
Equity attributable to owners of the Company														
Note	Issued and fully paid share capital	Premium on treasury shares	Retained earnings			Other components of equity					Total equity attributable to equity holders of the Company	Equity attributable to non-controlling interests		Total shareholders' equity
			Statutory reserve	Treasury shares reserve	Unappropriated	Treasury shares	Exchange differences on translation of financial statements in foreign currency	Fair value reserve	Share of other comprehensive income from associates	Total other components of shareholders' equity				
Balance as at 1 January 2024														
	2,709,904,800	19,928,420	270,990,480	-	1,634,289,705	-	(324,298,200)	(30,925,025)	(1,041,172)	(356,264,397)	4,278,849,008	249,872,237	4,528,721,245	
	-	-	-	-	284,974,567	-	(85,406,165)	15,380,802	1,948,047	(68,077,316)	284,974,567	(3,950,099)	281,024,468	
	-	-	-	-	-	-	(85,406,165)	15,380,802	1,948,047	(68,077,316)	216,897,251	489,083	(67,588,233)	
	-	-	-	-	284,974,567	-	(85,406,165)	15,380,802	1,948,047	(68,077,316)	216,897,251	(3,461,016)	213,436,235	
21	-	-	-	-	-	-	(106,624,432)	-	-	-	(106,624,432)	-	(106,624,432)	
21	-	-	-	-	106,624,432	-	-	-	-	-	-	-	-	
29	-	-	-	-	(162,242,346)	-	-	-	-	-	(162,242,346)	(3,925,071)	(166,167,417)	
Balance as at 31 December 2024														
	2,709,904,800	19,928,420	270,990,480	-	1,650,397,494	(106,624,432)	(409,704,365)	(15,544,223)	906,875	(424,341,713)	4,226,879,481	242,486,150	4,469,365,631	
Balance as at 1 January 2025														
	2,709,904,800	19,928,420	270,990,480	-	1,650,397,494	(106,624,432)	(409,704,365)	(15,544,223)	906,875	(424,341,713)	4,226,879,481	242,486,150	4,469,365,631	
	-	-	-	-	212,885,453	-	-	-	-	-	212,885,453	3,647,716	216,533,169	
	-	-	-	-	(14,328,909)	-	(179,967,487)	23,932,338	-	(156,035,149)	(170,364,058)	1,562,236	(168,801,822)	
	-	-	-	-	198,556,544	-	(179,967,487)	23,932,338	-	(156,035,149)	42,521,395	5,209,952	47,731,347	
21	(73,147,900)	(19,928,420)	-	-	(13,548,112)	106,624,432	-	-	-	-	-	-	-	
Other comprehensive income for the year														
	-	-	-	-	(106,624,432)	-	-	-	-	-	-	-	-	
Total comprehensive income for the year														
Reduction of paid-up share capital by writing off treasury stocks														
Reversal of appropriated retained earnings for treasury stocks														
21	-	-	-	-	-	-	-	-	-	-	-	-	-	
29	-	-	-	-	-	-	-	-	-	-	-	-	-	
Balance as at 31 December 2025														
	2,636,756,900	-	270,990,480	-	1,783,825,858	(589,671,852)	8,388,115	906,875	(560,376,862)	4,111,196,376	235,864,726	4,347,061,102	(170,035,876)	

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

Srithai Superware Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity (continued)
For the year ended 31 December 2025

Separate financial statements											(Unit: Baht)
Note	Issued and fully paid share capital	Premium on treasury shares	Retained earnings			Other components of equity					
			Appropriated		Unappropriated	Treasury shares	Other comprehensive income	Total other components of shareholders' equity			
			Statutory reserve	Treasury shares reserve					Fair value reserve		
	2,709,904,800	19,928,420	270,990,480	-	1,529,371,849	-	-	24,224,663	-	4,554,420,212	
	-	-	-	-	161,799,944	-	-	-	-	161,799,944	
	-	-	-	-	-	-	-	14,776,061	-	14,776,061	
	-	-	-	-	161,799,944	-	-	14,776,061	-	176,576,005	
21	-	-	-	-	-	(106,624,432)	-	-	-	(106,624,432)	
21	-	-	-	106,624,432	(106,624,432)	-	-	-	-	-	
29	-	-	-	-	(162,242,346)	-	-	-	-	(162,242,346)	
	2,709,904,800	19,928,420	270,990,480	106,624,432	1,422,305,015	(106,624,432)	-	39,000,724	-	4,462,129,439	
	2,709,904,800	19,928,420	270,990,480	106,624,432	1,422,305,015	(106,624,432)	-	39,000,724	-	4,462,129,439	
	-	-	-	-	130,961,208	-	-	-	-	130,961,208	
	-	-	-	-	(3,638,824)	-	-	23,191,779	-	19,552,955	
	-	-	-	-	127,322,384	-	-	23,191,779	-	150,514,163	
21	(73,147,900)	(19,928,420)	-	-	(13,548,112)	106,624,432	-	-	-	-	
	-	-	-	(106,624,432)	106,624,432	-	-	-	-	-	
29	-	-	-	-	(158,204,500)	-	-	-	-	(158,204,500)	
	2,636,756,900	-	270,990,480	-	1,484,499,219	-	-	62,192,503	-	4,454,439,102	

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

Srithai Superware Public Company Limited and its subsidiaries**Cash flow statement****For the year ended 31 December 2025**

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit before income tax	320,232,337	387,974,094	175,066,710	200,136,405
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation	562,243,901	587,684,063	287,421,126	279,920,806
Amortisation of intangible assets	6,543,673	5,270,159	4,141,944	3,049,467
Assets written off	5,218,200	1,678,129	3,769,432	900,400
Allowance for expected credit loss - trade receivables	1,698,236	406,576	-	-
Allowance for expected credit loss - other current receivables (reversal)	(3,000,000)	15,533,500	-	-
Allowance for inventory obsolescence and for inventories cost in excess of net realisable value (reversal)	(2,830,367)	3,831,624	(900,000)	(1,728,304)
Loss on impairment of investment in subsidiary	-	-	60,000,000	-
Loss on impairment of fixed assets	2,905,066	11,479,761	600,000	-
(Gain) Loss on disposal of fixed assets, investment property, intangible assets and right-of-use assets	1,091,205	(11,693,674)	4,384,128	(11,262,273)
Realised gain on disposal of investments in mutual funds	(453,809)	-	-	-
Provision for employee benefits	24,891,919	27,638,799	13,634,030	15,042,530
Actuarial loss arising from other long-term employee benefits	7,999,791	-	5,170,176	-
Unrealised loss on exchanges rate	299,781	521,966	247,018	1,449,236
Unrealised gain on fair value of investments in mutual funds	(96,638)	-	-	-
Realised loss on exchanges rate	-	-	3,104,615	1,837,771
Share of profit from investments in associates	(23,832,285)	(11,162,248)	-	-
Dividend income from investments in subsidiaries and associates	-	-	(241,624,449)	(191,710,099)
Dividend income from other long-term investments	(13,167,000)	(15,425,000)	(13,167,000)	(15,425,000)
Finance income	(11,410,098)	(10,430,153)	(891,225)	(875,274)
Finance cost	40,174,737	49,724,576	14,793,490	17,740,574
Profit from operating activities before changes in operating assets and liabilities	918,508,649	1,043,032,172	315,749,995	299,076,239
Operating assets (increase) decrease				
Trade receivables	(65,208,507)	150,361,410	11,276,200	6,042,592
Other current receivables	(36,370,849)	4,836,091	(21,464,271)	513,480
Inventories	8,231,682	(17,665,697)	403,688	18,024,059
Other current assets	7,768,267	15,494,275	(693,265)	790,093
Other non-current assets	11,337,787	(16,417,935)	10,768,737	(13,686,584)
Operating liabilities increase (decrease)				
Trade payables	2,049,510	(39,727,976)	(4,555,588)	(18,239,733)
Other current payables	7,526,545	(24,737,780)	5,135,148	(327,323)
Other current liabilities	1,165,737	(1,488,024)	1,358,044	(1,009,737)
Other non-current liabilities	572,136	801,723	-	-
Employee benefits paid	(44,452,830)	(35,095,647)	(30,757,847)	(26,496,275)
Cash flows from operating activities	811,128,127	1,079,392,612	287,220,841	264,686,811
Cash paid for interest expenses	(37,214,617)	(46,914,956)	(13,989,757)	(17,070,783)
Cash paid for income tax	(64,944,759)	(84,970,482)	(4,598,250)	(5,579,819)
Income tax refunds	55,059,282	2,122,991	-	-
Net cash flows from operating activities	764,028,033	949,630,165	268,632,834	242,036,209

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

Srithai Superware Public Company Limited and its subsidiaries**Cash flow statement (continued)****For the year ended 31 December 2025**

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from investing activities				
(Increase) decrease in financial assets - fixed deposits	38,671,498	(24,015,000)	(326,500)	-
Increase in financial assets - investments in mutual funds	(140,000,000)	-	-	-
Decrease in restricted bank deposits	5,520,807	-	-	-
Proceeds from disposals of investments in mutual funds	105,391,085	-	-	-
Proceeds from disposals of other investments	13,043,129	-	-	-
Proceeds from decrease in share capital of a subsidiary	-	-	3,000,000	-
Proceeds from disposals of investment property	-	7,668,881	-	7,668,881
Acquisition of fixed assets	(429,869,849)	(393,055,168)	(276,632,369)	(263,847,812)
Proceeds from disposals of fixed assets	22,625,984	6,964,753	18,070,535	6,664,392
Proceeds from disposals of right-of-use assets	-	400,639	-	-
Acquisition of intangible assets	(8,101,814)	(4,254,770)	(1,377,800)	(3,613,450)
Proceeds from disposals of intangible assets	49,172	-	1,312	-
Interest receipts	14,333,296	6,805,440	891,921	891,419
Dividend receipts from investments in subsidiaries and associates	16,560,000	12,335,970	285,499,637	107,732,575
Dividend receipts from other investments	13,167,000	15,425,000	13,167,000	15,425,000
Net cash flows from (used in) investing activities	(348,609,692)	(371,724,255)	42,293,736	(129,078,995)
Cash flows from financing activities				
Increase (decrease) in short-term loans	(196,899,400)	56,277,420	(70,000,000)	250,000,000
Received from long-term loans	46,870,400	50,421,600	-	-
Repayment of long-term loans	(210,392,888)	(315,868,041)	(113,800,000)	(223,740,000)
Repayment of lease liabilities	(23,551,541)	(24,532,980)	(8,863,312)	(8,801,764)
Payment for treasury shares	-	(106,624,432)	-	(106,624,432)
Dividends paid to non-controlling interest in subsidiaries	(6,931,326)	(3,925,064)	-	-
Dividend payment	(158,204,500)	(162,242,346)	(158,204,500)	(162,242,346)
Net cash flows used in financing activities	(549,109,255)	(506,493,843)	(350,867,812)	(251,408,542)
Increase (decrease) in translation adjustments	38,165,583	(90,538,196)	-	-
Net decrease in cash and cash equivalents				
before effect from currency translation	(95,525,331)	(19,126,129)	(39,941,242)	(138,451,328)
Effect from currency translation of cash and cash equivalents	(33,325)	30,760	(16,316)	(1,554)
Net decrease in cash and cash equivalents	(95,558,656)	(19,095,369)	(39,957,558)	(138,452,882)
Cash and cash equivalents at beginning of year	735,787,508	754,882,877	196,496,838	334,949,720
Cash and cash equivalents at end of year	640,228,852	735,787,508	156,539,280	196,496,838

Supplementary cash flows information comprises the following:**Property, plant and equipment**

Additions (Note 15)	(458,226,682)	(410,704,427)	(291,382,611)	(279,349,232)
Increase in other payables from purchases of fixed assets	28,286,472	17,626,408	15,408,551	15,584,499
Decrease in other payables from purchases of				
fixed assets - related parties	-	-	(728,670)	(105,930)
Unrealised gain on exchanges rate	70,361	22,851	70,361	22,851
Payment for purchases of fixed assets	(429,869,849)	(393,055,168)	(276,632,369)	(263,847,812)

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

Srithai Superware Public Company Limited and its subsidiaries**Cash flow statement (continued)****For the year ended 31 December 2025**

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Property, plant and equipment (continued)				
Disposals (Note 15)	40,266,206	1,586,898	38,955,972	1,438,999
Reversal of loss on impairment from disposals of fixed assets	(16,500,000)	-	(16,500,000)	-
Gain (loss) on disposal of fixed assets	<u>(1,140,222)</u>	<u>5,377,855</u>	<u>(4,385,437)</u>	<u>5,225,393</u>
Proceeds from disposals of fixed assets	<u>22,625,984</u>	<u>6,964,753</u>	<u>18,070,535</u>	<u>6,664,392</u>
Investment property				
Disposals of investment property (Note 14)	-	1,632,001	-	1,632,001
Gain on disposal of investment property	<u>-</u>	<u>6,036,880</u>	<u>-</u>	<u>6,036,880</u>
Proceeds from disposals of investment property	<u>-</u>	<u>7,668,881</u>	<u>-</u>	<u>7,668,881</u>
Dividend income				
Dividends of investments in subsidiaries and associates	-	-	241,624,449	191,710,099
Dividends of investments in associates presented as net of such investments in the consolidated financial statements	16,560,000	12,335,970	-	-
(Increase) decrease in dividend receivable	-	-	46,979,803	(82,139,753)
Realised loss on exchanges rate	<u>-</u>	<u>-</u>	<u>(3,104,615)</u>	<u>(1,837,771)</u>
Dividends received from investments in subsidiaries and associates	<u>16,560,000</u>	<u>12,335,970</u>	<u>285,499,637</u>	<u>107,732,575</u>
Non-cash related transactions				
Right-of-use assets increase under lease agreements	22,925,097	9,771,861	11,806,875	4,550,961

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

Srithai Superware Public Company Limited and its subsidiaries**Notes to consolidated financial statements****For the year ended 31 December 2025****1. General information**

Srithai Superware Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The registered office of the Company is at 15 Soi Suksawat 36, Suksawat Road, Bangpakok, Rat Burana, Bangkok 10140.

The Group is principally engaged in the manufacture and distribution of plastic products such as plastic products for household and plastic products for industry and the manufacture and distribution of moulds.

2. Basis of preparation

- 2.1 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.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Srithai Superware Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries") (collectively as "the Group"):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			<u>2025</u>	<u>2024</u>
			Percentage	Percentage
Srithai Superware Korat Co., Ltd.	Manufacture and distribution of melamine products	Thailand	100.0	100.0
T Thaiplas Co., Ltd.	Manufacture and distribution of melamine products	Thailand	100.0	100.0
Srithai-Otto (Thailand) Co., Ltd.	Distribution of plastic products	Thailand	75.0	75.0
Srithai Moulds Co., Ltd.	Manufacture and distribution of moulds and plastic products	Thailand	71.0	71.0
Srithai Miyagawa Co., Ltd.	Manufacture and distribution of moulds and plastic products	Thailand	51.0	51.0
Srithai (Vietnam) Co., Ltd.	Manufacture and distribution of plastic and melamine products	Vietnam	100.0	100.0

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			<u>2025</u>	<u>2024</u>
			Percentage	Percentage
Srithai Superware Manufacturing Pvt. Ltd.	Manufacture and distribution of melamine products	India	100.0	100.0
Srithai Superware India Ltd.	Distribution of melamine products	India	82.4	82.4

A subsidiary held by Srithai (Vietnam) Co., Ltd. presented as the below.

Company's name	Nature of business	Country of incorporation	Percentage of Indirect shareholding	
			<u>2025</u>	<u>2024</u>
			Percentage	Percentage
Srithai (Hanoi) Co., Ltd.	Manufacture and distribution of plastic products	Vietnam	100.0	100.0

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using average exchange rates in the year. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statements of changes in shareholders' equity.
- f) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
- g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

2.3 The separate financial statements present investments in subsidiaries and associates under the cost method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group 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 Group's financial statements.

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

The Federation of Accounting Professions issued a revised financial reporting standard, which is effective for fiscal years beginning on or after 1 January 2026. This financial reporting standard was 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 Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon 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 discounts.

Rendering of services

Service revenue is recognised at a point in time upon completion of the service.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

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

Dividends

Dividends are recognised when the right to receive the dividends is established.

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

Inventories (finished goods, work in process and moulds for sales) are valued at the lower of cost under the weighted average method and net realisable value. The cost of inventories is measured using the standard cost method, which approximates actual cost and includes all production costs and attributable factory overheads.

Raw materials and supplies are valued at the lower of weighted average cost and net realisable value and are charged to production costs whenever consumed.

4.4 Investments in subsidiaries and associates

Investments in associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associates are accounted for in the separate financial statements using the cost method net of allowance for impairment loss (if any).

4.5 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Investment properties of the Group comprise land and building held for rental yields and land whose future use is currently undetermined.

Depreciation of investment properties for building held for rental yields is calculated by reference to their costs on the straight-line basis over estimated useful lives of 20 years. Depreciation of the investment properties is included in determining income. No depreciation is provided on land.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

4.6 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Buildings	18 - 30 years
Land improvement	5 - 10 years
Building improvement	4 - 20 years
Machinery and equipment	3 - 20 years
Furniture and office equipment	3 - 10 years
Motor vehicles	5 - 15 years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.7 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.8 Intangible assets

Intangible assets are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

Computer software	Not exceeds 6 years
Licenses for computer software	10 years
Patents	10 years

4.9 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the subsidiary's cash-generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Company estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (or group of cash-generating units) is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

4.10 Leases

At inception of contract, the Group 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 Group as a lessee

The Group 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 Group 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, and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located 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.

Land	9 - 99 years
Buildings	1 - 4 years
Factory equipment	1 - 4 years
Office equipment	1 - 2 years
Motor vehicles	1 - 5 years

If ownership of the leased asset is transferred to the Group 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.

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 Group and payments of penalties for terminating the lease, if the lease term reflects the Group 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 Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group'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.

The Group as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.11 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.

4.12 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

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.

4.13 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill. 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. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment (except for goodwill), if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

4.14 Employee benefits

Short-term employee benefits

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

Post-employment benefits and other long-term employee benefits

Defined contribution plans

The Group and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The Company and its subsidiaries in Thailand have obligations in respect of the severance payments it must make to employees upon retirement under labor law and other employee benefits plans. The Company and its subsidiaries in Thailand treat these severance payment obligations as a defined benefit plans. In addition, the Company and its subsidiaries in Thailand provides other long-term employee benefit plan which consists of award gold and money.

The obligation under the defined benefit plan and other long-term employee benefit plans is determined by a professionally qualified independent actuary based 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.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

4.15 Provisions

Provisions are recognised when the Group 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.

4.16 Treasury shares

The treasury shares are presented in the statement of financial position at cost and deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued. Where such shares are subsequently reissued, and consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's equity holders.

According to the Public Limited Companies Act (No.2) B.E. 2544, Treasury Stock Roles, the Company that repurchase its shares has to dispose all of the repurchased shares within a specified period. If the Company does not dispose all treasury shares within the specified period, it has to reduce its paid-up share capital for offsetting with the treasury shares and the difference between the lower of the repurchase value and the par value should be recognised as premium on treasury shares.

4.17 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 Group recognises deferred tax liabilities for all taxable temporary differences while they recognise 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 Group 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 Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.18 Financial instruments

The Group 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, fair value through other comprehensive income (“FVOCI”), or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Group’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group 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 designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

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, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group’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 Group takes into account any discounts or premiums on acquisition and 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 Group has transferred substantially all the risks and rewards of the asset, or the Group 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

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group 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.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.19 Derivatives

The Group uses derivatives such as forward currency contracts, to hedge its foreign currency risks.

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 other non-current assets or other 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.

4.20 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 Group 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 Group 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 or disclosed 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 Group 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:

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

Reduction of inventory cost to net realisable value

In determining a reduction of inventory cost to net realisable value, the management makes judgement and estimates net realisable value of inventory based on the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated costs necessary to make sale. Also, the management makes judgement and estimates expected loss from stock obsolescence based upon approximate aging profile of each type of inventory.

Property plant and equipment and 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.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses 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.

Allowance for impairment of non-financial assets

In determining allowance for impairment of a non-financial asset, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next 5 years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the cash-generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

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 Group 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 Group and those related parties.

6.1 Transactions occurred during the year

Summaries significant business transactions with related parties are as follows:

(Unit: Thousand Baht)

	Consolidated		Separate		Transfer pricing policy
	financial statements		financial statements		
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	
<u>Transactions with subsidiaries</u>					
(eliminated from the consolidated financial statements)					
Sales of goods	-	-	87,754	94,706	Cost plus margin
Rental and service income	-	-	17,592	24,039	Contract price / Mutually agreed price
Management service income	-	-	32,740	29,600	Contract price
Purchase of goods	-	-	138,863	135,218	Cost plus margin
Service expenses	-	-	6,898	3,614	Mutually agreed price
Sales of fixed assets	-	-	950	828	Market price / cost plus margin
Purchase of fixed assets	-	-	10,186	8,362	Cost plus margin
Dividend income (Note 12, 29)	-	-	225,064	179,374	As declared
<u>Transactions with associates</u>					
Sales of goods	222,202	211,299	221,347	209,860	Cost plus margin
Rental and service income	2,303	2,437	2,153	2,137	Contract price / Mutually agreed price
Purchase of goods	231,297	228,106	5,951	334	Market price / Cost plus margin
Service expenses	1,414	1,455	1,414	1,455	Mutually agreed price
Dividend income (Note 13)	16,560	12,336	16,560	12,336	As declared
<u>Transactions with related companies</u>					
(shares held by executive of the Company and relatives of some executives; some of them serve as directors)					
Sales of goods	183,049	204,078	14,946	18,865	Cost plus margin
Rental and service income	7,112	8,756	7,112	8,756	Contract price / Mutually agreed price
Purchase of goods	20,917	18,269	4,002	3,480	Cost plus margin
Service expenses	10	-	10	-	Mutually agreed price

6.2 Outstanding balances as at the year ended date

The balances of the accounts between the Group and those related parties are as follows:

	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<u>Trade receivables - related parties (Note 8)</u>				
Subsidiaries	-	-	22,271	25,170
Associates	74,288	63,755	74,099	63,489
Other related companies - shares held by executives of the Company and relatives of some executives; some of them serve as directors	70,091	66,803	7,738	8,266
Total trade receivables - related parties	<u>144,379</u>	<u>130,558</u>	<u>104,108</u>	<u>96,925</u>
<u>Other current receivables - related parties</u>				
Subsidiaries - dividend receivables	-	-	35,160	82,140
Subsidiaries - other current receivables	-	-	7,513	10,781
Associates - other current receivables	27	25	27	25
Other related companies - shares held by executives of the Company and relatives of some executives; some of them serve as directors	843	1,245	843	1,245
Total other current receivables - related parties	<u>870</u>	<u>1,270</u>	<u>43,543</u>	<u>94,191</u>
<u>Trade payables - related parties</u>				
Subsidiaries	-	-	27,049	32,877
Associates	45,683	32,487	1,131	179
Other related companies - shares held by executives of the Company and relatives of some executives; some of them serve as directors	5,889	5,133	772	736
Total trade payables - related parties	<u>51,572</u>	<u>37,620</u>	<u>28,952</u>	<u>33,792</u>
<u>Other current payables - related parties</u>				
Subsidiaries	-	-	3,207	1,809
Associates	89	44	89	44
Other related companies - shares held by executives of the Company and relatives of some executive; some of them serve as directors	118	121	-	-
Total other current payables - related parties	<u>207</u>	<u>165</u>	<u>3,296</u>	<u>1,853</u>

6.3 Key directors and management's benefits

During the years ended 31 December 2025 and 2024, the Group had employee benefit expenses payable to their directors and management as below.

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	2025	2024	2025	2024
Directors' remuneration	3,370	3,273	3,000	2,910
Managements' remuneration				
Short-term employee benefits	98,607	103,992	63,894	61,102
Post-employment benefits	1,345	1,416	658	626
Other long-term benefits	3	2	-	-
Total	103,325	108,683	67,552	64,638

6.4 Guarantee obligations with related parties

The Group has outstanding guarantee obligations with its related parties, as described in Note 30.3 to the financial statements.

7. Cash and cash equivalents

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	2025	2024	2025	2024
Cash	1,973	1,711	999	994
Cheque on hand	1,415	1,782	1,415	1,782
Deposits at banks				
- Current accounts	260,701	351,970	52,916	139,681
- Savings accounts	242,382	265,328	101,209	54,040
- Fixed deposits	133,758	114,997	-	-
Total cash and cash equivalents	640,229	735,788	156,539	196,497

As at 31 December 2025, the above bank deposits in savings accounts and fixed deposits carried interests between 0.05 and 7.00 percent per annum (2024: between 0.05 and 7.10 percent per annum) (the Company only: between 0.05 and 0.20 percent per annum, 2024: between 0.05 and 0.40 percent per annum).

8. Trade receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<u>Trade receivables - related parties</u> (Note 6.2)				
Aged on the basis of due dates				
Not yet due	128,662	129,990	101,109	86,957
Past due				
Up to 3 months	15,717	568	2,999	9,968
Total trade receivables - related parties	144,379	130,558	104,108	96,925
<u>Trade receivables - unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	1,007,330	1,054,020	505,691	520,118
Past due				
Up to 3 months	210,177	228,688	139,343	148,168
3 - 6 months	16,378	9,023	10,090	2,718
6 - 12 months	12,961	1,622	558	1,329
Over 12 months	33,078	33,070	26,350	25,463
Total	1,279,924	1,326,423	682,032	697,796
Less: Allowance for expected credit losses	(35,065)	(34,368)	(24,998)	(24,998)
Total trade receivables - unrelated parties, net	1,244,859	1,292,055	657,034	672,798
Trade receivables - net	1,389,238	1,422,613	761,142	769,723

Set out below is the movements in the allowance for expected credit losses of trade receivables.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Beginning balance	34,368	24,998
Provision for expected credit losses	1,698	-
Translation adjustment	(1,001)	-
Ending balance	35,065	24,998

The Group has a policy to provide a credit term of 12 to 150 days and 30 to 120 days to trade receivables - unrelated parties and trade receivables - related parties, respectively.

9. Inventories

(Unit: Thousand Baht)

Consolidated financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2025	2024	2025	2024	2025	2024
Finished goods	444,346	507,662	(24,807)	(29,492)	419,539	478,170
Work in process	165,735	174,630	(5,099)	(3,982)	160,636	170,648
Raw materials	270,801	275,195	(12,392)	(16,585)	258,409	258,610
Supplies	80,580	70,790	(5,589)	(5,185)	74,991	65,605
Moulds for sales	811	4,695	-	-	811	4,695
Goods in transit	56,372	50,596	-	-	56,372	50,596
Total inventory - net	1,018,645	1,083,568	(47,887)	(55,244)	970,758	1,028,324

(Unit: Thousand Baht)

Separate financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2025	2024	2025	2024	2025	2024
Finished goods	184,792	174,817	(5,463)	(6,935)	179,329	167,882
Work in process	22,275	30,172	(52)	(52)	22,223	30,120
Raw materials	93,333	82,579	(517)	(245)	92,816	82,334
Supplies	29,928	35,922	(4,152)	(3,852)	25,776	32,070
Moulds for sales	511	4,452	-	-	511	4,452
Goods in transit	81	3,440	-	-	81	3,440
Total inventory - net	330,920	331,382	(10,184)	(11,084)	320,736	320,298

Details movement of the reduction of inventory cost to net realisable value are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Balance at beginning of year	(55,244)	(53,863)	(11,084)	(12,812)
Increase during the year	(2,643)	(6,071)	-	-
Reversal during the year	5,473	2,239	900	1,728
Translation adjustment	4,527	2,451	-	-
Balance at end of year	(47,887)	(55,244)	(10,184)	(11,084)

During the years, the Group reduced cost of inventories to reflect the net realisable value. This was included in cost of sales. In addition, the Group reversed the write-down of cost of inventories and reduced the amount of inventories recognised as expenses during the year.

10. Restricted bank deposits

As at 31 December 2025, the outstanding balance of restricted bank deposits is the fixed deposits of subsidiaries amounting to Baht 9 million which are pledged as guarantee for tax, electricity usage and others (2024: Baht 15 million).

11. Other non-current financial assets

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<u>Equity instruments designated at FVOCI</u>				
Investment in equity security of listed company	50,640	40,800	50,640	40,800
Investment in equity security of non-listed company				
Nissen Chemitec (Thailand) Co., Ltd.	22,950	23,562	22,950	23,562
Amata City Co., Ltd.	79,002	52,326	79,002	52,326
Others	12,299	30,952	12,299	19,213
Total equity instruments designated at FVOCI	<u>164,891</u>	<u>147,640</u>	<u>164,891</u>	<u>135,901</u>
Total other non-current financial assets - net	<u>164,891</u>	<u>147,640</u>	<u>164,891</u>	<u>135,901</u>

Equity instruments designated at FVOCI include listed and non-listed equity investments which the Group considers these investments to be strategic in nature.

In 2025, the Group received dividends from equity instruments designated at FVOCI, which still existed at the reporting date, in amount of Baht 13 million (2024: Baht 15 million) (the Company only: Baht 13 million (2024: Baht 15 million)).

12. Investments in subsidiaries

12.1 Details of investments in subsidiaries as presented in separate financial statements:

Separate financial statements											(Unit: Thousand Baht)	
Paid-up capital		Percentage of shareholding		Cost method						Dividend received during the year		
		2025	2024	2025		2024		2024		2025		2024
		(percentage)	(percentage)	Allowance for impairment		Allowance for impairment		Net book value		Net book value		
				Cost	Impairment	Net book value	Cost	Impairment	Net book value			
Subsidiaries												
Local												
	Baht 300 million	100.0	100.0	300,000	-	300,000	300,000	-	300,000	160,500	135,000	
	Baht 2 million	100.0	100.0	2,756	-	2,756	5,756	-	5,756	-	-	
	Baht 10 million	75.0	75.0	12,098	-	12,098	12,098	-	12,098	-	750	
	Baht 100 million	71.0	71.0	82,000	-	82,000	82,000	-	82,000	4,968	-	
	Baht 120 million	51.0	51.0	61,200	-	61,200	61,200	-	61,200	10,200	3,825	
				458,054	-	458,054	461,054	-	461,054	175,668	139,575	
Foreign												
	Vietnamese Dong 782,082 million	100.0	100.0	1,229,036	-	1,229,036	1,229,036	-	1,229,036	49,396	39,799	
	Indian Rupee 720 million	100.0	100.0	482,130	(60,000)	422,130	482,130	-	482,130	-	-	
	Indian Rupee 43 million	82.4	82.4	25,090	(25,090)	-	25,090	(25,090)	-	-	-	
				1,736,256	(85,090)	1,651,166	1,736,256	(25,090)	1,711,166	49,396	39,799	
Total investments in subsidiaries												
				2,194,310	(85,090)	2,109,220	2,197,310	(25,090)	2,172,220	225,064	179,374	

(Unit: Million Vietnamese Dong)

	Percentage of shareholding		Cost method	
	2025	2024	2025	2024
	(percentage)	(percentage)		
Indirect subsidiary				
Subsidiary of Srithai (Vietnam) Co., Ltd.				
Srithai (Hanoi) Co., Ltd.	100.0	100.0	424,920 (equivalent to Baht 663 million)	424,920 (equivalent to Baht 663 million)

12.2 Details of investments in Srithai Miyagawa Co., Ltd., a subsidiary, that has material non-controlling interests.

(Unit: Thousand Baht)

Company's name	Proportion of equity interest held by non-controlling interests		Accumulated balance of non-controlling interests		Loss allocated to non-controlling interests during the year		Dividend paid to non-controlling interests during the year	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
	(percentage)	(percentage)						
Srithai Miyagawa Company Limited	49.0	49.0	218,812	227,468	(807)	(3,562)	9,800	3,675

Summarised financial information that based on amounts before inter-company elimination about Srithai Miyagawa Co., Ltd., that has material non-controlling interests.

Summarised information about financial position

(Unit: Thousand Baht)

As at 31 December

	<u>2025</u>	<u>2024</u>
Current assets	241,866	225,894
Non-current assets	317,890	356,885
Current liabilities	73,024	65,311
Non-current liabilities	40,745	53,853

Summarised information about comprehensive income

(Unit: Thousand Baht)

For the year ended 31 December

	<u>2025</u>	<u>2024</u>
Revenue	501,473	604,373
Loss	(1,610)	(9,348)
Other comprehensive income	3,982	1,186
Total comprehensive income	2,372	(8,162)

Summarised information about cash flow

(Unit: Thousand Baht)

For the year ended 31 December

	<u>2025</u>	<u>2024</u>
Cash flow from operating activities	57,264	32,086
Cash flow used in investing activities	(2,981)	(6,442)
Cash flow used in financing activities	(32,965)	(61,107)
Net increase (decrease) in cash and cash equivalents	21,318	(35,463)

12.3 Decrease in share capital of a subsidiary

On 29 April 2025, the Annual General Meeting of Shareholders of T Thaiplas Co., Ltd. (a subsidiary) approved the reduction in its registered share capital from Baht 5 million to Baht 2 million by decreasing 300,000 ordinary shares, with a par value of Baht 10 per share, totaling Baht 3 million and return its share capital reduction to its shareholder in proportion to their shareholding. After the capital reduction, the Company's shareholding in T Thaiplas Co., Ltd. remained unchanged at 100 percent. The subsidiary registered the capital reduction with the Ministry of Commerce on 23 June 2025.

13. Investments in associates

13.1 Details of investments in associates:

(Unit: Thousand Baht)													
		Consolidated financial statements			Separate financial statements								
		Percentage of shareholding		Equity method		Cost method		2025		2024			

13.2 Share of comprehensive income and dividend received

During the years, the Company has recognised its share of profit/loss from investments in associates in the consolidated financial statements and has recognised dividend income from associates in the separate financial statements as follows:

	Consolidated financial statements				(Unit: Thousand Baht) Separate financial statements	
	Share of profit/loss from investments in associates during the year		Share of other comprehensive income from investments in associates during the year		Dividend received during the year	
	2025	2024	2025	2024	2025	2024
Associates						
Srithai Sanko Company Limited	(71)	13	-	-	-	480
Thai MFC Company Limited	11,919	(6,814)	-	1,948	-	-
Sheewamala Company Limited	3,493	6,674	-	-	4,800	4,800
Srithai Packaging Company Limited	8,714	11,905	-	-	11,760	7,056
PT. Srithai Maspion Indonesia	(223)	(616)	-	-	-	-
Total associates	23,832	11,162	-	1,948	16,560	12,336

13.3 Summarised financial information of investments in associates

a) Material associate

Summarised information about financial position

	(Unit: Thousand Baht)	
	Thai MFC Company Limited	
	As at 31 December	
	2025	2024
Current assets	264,895	207,315
Non-current assets	150,606	153,306
Current liabilities	(95,425)	(67,970)
Non-current liabilities	(93,699)	(95,920)
Net assets	226,377	196,731
Shareholding percentage (%)	45.0	45.0
Share of net assets	101,870	88,529
Elimination entries	(2,183)	(761)
Carrying amounts of associates based on equity method	99,687	87,768

Summarised information about comprehensive income

(Unit: Thousand Baht)		
Thai MFC Company Limited		
For the year ended 31 December		
	<u>2025</u>	<u>2024</u>
Revenue	727,972	706,056
Profit (loss)	30,815	(19,138)
Other comprehensive income	-	4,329
Total comprehensive income	30,815	(14,809)

b) Individually immaterial associates

The Group has interests in an individually immaterial associates that is accounted for using the equity method which comprises the following:

(Unit: Thousand Baht)		
	<u>2025</u>	<u>2024</u>
Aggregate carrying amount of individually immaterial associates	90,467	96,088
Share of comprehensive income:		
Profit for the year	11,913	17,976
Total comprehensive income	11,913	17,976

14. Investment properties

The net book value of investment properties as at 31 December 2025 and 2024 is presented below:

(Unit: Thousand Baht)						
	Consolidated financial statements			Separate financial statements		
	Land	Land and buildings	Total	Land	Land and buildings	Total
31 December 2025:						
Cost	27,250	210,457	237,707	201,543	381,759	583,302
Less: Accumulated depreciation	-	(139,408)	(139,408)	-	(129,905)	(129,905)
Net book value	<u>27,250</u>	<u>71,049</u>	<u>98,299</u>	<u>201,543</u>	<u>251,854</u>	<u>453,397</u>
31 December 2024:						
Cost	27,250	206,240	233,490	201,543	377,542	579,085
Less: Accumulated depreciation	-	(137,356)	(137,356)	-	(127,853)	(127,853)
Net book value	<u>27,250</u>	<u>68,884</u>	<u>96,134</u>	<u>201,543</u>	<u>249,689</u>	<u>451,232</u>

A reconciliation of the net book value of investment properties for the years 2025 and 2024 is presented below.

	Consolidated		(Unit: Thousand Baht)	
			Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Net book value at beginning of year	96,134	98,166	451,232	453,264
Disposals - net	-	(1,632)	-	(1,632)
Transfer from other asset - net (Note 15)	2,565	-	2,565	-
Depreciation	(400)	(400)	(400)	(400)
Net book value at end of year	<u>98,299</u>	<u>96,134</u>	<u>453,397</u>	<u>451,232</u>

The additional information of the investment properties as at 31 December 2025 and 2024 stated below:

	Consolidated		(Unit: Thousand Baht)	
			Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Fair value of land	689,532	689,532	689,532	689,532
Fair value of land and buildings	957,402	948,702	944,130	935,430

The fair value of the above investment properties have been determined based on valuation performed by an independent professionally qualified valuers who hold a recognized relevant professional qualification and have experience in the locations and categories of the investment properties. The fair value of land has been determined based on market prices, while that of land and buildings has been determined using the replacement cost approach.

15. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements						Total
	Land and buildings	Land and building improvement	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under installation	
Cost:							
1 January 2024	1,499,843	587,170	9,656,575	242,772	55,898	110,675	12,152,933
Additions	72	5,543	44,863	8,425	11,793	340,008	410,704
Disposals	-	(1,839)	(74,028)	(9,332)	(5,170)	-	(90,369)
Written off	-	(153)	(16,456)	(2,735)	-	-	(19,344)
Transfers	78	5,529	205,540	54	-	(211,201)	-
Reclassification	-	-	(80)	112	-	-	32
Transfer from other assets							
(Note 18)	-	-	-	-	1,775	-	1,775
Translation adjustment	(15,737)	(2,436)	(128,377)	(1,222)	(289)	(3,522)	(151,583)
31 December 2024	1,484,256	593,814	9,688,037	238,074	64,007	235,960	12,304,148
Additions	7,666	15,943	105,206	10,036	3,227	316,149	458,227
Disposals	(134)	(326)	(330,883)	(18,018)	(6,157)	-	(355,518)
Written off	(22,783)	(7,457)	(9,881)	(936)	-	(1,177)	(42,234)
Transfers	-	1,533	348,400	101	-	(350,034)	-
Reclassification	-	-	(732)	732	-	(1,778)	(1,778)
Transfer from (to) other assets							
(Note 14, 18)	(4,217)	-	-	-	3,000	-	(1,217)
Translation adjustment	(33,337)	(4,796)	(264,022)	(2,681)	(819)	(5,652)	(311,307)
31 December 2025	1,431,451	598,711	9,536,125	227,308	63,258	193,468	12,050,321
Accumulated depreciation:							
1 January 2024	749,371	542,992	7,367,816	207,602	44,300	-	8,912,081
Depreciation for the year	44,303	19,068	487,828	11,690	4,108	-	566,997
Depreciation on disposals	-	(1,839)	(73,238)	(9,325)	(4,380)	-	(88,782)
Depreciation on written off	-	(153)	(15,639)	(2,734)	-	-	(18,526)
Reclassification	-	-	109	112	-	-	221
Transfer from other assets							
(Note 18)	-	-	-	-	1,475	-	1,475
Translation adjustment	(6,175)	(2,097)	(90,381)	(1,092)	(197)	-	(99,942)
31 December 2024	787,499	557,971	7,676,495	206,253	45,306	-	9,273,524
Depreciation for the year	42,139	14,861	469,628	11,468	4,378	-	542,474
Depreciation on disposals	(63)	(321)	(291,192)	(17,847)	(5,829)	-	(315,252)
Depreciation on written off	(20,826)	(7,447)	(8,055)	(936)	-	-	(37,264)
Reclassification	-	-	(866)	866	-	-	-
Transfer from (to) other assets							
(Note 14, 18)	(1,652)	-	-	-	2,700	-	1,048
Translation adjustment	(13,164)	(4,119)	(181,528)	(2,339)	(310)	-	(201,460)
31 December 2025	793,933	560,945	7,664,482	197,465	46,245	-	9,263,070

(Unit: Thousand Baht)

Consolidated financial statements

	Land and buildings	Land and building improvement	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under installation	Total
Allowance for impairment loss:							
1 January 2024	-	56	37,706	319	-	1,616	39,697
Increase during the year	-	-	11,480	-	-	-	11,480
Translation adjustment	-	(3)	(1,070)	(16)	-	(80)	(1,169)
31 December 2024	-	53	48,116	303	-	1,536	50,008
Increase during the year	-	-	2,905	-	-	-	2,905
Decrease during the year	-	-	(19,680)	-	-	-	(19,680)
Translation adjustment	-	(5)	(2,077)	(32)	-	(155)	(2,269)
31 December 2025	-	48	29,264	271	-	1,381	30,964
Net book value:							
31 December 2024	696,757	35,790	1,963,426	31,518	18,701	234,424	2,980,616
31 December 2025	637,518	37,718	1,842,379	29,572	17,013	192,087	2,756,287
Depreciation for the year							
2024 (Baht 561 million included in manufacturing cost, and the balance in selling and administrative expenses)							566,997
2025 (Baht 520 million included in manufacturing cost, and the balance in selling and administrative expenses)							542,474

(Unit: Thousand Baht)

Separate financial statements

	Land and buildings	Land and building improvement	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under installation	Total
Cost:							
1 January 2024	821,475	458,122	5,325,886	149,224	24,732	38,369	6,817,808
Additions	-	3,515	1,694	5,550	5,729	262,861	279,349
Disposals	-	(1,627)	(59,653)	(8,191)	(3,452)	-	(72,923)
Written off	-	(122)	(15,106)	(1,674)	-	-	(16,902)
Transfers	-	2,246	119,181	-	-	(121,427)	-
Transfer from other assets (Note 18)	-	-	-	-	1,775	-	1,775
31 December 2024	821,475	462,134	5,372,002	144,909	28,784	179,803	7,009,107
Additions	7,666	7,542	75,267	4,587	-	196,321	291,383
Disposals	-	(274)	(306,428)	(14,197)	(3,344)	-	(324,243)
Written off	(22,711)	(7,186)	(8,097)	(784)	-	-	(38,778)
Transfers	-	1,486	290,523	-	-	(292,009)	-
Transfer from (to) other assets (Note 14, 18)	(4,217)	-	-	-	3,000	-	(1,217)
31 December 2025	802,213	463,702	5,423,267	134,515	28,440	84,115	6,936,252

(Unit: Thousand Baht)

Separate financial statements							
	Land and buildings	Land and building improvement	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under installation	Total
Accumulated depreciation:							
1 January 2024	329,244	435,987	4,395,685	132,867	18,050	-	5,311,833
Depreciation for the year	17,744	11,753	234,121	5,425	2,042	-	271,085
Depreciation on disposals	-	(1,627)	(58,522)	(8,183)	(3,152)	-	(71,484)
Depreciation on written off	-	(122)	(14,301)	(1,674)	-	-	(16,097)
Transfer from other assets (Note 18)	-	-	-	-	1,475	-	1,475
31 December 2024	346,988	445,991	4,556,983	128,435	18,415	-	5,496,812
Depreciation for the year	17,838	8,299	244,714	5,765	2,295	-	278,911
Depreciation on disposals	-	(274)	(267,890)	(14,078)	(3,045)	-	(285,287)
Depreciation on written off	(20,791)	(7,186)	(6,319)	(784)	-	-	(35,080)
Transfer from (to) other assets (Note 14, 18)	(1,652)	-	-	-	2,700	-	1,048
31 December 2025	342,383	446,830	4,527,488	119,338	20,365	-	5,456,404
Allowance for impairment loss:							
1 January 2024	-	-	17,000	-	-	-	17,000
31 December 2024	-	-	17,000	-	-	-	17,000
Increase during the year	-	-	600	-	-	-	600
Decrease during the year	-	-	(16,500)	-	-	-	(16,500)
31 December 2025	-	-	1,100	-	-	-	1,100
Net book value:							
31 December 2024	474,487	16,143	798,019	16,474	10,369	179,803	1,495,295
31 December 2025	459,830	16,872	894,679	15,177	8,075	84,115	1,478,748
Depreciation for the year							
2024 (Baht 257 million included in manufacturing cost, and the balance in selling and administrative expenses)							271,085
2025 (Baht 268 million included in manufacturing cost, and the balance in selling and administrative expenses)							278,911

The subsidiary has mortgaged its land, buildings, and machinery as collateral against facilities for overdrafts, short-term loans and working capital, as detailed below.

	(Unit: Million Baht)	
	Cost	
	2025	2024
Srithai Moulds Co., Ltd.	45	45

In addition, as described in note 16 to the financial statements, the Company and subsidiaries are prohibited from creating any obligations of security interests over their land and premises and machines, whether currently owned or acquired in the future, unless approved by the lenders.

16. Loans**16.1 Short-term loans**

(Unit: Thousand Baht)

	Interest rate (percent per annum)	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Short-term loans from banks					
Baht	Fixed rate	380,000	465,000	380,000	450,000
Vietnamese Dong 152,700 million					
(2024: Vietnamese Dong 221,000 million)	Cost of fund				
	plus margin	184,462	296,361	-	-
Total short-term loans		564,462	761,361	380,000	450,000

As at 31 December 2025, short-term loans in Thai Baht from local banks represent promissory notes due at call and maturity within 3 months and short-term loans in Vietnamese Dong of the overseas subsidiaries represent short-term loans contracts with maturity within 6 months.

As at 31 December 2025, facilities for short-term loans of local subsidiary are secured by its land and building as describe in Note 15 to the financial statements.

16.2 Long-term loans

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Long-term loans				
Baht	175,580	289,380	175,580	289,380
Vietnamese Dong 126,519 million				
(2024: Vietnamese Dong 167,680 million)	152,835	224,859	-	-
Total long-term loans	328,415	514,239	175,580	289,380

Long-term loans are due for repayments as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Current portion of long-term loans	93,251	156,534	40,080	78,800
Due over 1 year and not over 3 years	150,160	206,114	73,920	112,040
Due over 3 years and not over 5 years	84,794	112,577	61,580	73,920
Due over 5 years	210	39,014	-	24,620
Total long-term loans due over 1 year	235,164	357,705	135,500	210,580
Total long-term loans	328,415	514,239	175,580	289,380

The movements of long-term loans comprise the following:

	(Unit: Thousand Baht)			
	Consolidated		Separate financial	
	financial statements		statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Balance at beginning of year	514,239	793,799	289,380	513,120
Additions	46,870	50,422	-	-
Repayment	(210,393)	(315,868)	(113,800)	(223,740)
Translation adjustment	(22,301)	(14,114)	-	-
Balance at end of year	328,415	514,239	175,580	289,380

The requirements and conditions for long-term loans comprise the following:

Loan	Interest rate (percent per annum)	Repayment schedule	Consolidated financial statements		Separate financial statements		(Unit: Million Baht)
			2025	2024	2025	2024	
1	Srithai Superware Public Company Limited Prime rate less discount. (2024: Fixed interest rate, and Prime rate less discount.)	Repayment is due every three months from September 2021 to 2030. (2024: Repayment is due every three months from September 2021 to 2030.)	175.58	289.38	175.58	289.38	
2	Srithai (Vietnam) Company Limited Interest rate at Cost of fund plus margin of a bank in Vietnam. (2024: Interest rate at Cost of fund plus margin of a bank in Vietnam.)	Repayment is due every three months from April 2021 to 2032. (2024: Repayment is due every three months from April 2021 to 2031.)	152.84 (Vietnamese Dong 126,519 million)	208.21 (Vietnamese Dong 155,261 million)	-	-	
3	Srithai (Hanoi) Company Limited (2024: Interest rate at Cost of fund plus margin of a bank in Vietnam.)	(2024: Repayment is due every three months from March 2021 to 2025.)	-	16.65 (Vietnamese Dong 12,419 million)	-	-	
Total			328.42	514.24	175.58	289.38	

Under the conditions of long-term loans agreements, the Company and subsidiaries are prohibited from creating any obligations or security interests over their land and premise and machinery, whether currently owned or acquired in the future, unless approved by the lenders described in Note 15 to the financial statements.

The Group must comply with other conditions and restrictions for long-term loans provided for in the agreements. The covenants are tested semi-annually on 30 June and 31 December each year. The Group has no indication that it will have difficulty complying with these covenants within the twelve months after the reporting period.

16.3 Unutilised credit facilities

Unutilised credit facilities comprise the following:

(Unit: Thousand Baht)

	Consolidated financial statements					
	2025			2024		
	Overdraft facilities	Working capital facilities	Long-term loans	Overdraft facilities	Working capital facilities	Long-term loans
Floating rate						
- Withdrawal period within 1 year	-	-	97,002	-	-	79,253
- Unspecified drawdown period	135,000	1,003,554	-	147,000	1,129,915	-
Fixed rate						
- Unspecified drawdown period	-	2,774,098	-	-	3,185,794	-

(Unit: Thousand Baht)

	Separate financial statements					
	2025			2024		
	Overdraft facilities	Working capital facilities	Long-term loans	Overdraft facilities	Working capital facilities	Long-term loans
Floating rate						
- Unspecified drawdown period	115,000	-	-	115,000	-	-
Fixed rate						
- Unspecified drawdown period	-	2,629,399	-	-	2,904,853	-

17. Other current payables - unrelated parties

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Payable for purchase of fixed assets	67,849	38,171	48,849	33,440
Other payables	34,682	33,324	31,919	29,757
Advance receipt from customers	63,689	65,263	4,593	5,297
Accrued commission expenses	5,871	4,908	2,221	2,180
Accrued utility expenses	27,424	26,196	19,593	19,200
Accrued staff cost	22,910	22,691	11,675	11,190
Others	47,264	40,537	15,333	12,640
Total other current payables - unrelated parties	<u>269,689</u>	<u>231,090</u>	<u>134,183</u>	<u>113,704</u>

18. Leases**18.1 The Group as a lessee**

The Group has lease contracts for various items of assets to be used in its operations. Lease generally have lease terms between 1 - 99 years.

a) Right-of-use assets

Movement of right-of-use assets for the years ended 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements					
	Land	Buildings	Machinery and factory equipment	Office equipment	Motor vehicles	Total
1 January 2024	142,493	1,746	24,079	6,726	14,058	189,102
Additions	577	249	5,055	-	3,891	9,772
Written off	-	-	(1,722)	-	(727)	(2,449)
Depreciation for the year	(5,435)	(1,485)	(4,295)	(2,112)	(6,960)	(20,287)
Transfer to other assets - net (Note 15)	-	-	-	-	(300)	(300)
Translation adjustment	(6,197)	1	86	-	68	(6,042)
31 December 2024	131,438	511	23,203	4,614	10,030	169,796
Additions	-	922	10,962	2,807	8,234	22,925
Written off	-	(160)	(415)	-	(212)	(787)
Depreciation for the year	(4,883)	(578)	(5,828)	(2,860)	(5,221)	(19,370)
Reclassification	-	-	-	565	(565)	-
Transfer to other assets - net (Note 15)	-	-	-	-	(300)	(300)
Allowance for impairment loss	-	-	(3,180)	-	-	(3,180)
Translation adjustment	(12,828)	-	(82)	-	1	(12,909)
31 December 2025	113,727	695	24,660	5,126	11,967	156,175

(Unit: Thousand Baht)

	Separate financial statements					
	Land	Buildings	Machinery and factory equipment	Office equipment	Motor vehicles	Total
1 January 2024	10,070	1,747	1,894	2,928	5,034	21,673
Additions	577	249	1,128	-	2,597	4,551
Written off	-	-	(1,549)	-	-	(1,549)
Depreciation for the year	(1,915)	(1,485)	(667)	(1,534)	(2,834)	(8,435)
Transfer to other assets - net (Note 15)	-	-	-	-	(300)	(300)
31 December 2024	8,732	511	806	1,394	4,497	15,940
Additions	-	922	7,495	2,517	873	11,807
Written off	-	(160)	-	-	-	(160)
Depreciation for the year	(1,723)	(578)	(2,000)	(2,032)	(1,778)	(8,111)
Transfer to other assets - net (Note 15)	-	-	-	-	(300)	(300)
31 December 2025	7,009	695	6,301	1,879	3,292	19,176

b) Lease liabilities

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Lease payments	63,191	64,361	21,500	17,678
Less: Deferred interest expenses	(11,474)	(12,942)	(1,463)	(1,289)
Total	51,717	51,419	20,037	16,389
Less: Portion due within one year	(16,049)	(17,566)	(5,962)	(5,757)
Lease liabilities - net of current portion	35,668	33,853	14,075	10,632

Movement of the lease liability account during the years ended 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Balance at beginning of year	51,419	65,399	16,389	21,416
Additions	22,957	9,816	11,807	4,551
Termination of contract	(784)	(2,337)	(163)	(1,579)
Accretion of interest	2,841	3,245	867	803
Lease liabilities repayment	(23,552)	(24,533)	(8,863)	(8,802)
Translation adjustment	(1,164)	(171)	-	-
Balance at end of year	51,717	51,419	20,037	16,389

c) Expenses relating to leases that are recognised in profit or loss

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Depreciation of right-of-use assets	19,370	20,287	8,111	8,435
Interest expense on lease liabilities	2,841	3,245	867	803
Expense relating to leases of low-value assets	15,594	15,746	8,615	8,016

d) Others

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 39 million (2024: Baht 40 million) (the Company only: Baht 17 million, 2024: Baht 17 million) including the cash outflow related to short-term leases and leases of low-value assets.

18.2 Group as a lessor

The Group has entered into operating leases for its investment property portfolio consisting of land and premises (see Note 14 to the financial statements) of the lease terms are not over 1 year.

During 2025 the Group has lease income amounting to Baht 6 million (2024: Baht 6 million) (the Company only: Baht 5 million, 2024: Baht 5 million) in statements of comprehensive income.

19. Provision for employee benefits

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Statement of financial position				
Defined benefit plans (Note 19.1)	248,080	239,324	130,196	135,853
Other long-term employment benefits (Note 19.2)	70,383	74,087	36,302	38,050
Liabilities in the statement of financial position	318,463	313,411	166,498	173,903

During the year, there are 37 staffs (the Company only: 36 staffs) (2024: 37 staffs, the Company only: 37 staffs) of the Group changed the benefit scheme from defined benefit plan to defined contribution plan. This results in reduction in past service cost of Baht 0.2 million (the Company only: Baht 0.1 million) (2024: Baht 0.2 million, the Company only: Baht 0.2 million).

The movements of provision for employee benefits comprise the following.

	Consolidated		(Unit: Thousand Baht)	
			Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Provision for employee benefits				
at beginning of year	313,411	320,868	173,903	185,357
Included in profit or loss:				
Current service cost	14,506	16,533	7,964	8,839
Interest cost	10,628	11,264	5,774	6,361
Past service cost	(242)	(158)	(104)	(158)
Remeasurement (gain) loss arising from				
- Demographic assumptions change	2,874	-	(212)	-
- Financial assumptions change	3,945	-	1,878	-
- Experience adjustments	1,181	-	3,504	-
Included in other comprehensive income:				
Remeasurement (gain) loss arising from				
- Demographic assumptions change	(38,991)	-	(20,935)	-
- Financial assumptions change	33,024	-	13,163	-
- Experience adjustments	22,580	-	12,321	-
Benefits paid during the year	<u>(44,453)</u>	<u>(35,096)</u>	<u>(30,758)</u>	<u>(26,496)</u>
Provision for employee benefits at end of year	318,463	313,411	166,498	173,903

19.1 Defined benefit plans

Provision for defined benefit plans, which represents compensation payable to employees after they retire, was as follows:

	Consolidated		(Unit: Thousand Baht)	
			Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Provision for employee benefits				
at beginning of year	239,324	239,536	135,853	141,154
Included in profit or loss:				
Current service cost	12,445	13,115	6,699	7,246
Interest cost	8,353	8,741	4,635	5,013
Past service cost	(119)	(75)	(39)	(75)
Included in other comprehensive income:				
Remeasurement (gain) loss arising from				
- Demographic assumptions change	(38,991)	-	(20,935)	-
- Financial assumptions change	33,024	-	13,163	-
- Experience adjustments	22,580	-	12,321	-
Benefits paid during the year	<u>(28,536)</u>	<u>(21,993)</u>	<u>(21,501)</u>	<u>(17,485)</u>
Provision for employee benefits at end of year	248,080	239,324	130,196	135,853

19.2 Other long-term employee benefits

Provision for defined benefit plans, which represents provision for other long-term employee benefits was as follows:

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Provision for other employee benefits				
at beginning of year	74,087	81,332	38,050	44,203
Included in profit or loss:				
Current service cost	2,061	3,418	1,265	1,593
Interest cost	2,275	2,523	1,139	1,348
Past service cost	(123)	(83)	(65)	(83)
Remeasurement (gain) loss arising from				
- Demographic assumptions change	2,874	-	(212)	-
- Financial assumptions change	3,945	-	1,878	-
- Experience adjustments	1,181	-	3,504	-
Benefits paid during the year	(15,917)	(13,103)	(9,257)	(9,011)
Provision for other employee benefits at end of year	<u>70,383</u>	<u>74,087</u>	<u>36,302</u>	<u>38,050</u>

The Group expect to pay Baht 29 million of employee benefits during the next year (The Company only: Baht 20 million) (2024: Baht 33 million, the Company only: Baht 21 million).

As at 31 December 2025, the weighted average duration of long-term employee benefit is 1 - 24 years (The Company only: 8 - 11 years) (2024: 4 - 26 years, the Company only: 9 - 12 years).

Significant actuarial assumptions are summarised below:

	Consolidated financial statements		(Unit: percent per annum)	
	Separate financial statements			
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Discount rate	1.26 - 2.44	2.83 - 3.99	1.71 - 1.83	3.28 - 3.46
Salary increase rate	2.00 - 4.10	2.00 - 5.46	2.00 - 3.00	2.00 - 5.00
Staff turnover rate	0.00 - 39.00	0.00 - 53.00	0.00 - 39.00	0.00 - 53.00

The result of sensitivity analysis for significant assumptions that affect the present value of provision for employee benefits as at 31 December 2025 and 2024 are summarised below:

		Impact on provision for employee benefits			
Change in assumption		Consolidated financial statements		Separate financial statements	
		<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
		(Percentage)	(Percentage)	(Percentage)	(Percentage)
Discount rate	Decrease by 1%	Increase by 7.68	Increase by 7.50	Increase by 6.68	Increase by 6.59
	Increase by 1%	Decrease by 6.68	Decrease by 6.63	Decrease by 5.84	Decrease by 5.90
Salary increase rate	Decrease by 1%	Decrease by 5.75	Decrease by 6.30	Decrease by 5.06	Decrease by 5.78
	Increase by 1%	Increase by 6.42	Increase by 7.07	Increase by 5.57	Increase by 6.39
Staff turnover rate	Decrease by 1%	Increase by 8.20	Increase by 9.24	Increase by 7.27	Increase by 8.32
	Increase by 1%	Decrease by 7.22	Decrease by 8.20	Decrease by 6.44	Decrease by 7.48

The sensitivity analyses above are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method has been applied as when calculating the provision for employee benefits recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

20. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside 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 capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

21. Share register / Treasury stocks / Appropriated retained earnings - Treasury stock reserve

On 24 February 2025, the Company's Board of Directors' Meeting No. 1/2025 approved the sale of 73,147,900 treasury shares, representing 2.70% of the total issued shares. These shares were offered for trading on the Stock Exchange of Thailand during the period from 3 March 2025 to 30 May 2025, at a price that must be equal to or greater than 85% of the average closing price of the Company's shares over the five trading days prior to the sale date. If the Company is unable to sell all of the treasury shares by the end of the stipulated period, the Company must reduce its paid-up capital by canceling the repurchased but unsold shares.

As at the end of the offering period, the Company was unable to resell the entire amount of 73,147,900 treasury shares, representing 2.70% of the total paid-up shares.

On 6 June 2025, the Company registered the reduction in its registered and paid-up share capital from Baht 2,709,904,800 (2,709,904,800 ordinary shares of Baht 1 each) to Baht 2,636,756,900 (2,636,756,900 ordinary shares of Baht 1 each) with the Ministry of Commerce by canceling the remaining 73,147,900 treasury shares. The Company reversed the premium on treasury shares amounting to Baht 19,928,420 and recognised the difference arising from the capital reduction as unappropriated retained earnings of Baht 13,548,112. Moreover, the Company also reversed the reserve for treasury shares of Baht 106,624,432 to unappropriated retained earnings.

22. Finance cost

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Interest expenses on borrowings	37,334	46,480	13,926	16,938
Interest expenses on lease liabilities	2,841	3,245	867	803
Total	40,175	49,725	14,793	17,741

23. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Personnel expenses	1,347,675	1,378,169	640,336	628,889
Raw materials and consumables used	3,964,033	4,429,252	1,920,895	2,039,136
Changes in inventories of finished goods and work in process	72,211	(30,567)	(2,078)	10,802
Depreciation	562,244	587,684	287,421	279,921
Advertising and sales promotion	58,910	58,461	11,894	13,460
Repair and maintenance	143,459	171,169	83,241	107,004
Transportation	133,761	134,127	65,834	60,827
Operating lease rentals	15,594	15,746	8,615	8,016
Amortisation of intangible assets	6,544	5,270	4,142	3,049
Assets written-off	5,218	1,678	3,769	900
Loss on impairment of fixed assets	2,905	11,480	600	-
Loss on impairment of investment in subsidiary	-	-	60,000	-

24. Income tax**24.1 Income tax**

Income tax expenses for the years ended 31 December 2025 and 2024 are made up as follows:

	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Current income tax:				
Current income tax charge	56,209	58,416	-	-
Withholding tax written-off	845	1,046	835	1,046
Deferred tax:				
Relating to origination and reversal of temporary differences	46,645	47,488	43,271	37,290
Income tax expense reported in profit or loss	<u>103,699</u>	<u>106,950</u>	<u>44,106</u>	<u>38,336</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:

	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Deferred tax on gain from the change in value of financial assets measured at FVOCI	(5,798)	(3,990)	(5,798)	(3,694)
Deferred tax on disposal of financial assets measured at FVOCI	148	-	-	-
Deferred tax on share of other comprehensive income from investments in associates	-	(487)	-	-
Deferred tax on actuarial gains and losses	3,322	-	910	-
	<u>(2,328)</u>	<u>(4,477)</u>	<u>(4,888)</u>	<u>(3,694)</u>

The reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Accounting profit before tax	320,232	387,974	175,067	200,136
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by income tax rate	64,046	77,595	35,013	40,027
Effects of:				
Exempted income	(2,633)	(3,085)	(50,958)	(41,427)
Extra deduction expenses	(10,888)	(7,568)	(6,660)	(6,747)
Non-deductible expenses	15,483	16,485	19,618	4,519
(Profit) loss exempt from corporate income tax due to promotional privilege from BOI	2,777	(8,888)	2,777	(633)
Tax losses used of current year - not have been recognised as deferred tax	(3,242)	(3,782)	-	-
Recognised deferred tax assets from loss of the current period	-	(6,000)	-	(6,000)
Write-off deferred tax assets from previous year loss carry forward	37,700	53,854	37,700	47,551
Loss of the current period unrecognised as deferred tax assets	7,957	40	5,781	-
Share of net profit from investments accounted for by the equity method	(4,766)	(2,232)	-	-
The effect of different tax rate to the subsidiaries	(2,851)	(4,656)	-	-
Withholding tax written-off	845	1,046	835	1,046
Others	(729)	(5,859)	-	-
Total	39,653	29,355	9,093	(1,691)
Income tax expense reported in profit or loss	103,699	106,950	44,106	38,336

The tax rate enacted at end of the reporting period of the subsidiaries in overseas countries are 15% to 25%.

24.2 Deferred income taxes

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Deferred tax assets				
Allowance for investment impairment	15,277	15,277	15,277	15,277
Provision for employee benefits	55,102	51,240	33,300	34,780
Unused tax loss	15,013	46,161	7,300	45,000
Gain on disposals of property, plant and equipment between the entities in the Group	20,411	22,828	-	-
Others	4,470	8,307	964	4,145
Total deferred tax assets	110,273	143,813	56,841	99,202
Deferred tax liabilities				
Unrealised fair value gain on investments	27,029	9,898	15,548	9,750
Total deferred tax liabilities	27,029	9,898	15,548	9,750
Net deferred taxes assets	83,244	133,915	41,293	89,452

As at 31 December 2025, the Group has deductible temporary differences and unused tax losses totaling Baht 84 million (2024: Baht 38 million) (The Company only: Baht 48 million, (2024: 5 million)), on which deferred tax assets have not been recognised as the Group believes future taxable profits may not be sufficient to allow utilisation of the temporary differences and unused tax losses. The unused tax losses will expire between 2026 and 2033.

25. Promotional privileges

The Group received promotional privileges from the Board of Investment for the manufacture of melamine products, plastic products, and moulds production and repair and must comply with the conditions and restrictions provided in the promotional certificates as follows:

BOI certificate no.	Date of approval	Period	Date of the promoted operations
			begin generating revenues
Srithai Superware Public Company Limited			
1872(2)/2556	14 May 2013	7 years	28 February 2014
65-1540-1-04-1-0	5 September 2022	3 years	19 December 2022
Srithai Moulds Company Limited			
2458(5)/2554	19 July 2011	8 years	12 March 2013
1268(5)/2556	5 March 2012	8 years	20 February 2014
Srithai Superware Korat Company Limited			
1616(5)/2554	18 April 2011	8 years	19 July 2011

The privileges include an exemption from corporate income tax for a period of 7 to 8 years from the date the promoted operations begin generating revenues and a 50% reduction of corporate income tax on income derived from the promoted operations for a period of 5 to 8 years after the tax-exemption period ends.

All of the Company's sales revenues for the years ended 31 December 2025 and 2024 are generated from non-promoted operations.

26. Earnings per share

Basic earnings per share is calculated by dividing 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 (net of treasury shares held by the company).

The following table sets forth the computation of basic earnings per share.

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Profit attributable to equity holders of the Company (Million Baht)	213	285	131	162
Weighted average number of ordinary shares (Million shares)	2,637	2,689	2,637	2,689
Basic earnings per share (Baht)	0.08	0.11	0.05	0.06

There are no potential dilutive ordinary shares in issue during the year, so no diluted earnings per share is presented.

27. 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 President.

For management purposes, the Group presents segment information by main business lines and separated by products from production base, comprising domestic operation base and overseas operation base. It is divided into plastic business line, consisting of household products business unit and industrial products business unit, and moulds and others business line. To consider profit (loss) from sales by segment, intercompany sales are already eliminated. Profit (loss) from sales was determined by subtracting cost of sales, selling expenses, administrative expenses from net sales. Other income is unallocated.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

Revenue and profit (loss) and fixed assets information regarding the Group's operating segments for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Thousand Baht)

For the year ended 31 December 2025						
	Plastic business line					
	Household business unit		Industrial business unit		Moulds and others business line	Total
	Domestic Operations	Overseas Operations	Domestic Operations	Overseas Operations		
Sales	849,023	328,153	3,995,505	2,248,682	157,556	7,578,919
Revenues from subsidiaries	(60,134)	(6,691)	(162,568)	(4,874)	(17,113)	(251,380)
Total sales from external customers	788,889	321,462	3,832,937	2,243,808	140,443	7,327,539
Profit (loss) from sales by segment	122,510	33,636	(30,918)	112,416	2,151	239,795
Loss on foreign exchange rate - net						(4,789)
Dividend income						13,167
Other income						76,992
Finance income						11,410
Finance cost						(40,175)
Share of profit from investments in associates						23,832
Profit before income tax						320,232
Income tax expenses						(103,699)
Profit for the year						216,533
Fixed assets	377,571		2,280,371		76,336	2,734,278
Other unallocated fixed assets						22,009
Other unallocated assets						3,954,648
Consolidated total assets						6,710,935
Depreciation and amortisation of intangible assets	53,682		500,290		14,816	568,788

(Unit: Thousand Baht)

For the year ended 31 December 2024

	Plastic business line					
	Household business unit		Industrial business unit		Moulds and others business line	Total
	Domestic Operations	Overseas Operations	Domestic Operations	Overseas Operations		
Sales	977,780	390,681	4,280,961	2,573,128	108,248	8,330,798
Revenues from subsidiaries	(56,630)	(10,891)	(168,262)	(6,132)	(11,687)	(253,602)
Total sales from external customers	921,150	379,790	4,112,699	2,566,996	96,561	8,077,196
Profit (loss) from sales by segment	168,095	46,559	(13,044)	154,575	(24,193)	331,992
Loss on foreign exchange rate - net						(23)
Dividend income						15,425
Other income						68,712
Finance income						10,430
Finance cost						(49,724)
Share of profit from investments in associates						11,162
Profit before income tax						387,974
Income tax expenses						(106,950)
Profit for the year						281,024
Fixed assets	436,355		2,442,079		79,632	2,958,066
Other unallocated fixed assets						22,550
Other unallocated assets						4,209,772
Consolidated total assets						7,190,388
Depreciation and amortisation of intangible assets	68,579		502,998		21,377	592,954

Geographic information

Revenue from external customers, which is based on locations of the Group's overseas entities mainly represents revenue from the Group's operations in Vietnam.

Major customers

For year 2025, the Group has revenue from one major customer amounting to Baht 843 million, arising from sales of its overseas operations in the industrial business unit (2024: Baht 1,178 million).

28. Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530.

For the overseas subsidiaries, the provident funds are established in accordance with each subsidiary's policies and the law of their country of domicile.

The Group's contributions for the year 2025, amounting to approximately Baht 7.9 million (The Company only: Baht 3.1 million) (2024: Baht 7.7 million, the Company only: Baht 2.9 million) were recognised as expenses.

29. Dividends

Dividends	Approved by	Total dividends (Million Baht)	Dividends per share (Baht)
<u>The Company</u>			
<u>2025</u>			
Final dividends for 2024, based on the operating results of the year 2024	Annual General Meeting of the shareholders on 25 April 2025	105.5	0.04
Interim dividends for 2025	Board of Directors Meeting on 11 August 2025	52.7	0.02
Total dividends for 2025		158.2	0.06
<u>Subsidiaries</u>			
<u>2025</u>			
<u>Srithai Superware Korat Company Limited</u>			
Final dividends for 2024	Annual General Meeting of the shareholders on 31 March 2025	15.0	0.50
Interim dividends for 2025	Board of Directors Meeting on 2 June 2025	25.2	0.84
	Board of Directors Meeting on 29 September 2025	20.1	0.67
	Board of Directors Meeting on 26 December 2025	100.2	3.34
<u>Srithai Miyagawa Company Limited</u>			
Final dividends for 2024	Annual General Meeting of the shareholders on 24 March 2025	10.0	8.33
Interim dividends for 2025	Board of Directors Meeting on 25 December 2025	10.0	8.33
<u>Srithai Moulds Company Limited</u>			
Interim dividends for 2025	Board of Directors Meeting on 19 December 2025	7.0	7.00
<u>Srithai (Vietnam) Company Limited</u>			
Final dividends for 2024	Board of Directors Meeting on 9 May 2025	49.4	-
		(Vietnamese Dong 38,925 million)	

Dividends	Approved by	Total dividends (Million Baht)	Dividends per share (Baht)
<u>The Company</u>			
<u>2024</u>			
Final dividends for 2023, based on the operating results of the year 2023	Annual General Meeting of the shareholders on 25 April 2024	108.4	0.04
Interim dividends for 2024	Board of Directors Meeting on 8 August 2024	53.8	0.02
Total dividends for 2024		162.2	0.06
<u>Subsidiaries</u>			
<u>2024</u>			
<u>Srithai Superware Korat Company Limited</u>			
Interim dividends for 2024	Board of Directors Meeting on 28 June 2024	30.0	1.00
	Board of Directors Meeting on 30 September 2024	34.8	1.16
	Board of Directors Meeting on 30 December 2024	70.2	2.34
<u>Srithai-Otto (Thailand) Company Limited</u>			
Final dividends for 2023	Annual General Meeting of the shareholders on 26 April 2024	1.0	5.00
<u>Srithai Miyagawa Company Limited</u>			
Final dividends for 2023	Annual General Meeting of the shareholders on 22 April 2024	7.5	6.25
<u>Srithai (Vietnam) Company Limited</u>			
Final dividends for 2023	Board of Directors Meeting on 3 May 2024	39.8 (Vietnamese Dong 27,600 million)	-

30. Commitments and contingent liabilities**30.1 Capital commitments**

As at 31 December 2025 and 2024, the Group has capital commitments relating to the buildings and building improvement, the acquisition of moulds, machinery and equipment, utilities systems and computer software as follows:

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Buildings and building improvement	4,595	2,182	4,595	866
Moulds	49,086	52,657	27,392	26,121
Machinery and equipment	45,084	29,848	16,980	15,897
Utilities systems	10,549	2,440	5,678	2,440
Computer software	214	513	214	513
Others	232	21	232	21

30.2 Service commitments

As at 31 December 2025 and 2024, the Group has future minimum payments required under these service agreements as follows:

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Within 1 year	11,763	12,345	9,942	10,407
Over 1 and up to 5 years	14,195	15,678	7,778	9,845
Over 5 years	35,132	39,726	-	-
Total	61,090	67,749	17,720	20,252

30.3 Guarantees

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Guarantee				
Indirect subsidiary's loans	191	206	-	-
Bank Guarantee				
Electricity usage	52	53	39	41
Others	5	8	2	4

31. Fair value hierarchy

As at 31 December 2025 and 2024, the Group had assets and liabilities that were measured or disclosed at fair value using different levels of inputs (as mentioned in Note 4.20 to the financial statements) as follows:

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2025			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVOCI				
- Investment in equity security of listed company	51	-	-	51
- Investments in equity securities of non-listed companies	-	23	91	114
Assets for which fair value are disclosed				
Investment properties	-	1,647	-	1,647

(Unit: Million Baht)

	Consolidated financial statements			
	As at 31 December 2024			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVOCI				
- Investment in equity security of listed company	41	-	-	41
- Investments in equity securities of non-listed companies	-	35	72	107
Assets for which fair value are disclosed				
Investment properties	-	1,638	-	1,638

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2025			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVOCI				
- Investment in equity security of listed company	51	-	-	51
- Investments in equity securities of non-listed companies	-	23	91	114
Assets for which fair value are disclosed				
Investment properties	-	1,634	-	1,634

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2024			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVOCI				
- Investment in equity security of listed company	41	-	-	41
- Investments in equity securities of non-listed companies	-	23	72	95
Assets for which fair value are disclosed				
Investment properties	-	1,625	-	1,625

32. Financial instruments**32.1 Derivatives**

The Group uses derivatives as appropriate given the nature of the business, the risk associated with the financial transaction and the derivatives facilities that the Group has with financial institutions. The Group uses only foreign exchange forward contracts to manage some of its transaction risks, entering into such contracts for the period during which foreign exchange rate fluctuations or trends may affect the underlying transactions, which is generally no more than 6 months. As of 31 December 2025, the Group has no foreign exchange forward contracts.

32.2 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade accounts receivable, investments, trade accounts payable and short-term and long-term loans. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade accounts receivable, deposits and short-term investments with banks and financial institutions. The maximum exposure to credit risk from deposits and investments is limited to the carrying amounts as stated in the statement of financial position.

Trade receivables

The Group manages 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 any shipments to new customers are generally covered by letters of credit or other forms of credit insurance obtained from reputable banks and other reliable financial institutions. Moreover, consideration is given to asking for deposits covering part of the cost of goods before making delivery, depending on the circumstances. Overall, the Group does not have high concentrations of credit risk since it has a large customer base across a range of industries and most of customers are well-known and financially stable.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groups of customers with similar credit risks. Customers are grouped based on customer type and credit rating/ creditworthiness, and whether letters of credit and other forms of credit insurance have been provided by the customer may also be considered in the calculation of expected credit loss. The calculation takes into account the probability-weighted outcome, the time value of money and the reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off when they are assessed to be unable to make payment.

Cash deposits and short-term investments

The Group manages the credit risk from deposits and short-term investments with banks and financial institutions, particularly the amounts in excess of those covered by the Deposit Protection Act. However, the Group makes deposits and short-term investments only with counterparties approved by the Board of Directors, staying within the stipulated limits for each counterparty and levels of risk for each type of deposit and short-term investment product. The management may propose revisions to the credit limits and types of deposit and short-term investment product to the Board of Directors for consideration when there are significant changes related to the counterparties or the rate of return is not as expected. The limits are set to minimise concentrations of risks and therefore mitigate the potential financial loss as a result of a counterparty failing to make payment.

The Group's credit risk in respect of deposits and short-term investments is low due to its focus on selecting counterparties that are local banks or financial institutions with high credit ratings assigned by international credit rating agencies and choosing to make short-term investments in products where principal is secure, in accordance with the guidelines set by the Board of Directors. Thus, the Group may not need to use other derivatives and financial instruments to help manage the credit risk.

Market risk

There are two types of market risk, namely foreign currency risk and interest rate risk. The Group manages the risk by making decisions to use derivatives based on appropriateness to the market situations and the volume of transactions relevant to these types of risk, together with other forms of risk management which are not complex or may have similar impacts to some types of derivative, as follows:

- Entering into foreign exchange forward contracts to hedge the foreign currency risk arising on the import or export of goods;
- Balancing foreign currency denominated receipts and expenditures and considering whether sales should be made in other currencies or in Baht, in order to mitigate risk and reduce excessive dependence on a particular currency;
- Considering the balance of floating and fixed interest rates and considering selection of multiple counterparties in order to provide the Group with options to use at financial costs that are appropriate to the risk level of each type of interest rate; and
- Close monitoring of exchange rate and interest rate situations, analysis of various creditworthy institutions and trends are used appropriately in assessing the direction and impact of changes.

Foreign currency risk

The Group's exposure to foreign currency risk relates primarily to its transactions in foreign currencies. Mostly, the Group seeks to reduce this risk by entering into foreign exchange forward contracts when it considers appropriate. Generally, the forward contracts mature within six months.

As at 31 December 2025 and 2024, the balances of significant financial assets and liabilities denominated in foreign currencies are summarised below.

Foreign currency	Consolidated financial statements					
	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)	
US dollar	2	2	5	3	31.5826	33.9879
Singapore dollar	1	2	-	-	24.5736	25.0470

Foreign currency	Separate financial statements					
	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)	
US dollar	-	-	1	-	31.5826	33.9879
Singapore dollar	1	2	-	-	24.5736	25.0470

Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in US dollar and Singapore dollar exchange rates, with all other variables held constant. The impact on the Group'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 Group's exposure to foreign currency changes for all other currencies is not material.

Currency	2025		2024	
	Increase / decrease	Effect on profit before tax	Increase / decrease	Effect on profit before tax
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
US dollar	+5.00	Decrease 5,572	+5.00	Decrease 2,734
	-5.00	Increase 5,572	-5.00	Increase 2,734
Singapore dollar	+5.00	Increase 1,707	+5.00	Increase 1,913
	-5.00	Decrease 1,707	-5.00	Decrease 1,913

This information is not a forecast or prediction of future market conditions and should be used with care.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its short-term and long-term loans. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the current market rate.

The Group manages its interest rate risk by maintaining a balanced portfolio of fixed and floating rate loans and borrowings from several counterparties, based on the outcome of negotiations and the lending policies of its creditors in each period. The Group's policy is to balance borrowings with similar amounts with fixed and floating rates. In addition, the Group considers entering into interest rate swaps and cross currency swaps in order to manage the impact of differences between interest at fixed and floating rates or manage the impact of differences between the interest in different foreign currencies which is calculated with reference to an agreed-upon notional principal amount for the specified period.

As at 31 December 2025 and 2024, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

Consolidated financial statements							
As at 31 December 2025							
	Fixed interest rates			Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
	Within 1 year	1-5 years	Over 5 years				
Financial assets							
Cash and cash equivalents	134	-	-	242	264	640	Note 7
Financial assets - investments in mutual funds	-	-	-	35	-	35	Fair values
Trade receivables	-	-	-	-	1,389	1,389	-
Other current receivables							
- unrelated parties	-	-	-	-	115	115	-
Other current receivables							
- related parties	-	-	-	-	1	1	-
Restricted bank deposits	-	-	-	9	-	9	0.60 - 7.00
Other non-current financial assets	-	-	-	-	165	165	-
	134	-	-	286	1,934	2,354	
Financial liabilities							
Short-term loans	380	-	-	184	-	564	Note 16.1
Trade payables - unrelated parties	-	-	-	-	713	713	-
Trade payables - related parties	-	-	-	-	52	52	-
Other current payables							
- unrelated parties	-	-	-	-	270	270	-
Long-term loans	-	-	-	328	-	328	Note 16.2
	380	-	-	512	1,035	1,927	

(Unit: Million Baht)

	Consolidated financial statements						
	As at 31 December 2024						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
<u>Financial assets</u>							
Cash and cash equivalents	115	-	-	265	356	736	Note 7
Financial assets - fixed deposit	39	-	-	-	-	39	2.05 - 2.50
Trade receivables	-	-	-	-	1,423	1,423	-
Other current receivables							
- unrelated parties	-	-	-	-	79	79	-
Other current receivables							
- related parties	-	-	-	-	1	1	-
Restricted bank deposits	-	-	-	15	-	15	0.60 - 8.25
Other non-current financial assets	-	-	-	-	148	148	-
	154	-	-	280	2,007	2,441	
<u>Financial liabilities</u>							
Short-term loans	465	-	-	296	-	761	Note 16.1
Trade payables - unrelated parties	-	-	-	-	755	755	-
Trade payables - related parties	-	-	-	-	38	38	-
Other current payables							
- unrelated parties	-	-	-	-	231	231	-
Long-term loans	16	-	-	498	-	514	Note 16.2
	481	-	-	794	1,024	2,299	

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2025						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
<u>Financial assets</u>							
Cash and cash equivalents	-	-	-	101	56	157	Note 7
Trade receivables	-	-	-	-	761	761	-
Other current receivables							
- unrelated parties	-	-	-	-	37	37	-
Other current receivables							
- related parties	-	-	-	-	44	44	-
Other non-current financial assets	-	-	-	-	165	165	-
	-	-	-	101	1,063	1,164	

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2025						
	Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate (% per annum)
<u>Financial liabilities</u>							
Short-term loans	380	-	-	-	-	380	Note 16.1
Trade payables - unrelated parties	-	-	-	-	407	407	-
Trade payables - related parties	-	-	-	-	29	29	-
Other current payables							
- unrelated parties	-	-	-	-	134	134	-
Other current payables							
- related parties	-	-	-	-	3	3	-
Long-term loans	-	-	-	176	-	176	Note 16.2
	380	-	-	176	573	1,129	

(Unit: Million Baht)

Separate financial statements							
As at 31 December 2024							
Fixed interest rates							
Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non-interest bearing	Total	Effective interest rate	
							(% per annum)
<u>Financial assets</u>							
Cash and cash equivalents	-	-	-	54	142	196	Note 7
Trade receivables	-	-	-	-	770	770	-
Other current receivables							
- unrelated parties	-	-	-	-	16	16	-
Other current receivables							
- related parties	-	-	-	-	94	94	-
Other non-current financial assets	-	-	-	-	136	136	-
	-	-	-	54	1,158	1,212	
<u>Financial liabilities</u>							
Short-term loans	450	-	-	-	-	450	Note 16.1
Trade payables - unrelated parties	-	-	-	-	410	410	-
Trade payables - related parties	-	-	-	-	34	34	-
Other current payables							
- unrelated parties	-	-	-	-	114	114	-
Other current payables							
- related parties	-	-	-	-	2	2	-
Long-term loans	16	-	-	273	-	289	Note 16.2
	466	-	-	273	560	1,299	

Interest rate sensitivity

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in interest rates on that portion of floating rate loans affected as at 31 December 2025 and 2024, with all other variables held constant.

Currency	2025		2024	
	Increase / decrease	Effect on profit before tax	Increase / decrease	Effect on profit before tax
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
Baht	+0.25	Decrease 1,065	+0.25	Decrease 1,584
	-0.25	Increase 1,065	-0.25	Increase 1,584
Vietnamese Dong	+0.25	Decrease 937	+0.25	Decrease 1,391
	-0.25	Increase 937	-0.25	Increase 1,391

The above analysis has been prepared assuming that the amounts of the floating rate loans from and all other variables remain constant over one year. Moreover, the floating legs of these loans from are assumed to not yet have set interest rates. As a result, a change in interest rates affects interest payable for the full 12-month period of the sensitivity calculation. This information is not a forecast or prediction of future market conditions and should be used with care.

Liquidity risk

The Group monitors the risk of a shortage of liquidity taking into account many factors, such as a comparison of current assets and current liabilities, the ability to turn financial assets into cash, estimated debts and commitments of bank overdrafts, bank loans and lease contracts due within 1 year and the total amount of unused credit facilities from financial institutions of the Group. The Group has assessed the concentration of risk with respect to borrowing to refinance debt, liquidity risk and working capital, concluding that the risk is low. The Group is confident that it will be able to generate sufficient cash inflows for its future contractual cash outflows, based on its ability to settle liabilities that were due in the past and the existence of adequate amounts of cash and cash equivalents together with all available unused credit limits. The Group has access to a variety of sources of funding. Since the financial liabilities of the Group do not include instruments with derivative components, the amounts of the financial obligations are the carrying amounts stated in the statement of financial position, together with interest or obligations arising under the contract.

The table below summaries the maturity profile of the Group's non-derivative financial liabilities as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

	Consolidated financial statements				
	As at 31 December 2025				
	On demand	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives					
Short-term loans	380,014	195,692	-	-	575,706
Trade and other current payables	-	1,034,198	-	-	1,034,198
Lease liabilities	-	18,199	30,391	14,601	63,191
Long-term loans	-	110,563	252,476	10,920	373,959
Total non-derivatives	380,014	1,358,652	282,867	25,521	2,047,054

(Unit: Thousand Baht)

	Consolidated financial statements				
	As at 31 December 2024				
	On demand	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives					
Short-term loans	450,029	329,550	-	-	779,579
Trade and other current payables	-	1,023,646	-	-	1,023,646
Lease liabilities	-	19,820	27,907	16,634	64,361
Long-term loans	-	182,602	362,700	41,016	586,318
Total non-derivatives	450,029	1,555,618	390,607	57,650	2,453,904

(Unit: Thousand Baht)

	Separate financial statements				
	As at 31 December 2025				
	On demand	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives					
Short-term loans	380,014	-	-	-	380,014
Trade and other current payables	-	573,883	-	-	573,883
Lease liabilities	-	6,625	14,875	-	21,500
Long-term loans	-	46,258	146,363	-	192,621
Total non-derivatives	380,014	626,766	161,238	-	1,168,018

(Unit: Thousand Baht)

	Separate financial statements				
	As at 31 December 2024				
	On demand	Less than 1 year	1 to 5 years	Over 5 years	Total
Non-derivatives					
Short-term loans	450,029	-	-	-	450,029
Trade and other current payables	-	559,354	-	-	559,354
Lease liabilities	-	6,277	11,401	-	17,678
Long-term loans	-	87,958	205,221	25,225	318,404
Total non-derivatives	450,029	653,589	216,622	25,225	1,345,465

32.3 Fair values of financial instruments

Since the majority of the Group'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 methods and assumptions used by the Group estimating the fair value of equity securities is generally derived from quoted market prices, or based on generally accepted pricing models when no market price is available.

During the current year, there were no transfers within the fair value hierarchy.

33. Capital management

The Group's objectives when managing capital are to safeguard ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholder, issue new shares, acquire treasury shares, restructure loans, issue debentures, prepay loans before due, or sell assets to reduce debt.

In order to obtain the promotional privileges from the Board of Investment, the Group has to maintain minimum capital investment as specified in each certificate.

34. Events after the reporting period

On 26 February 2026, the Board of Directors' meeting resolved to propose to the Annual General Meeting of Shareholders for consideration and approval of the following matters:

- Approve the proposal to pay dividends from unappropriated retained earnings at the rate of Baht 0.04 per share, totaling Baht 105 million.
- Approve the reduction of the legal reserve amounting to Baht 7,314,790 from Baht 270,990,480 to Baht 263,675,690, so that the Company's legal reserve will remain at 10% of the current registered capital in compliance with applicable legal requirements. The reduced amount of Baht 7,314,790 will be reclassified and presented under "Unappropriated retained earnings".

35. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 26 February 2026.

Attachment no. 1

Details of the Directors, Executives, Controlling Persons, the Person assigned to the highest responsibility in Accounting and Finance (“CFO”) and the Person assigned to the direct responsibility of supervising accounting preparation and Company Secretary (“Office Holder”)

1. Information of persons holding**1) Mr. Sanan Angubolkul**

Age : 79 years

Present Position : Chairman, Nomination and Remuneration Committee Member and President

Date of Directorship	Tenure of directorship	Authority to Sign for the Company as per Certification Document
January 1, 1993	33 years (since 1993 until present time)	Yes

Relationship among : None

Directors and Executives

Education :

Degree	Major	Institution
Honorary Doctorate Degree in Philosophy	Business Administration	Huachiew Chalemprakiet University
Honorary Doctorate	Management	Nakhon Phanom University
Honorary Doctorate	Industrial and Manufacturing Systems Engineering	King Mongkut’s University of Technology Thonburi
Honorary Doctorate Degree in Philosophy	Social Science	Mahachulalongkornrajavidyalaya University
Honorary Doctorate Degree in Engineering	Production Engineering	Suranaree University of Technology
Honorary Doctorate Degree in Business Administration	Management	Rajamangala University of Technology ISAN
Honorary Doctorate	Marketing	Sripatum University
Honorary Doctorate Degree in Business Administration	-	Chiang Mai University
BBA	Business Administration	University of Oglethorpe, Atlanta, Georgia, U.S.A.

Training Course from : Director Accreditation Program (DAP) no. 81/2009

Thai Institute of Role of the Chairman Program (RCP) no. 4/2001

Directors Association (IOD)

Other Training :

Training Course	Training Institute
Diploma – National Defence College, no. 3	The National Defence College of Thailand
Top Executive Program in Commerce and Trade (TEPCoT), no. 2	Commerce Academy
Capital Market Academy Leadership Program, no. 7/2008	Capital Market Academy
The Executive Program in Energy Literacy for Sustainable Future no. 1	Thailand Energy Academy (TEA)

Experience :

Time Period	Position	Company
1972 - Present	Chairman, Nomination and Remuneration Committee Member and President	Srithai Superware Public Company Limited

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group (total 6 companies) :

Position	Company
Chairman	<u>Subsidiaries</u>
	Srithai Superware Korat Company Limited
	Srithai Moulds Company Limited
Chairman	Srithai Miyagawa Company Limited
Chairman	<u>Associates</u>
	Srithai Sanko Company Limited
	Thai MFC Company Limited
Director	Srithai Packaging Company Limited

2.2) Other Companies (total 6 companies) :

Position	Company
Chairman	<u>Related Party Company</u>
	S.Sahatara (Thailand) Company Limited
Director	Toho Foam (Thailand) Company Limited
Vice Chairman	<u>Other Company</u>
	Chai Talay Hotel Company Limited
Director	LN Srithai Comm Company Limited
Director	Nissen Chemitec (Thailand) Limited
Director	Srithai Agricultural Garden Company Limited

3) Position in Competing Companies /**Company Related to Business of the****Company that Conflict of Interest****May Arise** : No position**2) Mr. Enghug Nontikarn****Age** : 69 years

Present Position : Independent Director,
Chairman of the Audit Committee and
Nomination and Remuneration Committee Member



Date of Directorship	Tenure of directorship	Authority to Sign for the Company as per Certification Document
May 31, 1994	32 years (since 1994 until present time)	None

Relationship among : None**Directors and Executives****Education :**

Degree	Major	Institution
MBA	Business Administration	Thammasat University

Training Course from : Director Accreditation Program (DAP) no. 25/2004

**Thai Institute of
Directors Association (IOD)**

Experience :

Time Period	Position	Company
2013 – 2016	Director	Thai Rating and Information Services Company Limited
2012 – 2016	Executive Vice President - Head of Financial and Fixed Income Securities	Thanachart Bank Public Company Limited
2005 – 2011	Senior Executive Vice President	Siam City Bank Public Company Limited
2002 – 2005	First Executive Vice President	Siam City Bank Public Company Limited
1998 – 2001	Executive Vice President	Siam City Bank Public Company Limited

Time Period	Position	Company
1995 – 1998	Senior Vice President	Siam City Bank Public Company Limited
1991 – 1995	Manager	Bangkok Metropolitan Bank Public Company Limited
1979 – 1991	Deputy Manager	Krung Thai Bank Public Company Limited

Present Director/Management Positions in Companies :**1) Other Listed Companies** : No position

Position	Company
Independent Director, Chairman of the Audit Committee and Nomination and Remuneration Committee Member	Srithai Superware Public Company Limited

2) Non-listed Companies :**2.1) Srithai Superware Group** : No position**2.2) Other Companies** : No position**3) Position in Competing Companies /****Company Related to Business of the****Company that Conflict of Interest****May Arise** : No position**3) Mr. Suchat Boonbanjersri****Age** : 66 years

Present Position : Independent Director,
Audit Committee Member, and
Chairman of the Good Corporate Governance and Sustainable Development Committee



Date of Directorship	Relationship among Directors and Executives	Authority to Sign for the Company as per Certification Document
August 21, 2002	24 years (since 2002 until present time)	None

Relationship among : None**Directors and Executives****Education :**

Degree	Major	Institution
MBA	Finance & Marketing	The Wharton School, University of Pennsylvania, U.S.A.
Bachelor (2nd class honors)	Quantitative Economics	Chulalongkorn University

Training Course from : Role of the Nomination and Governance Committee (RNG) no. 3/2012

Thai Institute of Successful Formulation and Execution of Strategy (SFE) no. 12/2011

Directors Association (IOD) Audit Committee Program (ACP) no. 13/2006

Directors Certification Program (DCP) no. 19/2002

Other Training :

Training Course	Training Institute
Top Executive Program in Commerce and Trade (TEPCoT), no. 14/2022	Commerce Academy
Capital Market Academy Leadership Program, no. 14/2012	Capital Market Academy
Executive Development Program (EDP)	Thai Listed Companies Association
Leadership Development Program (LDP)	Thai Listed Companies Association

Experience :

Time Period	Position	Company
2002 – 2006	Advisor, Risk Management Committee	Aeronautical Radio of Thailand Company Limited
2001 – 2005	Advisor	Sub-Committee on Economics Development, House of Representatives
2001 – 2002	Director	Siam Syntech Construction Public Company Limited
2001 – 2002	Director	Aeronautical Radio of Thailand Company Limited, a State Enterprise under the Ministry of Transport and Communication
2000	Guest Lecturer, MBA Program	Siam University
1999 – 2000	Advisor	Sub-Committee on Fiscal, Banking and Financial Institution, House of Representatives
1997 – 1998	Non core Sale Department	Financial Restructuring Authority of Thailand
1996 – 1997	Managing Director	Dynamic Eastern Finance (1991) Public Company Limited
1994 – 1996	Senior Vice President	Asset Plus Securities Company Limited
1986 – 1994	Manager	Kasikornbank Public Company Limited, Los Angeles Branch
1987	Guest Lecturer, MBA Program	Thammasat University and Kasetsart University
1985 – 1986	Dealer - Treasury Department	Kasikornbank Public Company Limited

Present Director/Management Positions in Companies :**1) Other Listed Companies (total 3 companies) :**

Position	Company
Independent Director and Chairman of the Audit Committee	Salee Printing Public Company Limited
Director, Chairman of Executive Committee, and Member of the Nomination, Remuneration and Corporate Governance Committee	Knight Club Capital Holding Public Company Limited
Independent Director and Member of the Audit Committee	Dexon Technology Public Company Limited

2) Non-listed Companies :**2.1) Srithai Superware Group** : No position**2.2) Other Companies (total 16 companies) :**

Position	Company
Chairman	Knight Club Capital Asset Management Public Company Limited
Chairman	The Prodigy (Thailand) Public Company Limited
Chairman	Practicum Engineering Company Limited
Chairman	Steeler Steel Works Company Limited
Chairman	Steel Plus Fabrication Company Limited
Chairman	Dark Horse Development Company Limited
Chairman	K J K Estate Company Limited
Chairman	Cosec Company Limited
Chairman	High Q Pharma Company Limited
Chairman	The Connex Academia Company Limited
Chairman	NTKS Holding Company Limited
Chairman	KCC Asset Recovery Company Limited
Chairman	EDF Foundation
Director	TJ Inter Service Company Limited
Director	PSB 35 Company Limited
Director	PSB 5 Company Limited

3) Position in Competing Companies /**Company Related to Business of the****Company that Conflict of Interest****May Arise** : No position

4) Mrs. Siriporn Sailasuta

Age : 79 years

Present Position : Independent Director,
Chairperson of the Nomination and
Remuneration Committee, and
Good Corporate Governance and Sustainable Development Committee Member

Date of Directorship	Tenure of directorship	Authority to Sign for the Company as per Certification Document
March 3, 2008	18 years (since 2008 until present time)	None

**Relationship among
Directors and Executives** : None

Education :

Degree	Major	Institution
Bachelor of Engineering	Electrical	Chulalongkorn University

**Training Course from
Thai Institute of
Directors Association (IOD)** : Chartered Director Class (CDC) no. 8/2014
Role of the Nomination and Governance Committee (RNG) no. 3/2012
Role of the Compensation Committee (RCC) no. 8/2009
Financial Statements for Directors (FSD) no. 1/2008
Director Certification Program (DCP) no. 102/2008

Other Training :

Training Course	Training Institute
Diploma – National Defence College, no. 42	The National Defence College of Thailand
Certificate Top Executive Training Program 1	Office of the Civil Service Commission
Certificate - Leadership, Management and Governance in the Public Section	The Australian National University
Certificate - Energy Planning Programme for Southeast Asia Countries	Pennsylvania State University

Experience :

Time Period	Position	Company
2006-2007	Advisor	The Thai Military Bank Public Company Limited
2002-2006	Director General (Administrator Level 10)	Department of Alternative Energy Development and Efficiency, Ministry of Energy

Time Period	Position	Company
2000-2002	Director General (Administrator Level 10)	Department of Energy Development and Promotion, Ministry of Science and Technology
1997-2000	Deputy Director General (Administrator Level 9)	Department of Energy Development and Promotion, Ministry of Science and Technology

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies (total 2 companies) :

Position	Company
Director	Sui-Siriphun Company Limited
Director	Saila Suwan Company Limited

3) Position in Competing Companies /

Company Related to Business of the

Company that Conflict of Interest

May Arise : No position

5) Mr. Supachoke Liamkaeo

Age : 71 years

Present Position : Independent Director, and
Audit Committee Member



Date of Directorship	Tenure of directorship	Authority to Sign for the Company as per Certification Document
November 11, 2016	10 years (since 2016 until present time)	None

Relationship among : None
Directors and Executives

Education :

Degree	Major	Institution
MBA	Public Administration	National Institute of Development Administration
Bachelor of Science	Chemistry	Ramkhamhaeng University

Training Course from : Advance Audit Committee Program (AACP) no. 29/2018

Thai Institute of Director Accreditation Program (DAP) no. 136/2017

Directors Association (IOD)

Other Training :

Training Course	Training Institute
PTT's Leadership Program 1-3	Thammasat University & Chulalongkorn University
Senior Executive Program (SEP) no. 21	Sasin Graduate Institute of Business Administration of Chulalongkorn University
NIDA-Wharton Executive Leadership Program	NIDA & Wharton University, U.S.A.
Advanced Certificate Course in Public Economics Management for Executives	King Prajadhipok's Institute
Certificate Course in Good Governance for Directors & Senior Executives of State Enterprises and Public Organizations	King Prajadhipok's Institute
Army War College no.51	Royal Thai Army War College
Advanced Senior Executive Program (ASEP)	Sasin & Kellogg School of Management (U.S.A.)
Market Planning & Analysis for Chemical, Petrochemical and Plastics Industry	IHS

Experience :

Time Period	Position	Company
2013 - 2015	President	HMC Polymers Company Limited
2015	Director	Rayong Refinery Public Company Limited
2013	Director	PTT MCC Biochem Company Limited
2012 – 2013 / 2009 – 2013	President / Director	PTT Polymer Marketing Company Limited
2006 – 2012	Managing Director	PTT Polymer Logistics Company Limited
2006 – 2015	Executive Vice President - Petrochemicals & Refining Business Unit	PTT Public Company Limited

Time Period	Position	Company
1996 – 2005	Vice President - Oil Retail Engineering Dept., Industrial Sales Dept. and Oil Transportation Dept.	Petroleum Authority of Thailand

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies (total 2 companies) :

Position	Company
Director	Planet Marine Company Limited
Director	KSS Foods and Beverage Company Limited

3) Position in Competing Companies /

Company Related to Business of the

Company that Conflict of Interest

May Arise : No position

6) Mr. Naphol Lertsumitkul

Age : 64 years

Present Position : Director and Vice President-Office of the President



Date of Directorship	Tenure of directorship	Authority to Sign for the Company as per Certification Document
December 31, 1993	32 years (since 1994 until present time)	Yes

Relationship among : None

Directors and Executives

Education :

Degree	Major	Institution
Doctor	Law and Management	Kirk University
MBA	Business Administration	Phitsanulok University
Bachelor	Business Administration	Phitsanulok University

Training Course from : Boards that Make a Difference (BMD) no. 9/2019
Thai Institute of Director Certification Program Update (DCPU) no. 1/2014
Directors Association (IOD) Director Certification Program (DCP) no. 7/2006
 Director Accreditation Program (DAP) no. 2/2003

Experience :

Time Period	Position	Company
2019 - Present	Director and Vice President- Office of the President	Srithai Superware Public Company Limited
1986 – 2018	Director and Assistant Vice President	Srithai Superware Public Company Limited

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group (1 company) :

Position	Company
Director	<u>Subsidiaries</u> Srithai Miyagawa Company Limited

1.2) Other Companies (total 2 companies) :

Position	Company
Director	Srithai Agricultural Garden Company Limited
Director	Superware Housing Company Limited

3) Position in Competing Companies /

Company Related to Business of the

Company that Conflict of Interest

May Arise : No position

7) Mr. Chaiwat Kulphattaravanich

Age : 56 years

Present Position

: Director,
 Good Corporate Governance and Sustainable Development Committee Member,
 Chairman of the Risk Management Sub-Committee,
 Company Secretary, Chief Financial Officer*



and Acting Head of Compliance Unit

* assigned to the Highest responsibility in Accounting and Finance

Date of Directorship	Tenure of directorship	Authority to Sign for the Company as per Certification Document
January 1, 2019	7 years (since 2019 until present time)	Yes

Relationship among : None
Directors and Executives

Education :

Degree	Major	Institution
MBA International Exchange Program	Finance	London Business School, U.K. University of Chicago, Booth School of Business, U.S.A.
Higher Diploma in Auditing	Auditing	Thammasat University
BBA (2nd class honors)	Accounting	Thammasat University

Training Course from : National Director Conference (NDC) no. 1/2025
Thai Institute of Role of Independent Directors in Overseas Expansion and International Markets
Directors International Markets 2025
Association (IOD) Powered by Technology 2025
ESG Integration for Sustainable Business Success no. 1/2024
Emerging Audit Standards & Implications for Audit Committee 2024
Audit Committee Forum (ACF) no. 1/2023
National Director Conference (NDC) no. 1/2023
Role of the Chairman Program (RCP) no. 52/2022
Advanced Audit Committee Program (AAPC) no. 38/2020
Board Nomination and Compensation Program (BNCP) no. 7/2019
Director Diploma Examination no. 62/2018
Risk Management Program for Corporate Leaders (RCL) no. 11/2018
Company Secretary Program no. 86/2018
Director Certification Program (DCP) no. 248/2017

Other Training :

Training Course	Training Institute
Thailand Insurance Leadership Program no. 13/2025	OIC Advanced Insurance Institute
The Executive Program in Energy Literacy for Sustainable Future no.21/2025	Thailand Energy Academy (TEA)

Training Course	Training Institute
Top Executive Program in Commerce and Trade (TEPCoT) no. 16/2024	Commerce Academy
Top Executive Program on China Business Insights and Network (TEPCIAN) no. 3/2023	Commerce Academy
Administration for Maintaining Public Orders - Joint Public and Private Program, no. 8/2021	Royal Education Bureau, Police College, Royal Thai Police
Capital Market Academy Leadership Program, no. 30/2020	Capital Market Academy
CFO Annual Conference on Capital Markets /2025	The Stock Exchange of Thailand
Anticipate-Fortify-Innovate /2025	The Stock Exchange of Thailand
Insight in SET /2024	The Stock Exchange of Thailand
ESG-related risks and management: A practical guide for listed companies /2024	The Stock Exchange of Thailand
Shaping the Future of Finance /2024	EY Corporate Services Limited
Governance System for Fraud Detection /2023	Thai Listed Companies Association
Board Retreat /2023	Thai Listed Companies Association
TLCA CFO Professional Development Program (TLCA CFO CPD), 2019 - 2025	Thai Listed Companies Association
Strategic Financial Leadership Program (SFLP) 2018	Thai Listed Companies Association
Strategic CFO in Capital Markets Program, no. 5/2017	The Stock Exchange of Thailand
CFO In Practice Certification Program, no. 7/2017	Federation of Accounting Professions
Fundamentals for Corporate Secretaries, no. 1/2017	Thai Listed Companies Association
IR Professional Development Program, no. 1/2017	Thai Listed Companies Association

Experience :

Time Period	Position	Company
2017 - 2018	Finance Director	Srithai Superware Public Company Limited
2002 – 2017	Assistant Vice President Finance and Accounting	Charoen Pokphand Group Co., Ltd.
1998 – 2001	Senior Associate Investment Banking	Merrill Lynch Phatra Securities Limited
1991 - 1994	Senior Auditor	Ernst & Young Corporate Services Limited

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group (total 13 companies) :

Position	Company
	<u>Subsidiaries</u>
Chairman	Srithai Superware Manufacturing Private Limited
Chairman	Srithai Superware India Limited
Director	Srithai (Vietnam) Company Limited
Director	Srithai (Hanoi) Company Limited
Director	Srithai Superware Korat Company Limited
Director	T Thaiplas Company Limited
Director	Srithai-Otto (Thailand) Company Limited
Director	Srithai Moulds Company Limited
Director	Srithai Miyagawa Company Limited
	<u>Associates</u>
Director	Srithai Sanko Company Limited
Director	Thai MFC Company Limited
Director	Srithai Packaging Company Limited
Director	PT. Srithai Maspion Indonesia

2.2) Other Companies : No position**3) Position in Competing Companies /****Company Related to Business of the****Company that Conflict of Interest****May Arise** : No position**8) Mr. Pichitpol Panyapol****Age** : 44 years**Present Position** : Director

Date of Directorship	Tenure of directorship	Authority to Sign for the Company as per Certification Document
April 18, 2025	1 years (since 2025 until present time)	None

Relationship among : None**Directors and Executives**

Education :

Degree	Major	Institution
Master	Electrical Engineering	University of Southern California
Bachelor	Electrical Engineering	University of Wisconsin-Madison

Training Course from : Director Certification Program (DCP) no. 384/2025

Thai Institute of Director Accreditation Program (DAP) no. 217/2024

Directors Association (IOD)

Experience :

Time Period	Position	Company
2023 - Present	Corporate Investment and Risk Management Committee Member	Chularat Hospital Public Company Limited
2011 - Present	Steel Market Advisor	Semet Company Limited
2007 – 2011	Oil Terminal Engineer	Esso (Thailand) Public Company Limited

Present Director/Management Positions in Companies :**1) Other Listed Companies (1 company) :**

Position	Company
Corporate Investment and Risk Management Committee Member	Chularat Hospital Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies (total 4 companies) :

Position	Company
Director	Semet Company Limited
Director	Samolkij Company Limited
Director	Advanced Asia Hospital Company Limited
Director	Panyapol Inter-Holding Company Limited

3) Position in Competing Companies /

Company Related to Business of the

Company that Conflict of Interest

May Arise : No position

9) Mr. Goh Ah Bee

Age : 75 years

Present Position : Vice President – Industrial Plastic Products-Suksawat & Amata City 4&5 Factories

Relationship among : None

Directors and Executives**Education :**

Degree	Major	Institution
Ph.D.	Knowledge Management (Lean Six-Sigma)	Chiang Mai University, Thailand
Master of Science	Finance with Distinction	University of Leicester, U.K.
MBA	Management/Finance	University of Surrey, U.K.
Master of Science	Industrial Engineering	National University of Singapore, Singapore
Bachelor of Science	Production Engineering	University of Strathclyde, U.K.
Diploma	Production Engineering	Singapore Polytechnic, Singapore

Other qualifications :

Degree	Major	Institution
Certified Diploma	Accounting and Finance	Association of Chartered Accountants, U.K.
Graduate Diploma	Management Research	University of South Australia, Australia
Full Technology Certificate	Electrical Engineering	City and Guilds of London Institute, U.K.
Industrial Technician Certificate	Electrical Engineering	Singapore Polytechnic, Singapore
Certified Quality Engineer Certificate	Quality Engineering	American Society for Quality, U.S.A.
Certified Reliability Engineer Certificate	Reliability Engineering	American Society for Quality, U.S.A.
Quality Certificate Level II	Statistical Quality Control	German Institute of Quality (DSQ), Germany

Degree	Major	Institution
Quality Certificate	Quality Control	City and Guilds of London Institute, U.K.

Experience :

Time Period	Position	Company
2006 – 2017	Chief Operating Officer	Schaffner Group (Swiss), Thailand
1991 – 2006	Managing Director	Leica Instruments (German/Swiss), Singapore
1984 – 1991	Executive Director/ Division Manager	Hard-disk drive companies: Seagate, Miniscribe, Maxtor and Western Digital, Singapore/U.S.A.
1981 – 1984	Quality Engineering Manager	Smith Corona (US Typewriter), Singapore
1978 – 1981	Senior Quality Engineer	Rollei Group (German camera), Singapore
1971 – 1976	Camera Assembler/ Production Planner	Rollei Group (German camera), Singapore/Germany

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies : No position

3) Position in Competing Companies/

Company Related to Business of the

Company that Conflict of Interest

May Arise : No position

10) Mr. Pongsak Kantiratanawong

(Term of office as an executive ended on December 30, 2025)

Age : 67 years

Present Position : Vice President – Food & Beverage Packaging Products

Relationship among : None

Directors and Executives



Education :

Degree	Major	Institution
MBA	Marketing	Thammasat University
Bachelor of Science	Biochemistry	Chulalongkorn University

Experience :

Time Period	Position	Company
2019 - Present	Vice President – Beverage Packaging Products	Srithai Superware Public Company Limited
2007 - 2018	Marketing Director - Packaging Products	Srithai Superware Public Company Limited
1993 – 2007	Vice President	C.P. Packaging Industry Company Limited
1986 – 1993	Senior Marketing Manager	Thai Modern Plastic Industry Company Limited
1985	Marketing Officer	SCT Company Limited
1980 – 1985	Technical Sales Representative	Hoechst Thai Limited

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies : No position

3) Position in Competing Companies /

Company Related to Business of the

Company that Conflict of Interest

May Arise : No position

11) Mr. Charoenchai Prathuangsuksri

Age : 64 years

Present Position : Vice President-Industrial Plastic Products Amata City 1 Factory

Relationship among : None

Directors and Executives

Education :

Degree	Major	Institution
Advanced Management Program	-	The Wharton School, University of Pennsylvania, U.S.A.
Bachelor	Science-Industrial Chemistry	King Mongkut's Institute of Technology Ladkrabang

Training Course from : Director Certification Program (DCP) no. 366/2024

**Thai Institute of
Directors Association (IOD)**

Other Training :

Training Course	Training Institute
The Executive Program in Energy Literacy for Sustainable Future no. 9	Thailand Energy Academy (TEA)

Experience :

Time Period	Position	Company
2021 – 2024	Advisor	SCG Chemicals Public Company Limited
2015 – 2020	Managing Director	Rayong Engineering & Plant Service Company Limited
2007 – 2015	Managing Director	Map Ta Phut Tank Terminal Company Limited
	Managing Director	Rayong Terminal Company Limited
	Managing Director	Rayong Pipeline Company Limited
	Managing Director	RIL 1996 Company Limited
2001 – 2007	Managing Director	Thai MFC Company Limited

Present Director/Management Positions in Companies :**1) Other Listed Companies (total 2 companies) :**

Position	Company
Independent Director, Member of the Audit and Risk Management Committee, Member of the Nomination, and Remuneration and Corporate Governance Committee	Alla Public Company Limited
Director, and Member of Corporate Governance and Sustainability Committee	Energy Absolute Public Company Limited

2) Non-listed Companies :**2.1) Srithai Superware Group (total 1 company) :**

Position	Company
Director	<u>Subsidiaries</u> Srithai Miyagawa Company Limited

2.2) Other Companies (total 1 companies) :

Position	Company
Honorary Chairman	Petrochemical Industry Club The Federation of Thai Industries

3) Position in Competing Companies /**Company Related to Business of the****Company that Conflict of Interest****May Arise** : No position**12) Ms. Ladda Namjarusathienchai****Age** : 54 years**Present Position** : Risk Management Sub-Committee Member and
Financial and Accounting Director*

* assigned to direct responsibility of accounting.

**Relationship among** : None**Directors and Executives****Education :**

Degree	Major	Institution
Master	Managerial Accounting	Kasetsart University
Bachelor	General Accounting	Ramkhamhaeng University
Bachelor	Accounting	Rajamangala University of Technology Thanyaburi

Other Training in 2025 :

Training Course	Training Institute
Annual CFO Summit: "Future proof your finance function : Driving Growth Through Uncertainty" 2025	BDO Audit Company Limited

Training Course	Training Institute
TFAC's Accounting Professions Summit 2025	Federation of Accounting Professions
Proper Accounting and Tax Planning for General Businesses 2025 Update no. 1/2025	Federation of Accounting Professions
Financial Fraud: Closer Than You Think no. 2/2025	Federation of Accounting Professions

Other qualifications : Certified Public Accountant (Thailand) (CPA)

Training to develop knowledge in the accounting year 2025: 18:30 hours and has qualified as Accountant in accordance with the criteria set by the Department of Business Development.

Experience :

Time Period	Position	Company
2023 - Present	Financial and Accounting Director	Srithai Superware Public Company Limited
2017 – 2022	Financial Controller	Srithai Superware Public Company Limited
2005 – 2016	Accounting Manager	Srithai Superware Public Company Limited
1996 – 2005	Senior Manager	PriceWaterhouseCoopers ABAS Limited

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group (total 3 companies) :

Position	Company
Director	<u>Subsidiaries</u> Srithai Superware Korat Company Limited
Director	Srithai-Otto (Thailand) Company Limited
Director	Srithai Moulds Company Limited

2.2) Other Companies : No position

3) Position in Competing Companies /

Company Related to Business of the

Company that Conflict of Interest

May Arise : No position

2. Shareholding of office holder in the Company

Ratios of the shareholding office holder, including their spouses and children not reaching legal age of office holder (if any), in the Company as at December 30, 2025 compared to December 30, 2024 are as follows :-

Name	As at December 30, 2025		As at December 30, 2024		Net change during the year (+ or -)
	Total number of shares	%	Total number of shares	%	
Mr. Sanan Angubolkul	480,823,510	18.24	480,823,510	17.74	0
Mr. Enghug Nontikarn	59,000	0.00	59,000	0.00	0
Mr. Suchat Boonbanjersri	0	0.00	0	0.00	0
Mrs. Siriporn Sailasuta	0	0.00	0	0.00	0
Mr. Supachoke Liamkaeo	0	0.00	0	0.00	0
Mr. Chaiwat Kulphattaravanich	0	0.00	0	0.00	0
Mr. Pichitpol Panyapol	11,823,700	0.45	11,823,700	0.44	0
Mr. Goh Ah Bee	1,457,000	0.06	1,457,000	0.06	0
Mr. Pongsak Kantiratanawong	4,700,000	0.17	4,700,000	0.17	0
Mr. Charoenchai Prathuangsuksri	0	0.00	0	0.00	0
Ms. Ladda Namjarusathienchai	0	0.00	0	0.00	0
Total shares	498,863,210	18.92	498,863,210	18.41	0
Total issued common shares*	2,636,756,900	100.00	2,709,904,800	100.00	

*On June 6, 2025, the Company registered a capital reduction with the Ministry of Commerce, reducing its issued and paid-up share capital from Baht 2,709,904,800 to Baht 2,636,756,900 through the cancellation of 73,147,900 treasury shares with a par value of Baht 1 per share, totaling Baht 73,147,900.

3. Attendance at the Annual General Meeting of Shareholders, the Board meeting and Sub-Committee meetings

In 2025, Attendance of the Annual General Meeting of Shareholders, Board meeting and Sub-Committees meetings of the office holder as follows:

Name	Meeting						
	Annual General Meeting of Shareholders	Board	Audit Committee	Nomination and Remuneration Committee	Good Corporate Governance Committee and Sustainable Development Committee	Independent Director and Auditor without the Executives' participation	Risk Management Sub-Committee
Mr. Sanan Angubolkul	1/1	7/7	-	2/2	-	-	-
Mr. Enghug Nontikarn	1/1	7/7	4/4	2/2	-	1/1	-
Mr. Suchat Boonbanjersri	1/1	6/7	3/4	-	3/3	1/1	-

Meeting Name	Annual General Meeting of Shareholders	Board	Audit Committee	Nomination and Remuneration Committee	Good Corporate Governance Committee and Sustainable Development Committee	Independent Director and Auditor without the Executives' participation	Risk Management Sub-Committee
Mrs. Siriporn Sailasuta	1/1	7/7	-	2/2	3/3	1/1	-
Mr. Supachoke Liamkaeo	1/1	7/7	4/4	-	-	1/1	-
Mr. Naphol Lertsumitkul	1/1	7/7	-	-	-	-	-
Mr. Chaiwat Kulphattaravanich	1/1	7/7	4/4	2/2	3/3	-	4/4
Mr. Pichitpol Panyapol	1/1	5/7	-	-	-	-	-
Mr. Goh Ah Bee	-	-	-	-	-	-	-
Mr. Pongsak Kantiratanawong	-	-	-	-	-	-	-
Mr. Charoenchai Prathuangsuksri	1/1	-	-	-	-	-	-
Ms. Ladda Namjarusathienchai	1/1	-	4/4	-	-	-	4/4

Remark: Total attendance/meetings (times)

4. Duties and Responsibility of the Company Secretary

Duties and responsibilities of the Company Secretary are in accordance with Section 89/15 of the Securities and Exchange Act (4th Amended Issue) B.E. 2551 as follows :

1. Duties concerning holding a meeting :

- 1.1 Organize the meeting, attend the meeting, and record the minutes of the Board of Directors' meeting and the Annual General Meeting of Shareholders;
- 1.2 Gather and prepare documents to be sent to the Company's board directors and shareholders;
- 1.3 Follow and revise the procedures of the Board of Directors' meeting and the Annual General Meeting of Shareholders;
- 1.4 Gather and file the documents of the meetings and the minutes of the meetings;
- 1.5 Coordinate and monitor the Company's activities to be conducted in accordance with the resolutions of the Company's Board of Directors and shareholders' meetings.

2. Conforming to Laws and Regulations :

- 2.1 Observe that the Company's operations follow the Memorandum of Association and the Articles of Association;
- 2.2 Ensure for safe keeping disclosure reports of vested interests submitted by board directors and executive members of the Company;
- 2.3 Monitor that the Company and the Company's Board of Directors conform to related laws such as preparation of the directors registration, handling of connected transaction, acquisition or disposal of assets, etc;

- 2.4 Ensure that the Company and the Company's Board of Directors conform to regulations of the Stock Exchange of Thailand regarding disclosure of information as well as to regulations of the Office of the Securities and Exchange Commission in its capacity as issuer of securities to the public;
- 2.5 Review the progress and provide consultancy, suggestion, and support on matters of Good Corporate Governance, and the Codes of Best Practice for Directors and Executives.
3. Preparation, gathering, and dissemination of information :
 - 3.1 Prepare draft of message of the Board of Directors and report by the Board of Directors on its responsibilities to the Company's financial statements to be presented in the annual report;
 - 3.2 Co-ordinate in preparation and dissemination of the annual report and the financial reports to shareholders and concerned parties such as debtors, creditors, staff members, related agencies such as the Revenue Department, the Stock Exchange of Thailand, Office of the Securities & Exchange Commission, and financial advisors, etc;
 - 3.3 Gather and update the Company's shareholder-list and request the Share Registrar for cooperation;
 - 3.4 Monitor and review movements or changes in the shareholder-list in order to assess any possible accumulation of a bloc of the Company's shares by person(s) aiming to exert undue influence on or take over the Company; as well as contact and coordinate relevant persons as necessary to ensure that the Company complies with all applicable laws, rules and regulatory requirements in the event that it receives any offers to purchase its shares;
 - 3.5 Gather information and report on security holding in compliance with regulations of the Stock Exchange of Thailand for directors, executives, auditors, including spouses and children who are not yet of a legal age of the aforementioned persons;
 - 3.6 Provide report of information pursuant to regulations of the Stock Exchange of Thailand such as connected transaction, acquisition or disposal of assets, etc.
4. Other related duties :
 - 4.1 Provide suggestion and hand to the Company's daily management in order to achieve the objectives of the Company;
 - 4.2 Be the center of communication and provide information to non-executive directors;
 - 4.3 Contact shareholders in making announcements such as dividend payment, etc;
 - 4.4 Provide information to other agencies and have a duty as required by relevant laws, finance and accounting, and other management policies;
 - 4.5 Be responsible for investor relations by taking care of dissemination of information of the Company to the public, including investors in general, as well as be another channel for outsiders to make contact with the Company;
 - 4.6 Search for and enquire about various sources of knowledge and development programs for recommendation to the Company's board directors, so as to enhance their knowledge and skills;
 - 4.7 Be in charge of the 'Compliance Unit' as the duties and responsibilities specified in Attachment 3: Information Regarding the Head of the Company's Compliance Unit and Associated Duties and Responsibilities";
 - 4.8 Undertake any other duties as assigned by the Company's Board of Directors.

5. History of the Company's Directors and Executives

The Company's directors and executives do not have the historical record of being penalized in the last 5 years regarding the violation of the Securities and Exchange Act or the Derivatives Act for the following cases :

1. Serious wrongdoing or negligence;
2. Disclosure or dissemination of information or messages which are false and may cause misunderstanding or conceal facts that should be revealed as they might affect the decision making of shareholders, investors, or related parties;
3. Unfair or exploitative behaviours on investors in their sales / purchases of securities or derivatives, or having participated in or supported such behaviours.

Directors of Subsidiaries

The name list of the Board of Directors of Srithai (Vietnam) Company Limited (“SVN”) and Srithai (Hanoi) Company Limited (“SHN”), two subsidiaries which contributed income from their respective sales in 2025 over 10% of the total sales of the Srithai Group of Companies in the consolidated statement of comprehensive income, for the year ended on December 31, 2025 comprises :

Name	SVN	SHN
Mr. Goh Ah Bee	Chairman	Chairman
Mr. Chaiwat Kulphattaravanich	Director	Director
Ms. Patamaporn Laokhetkit	Director	Director
Ms. Suphawadi Chanothan	Executive Director	Executive Director
Mr. Teerat Chaiareelert	Executive Director	Executive Director

Details Regarding the Company's Internal Audit Supervisor and Compliance Operational Supervisor**1. Details of Internal Audit Supervisor****1.1 Internal Unit**

Name-Surname : Mr. Siriphong Phosuk

Age : 49 years

Present Position : Deputy Internal Audit Manager and
Audit Committee Secretary

Relationship among : None

Directors and Executives

Shareholding in the Company :

Held by	As at December 30, 2024		Net change during the year (+ or -)	As at December 30 2025	
	No. of Shares	%		No. of Shares	%
Owner	4,600	0.00	(4,600)	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	4,600	0.00	(4,600)	0	0.00

Education :

Degree	Major	Institution
Bachelor	General Management, Accounting	Suan Sunandha Rajabhat University

Training Course from : New Auditor's Report: What is it for you?

Thai Institute of : Corruption Risk and Control Workshop (CRC) no. 13/2022

Directors Association (IOD) Anti-Corruption Practical Guide (ACPG) no. 71/2025

Other Training :

Training Course	Training Institute
Risk Management	Faculty of Economics, Chulalongkorn University
Certified Professional Internal Audit of Thailand (CPIAT Class)	The Institute of Internal Auditors of Thailand
Fraud Audit	The Institute of Internal Auditors of Thailand
Operational Audit	The Institute of Internal Auditors of Thailand

Training Course	Training Institute
Compliance Audit	The Institute of Internal Auditors of Thailand
IT Fraud Prevention and Information Security Governance	The Stock Exchange of Thailand
IATF 16949 : 2016 Internal Auditor	AIM Consultant Company Limited
Investigations and disciplinary action that are accurate and constructive	Proactive Learning Center Company Limited
Working Paper for Better Corruption Prevention	Federation of Accounting Professions
Analytical Thinking in the Internal Audit Process	Federation of Accounting Professions
COSO Enterprise Risk Management 2017	Federation of Accounting Professions
COSO 2013 Internal Control Certificate	Federation of Accounting Professions
Risk Management for ISO 9001 : 2015	NY Training Center Company Limited
ISO 9001 : 2015 Understanding of Requirement	The Quality Center (Thailand) Company Limited
ISO 14001 : 2015 Requirement	AIM Consultant Company Limited
ISO 19011 Management System Audit	Concurrent Management Company Limited
ISO 37001 : 2016 Requirements anti-bribery	The Federation of Thai Industries

Experience :

Time Period	Position	Company
2021 - Present	Deputy Internal Audit Manager	Srithai Superware Public Company Limited
2015 – 2020	Internal Audit Assistant Manager	Thairung Union Car Public Company Limited
2004 – 2015	Senior internal audit	Thairung Union Car Public Company Limited

Present Director/Management Positions in Companies :**1) Other Listed Companies :**

Position	Company
Deputy Internal Audit Manager, and Audit Committee Secretary	Srithai Superware Public Company Limited

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies : No position

3) Position in Competing Companies /**Company Related to Business of the****Company that Conflict of Interest**

May Arise : No position

Attendance Year 2025:

- Annual General Meeting of Shareholders	No. of meetings held : 1	No. of meetings attended : 1
- Audit Committee Meeting	No. of meetings held : 4	No. of meetings attended : 4

1.2 External Unit

Name-Surname : Mr. Natthadol Natinonthapat

Age : 56 years

Position/Institution : Managing Director / Info Ninety Nine Company Limited

Start Date : According to the timeline of the 2025 annual internal audit plan

Relationship among : None

Directors and Executives**Shareholding in the Company :**

Held by	As at December 30, 2024		Net change during the year (+ or -)	As at December 30, 2025	
	No. of Shares	%		No. of Shares	%
Owner	0	0.00	NONE	0	0.00
Spouse	0	0.00	NONE	0	0.00
Minor Child	0	0.00	NONE	0	0.00
Total	0	0.00	(NONE)	0	0.00

Education :

Degree	Major	Institution
Bachelor	Accounting	Ramkhamhaeng University

Other Training :

Training Course	Training Institute
Pre - Certified Internal Auditor : (Pre-CIA)	Chulalongkorn University
Certified Professional Internal Audit of Thailand : (CPIAT)	The Institute of Internal Auditors of Thailand
IT Audit	Federation of Accounting Professions
Continuous Auditing	Federation of Accounting Professions
ISO/IEC 27001 : 2002 Internal Auditor	British Standards Institution
ISO/IEC 27001 : 2002 Implementation	British Standards Institution
PDPA Train The Trainer	Digital Skills Development and Testing Institute (DDTI)
PDPA Awareness Training	Digital Skills Development and Testing Institute (DDTI)
Accounting and Taxation for Businesses Promoted by the BOI	Investor Club Association
Food and Beverage Costing Course	Dusit Thani College
Basic Network Installation & Troubleshooting	IT Certification (Thailand) Company Limited
ISO 19001 Quality Management System	H-Ultimate Training and Consulting Company Limited
ISO 19011 Management System Audit	Concurrent Management Company Limited

Training Course	Training Institute
Safety Officer Management Level	NPC Safety and Environmental Service Company Limited

Experience :

Time Period	Position	Company
2016 - Present	Managing Director	Info Ninety Nine Company Limited
2018 – 2022	Assistant Managing Director	Trinity Intelligence Plus Company Limited
2013 – 2017	Assistant Managing Director	Pattana Sports Resort Company Limited

Present Director/Management Positions in Companies :

1) Other Listed Companies : No position

2) Non-listed Companies :

2.1) Srithai Superware Group : No position

2.2) Other Companies (total 4 companies) :

Position	Company
Director	N M Grand Consultant Company Limited
Director	Section One Consultants Company Limited
Director	Internal Audit Clear Company Limited
Director	Bangkok Pro Accounting (Mae Sot) Company Limited

3) Position in Competing Companies /**Company Related to Business of the****Company that Conflict of Interest**

May Arise : No position

Attendance Year 2025:

- Audit Committee Meeting No. of meetings held : 4 No. of meetings attended : 4

2. Details of the Head of the Company's Compliance Unit and Scope of Responsibilities

The Compliance Unit is under the Office of the Company Secretary responsible by Mr. Chaiwat Kulphattaravanich, the Company Secretary, as Acting Head of Compliance Unit; whereby the scope of duties and responsibilities are as follows:

- 1) Monitor, review, and assess any applicable changes to the rules, regulatory requirements, and associated standards of compliance, together with preparing a summary report of the impacts of such changes and revisions on the Company's businesses to the Company's Board of Directors and executives.
- 2) Propose to establish or revise Company's policies, rules, regulations, operating manuals and procedures to be in compliance with related applicable laws, regulatory requirements, and standards.

- 3) Propose to the Company any legal preventive measures, to ensure that work plans, projects and the overall operations of the Company achieve their respective objectives and goals.
- 4) Advise and propose to the Board of Directors, executives, and staff members on any relevant applicable laws, rules, regulations, and standards.
- 5) Review and monitor any operational errors or activities that are not in accordance with the specified applicable laws, and propose recommendations for any corrective actions and procedural guidelines for submission to the Board of the Directors and executives.
- 6) Coordinate and establish good working relationships with the external regulatory agencies relevant to the Company's business operations.

Assets for Operation and Details the Property Appraisal List

Main fixed Assets of the Company

The Company and its subsidiaries are manufacturers and distributors of industrial products, household products and molds. Core assets used in operations are land and buildings where offices, plants and distribution centers are located. Most of which are owned by the Company and its subsidiaries except for subsidiaries in Vietnam and India that cannot own land and enter into long-term lease agreements with industrial estate operators of each country. Two subsidiaries in Thailand and one in India which are small and medium sized businesses or trading business also enter into short-term lease agreements with the Company/subsidiaries for their offices, branches or warehouses. The core fixed assets, machinery and equipment used in production including office equipment and others are owned by the Company and its subsidiaries.

The fixed assets under property, plant and equipment have net book value as of December 31, 2025 based on the consolidated and separate financial statements equal to Baht 2,756 million and Baht 1,479 million, respectively, as follows:

Property, Plant and Equipment (Unit : Million Baht)	Net Assets Value as of December 31, 2025	
	Consolidated financial statements	Separate financial statements
Land and Buildings	637	460
Land and Building improvement	38	17
Machinery and equipment	1,842	895
Furniture fixtures and office equipment	30	15
Motor vehicles	17	8
Assets under installation	192	84
Total	2,756	1,479

The Company shows details of the movement of net book value of property, plant and equipment in Notes to Financial Statements as at December 31, 2025, No. 15 Property, plant and equipment

As of December 31, 2025, only one subsidiary in Thailand had land along with certain buildings mortgaged as collateral for a revolving credit facility obtained from a local commercial bank, with a total credit limit of Baht 81 million. The Company will consider negotiating the release of the mortgaged assets and/or securing a credit facility from a new lender, based on the appropriate opportunities, the financial position and performance of the subsidiary. This is to ensure that all credit facilities obtained by the group align with the Group's credit facility procurement policy.

In addition, the right-of-use assets of the Company and its subsidiaries have net book value as of December 31, 2025 based on the consolidated financial statements and the separate financial statements amounted to Baht 156 million and Baht 19 million, respectively as follows :

Right-of-use assets (Unit : Million Baht)	Net Assets Value as of December 31, 2025	
	Consolidated financial statements	Separate financial statements
Land	114	7
Buildings	1	1
Machinery and equipment	24	6
Office equipment	5	2
Motor vehicles	12	3
Total	156	19

Most of the right-of-use assets derive from the lease of land of two Vietnamese subsidiaries and a subsidiary in India. The Company shows details and changes in net book value of right-of-use assets in Notes to Financial Statements as at December 31, 2025, No. 4 Accounting Policies, Subsection 4.10 Leases and Section 18 Leases.

Investment properties

Investment properties of the Group represent unused assets of core businesses and held to generate long-term rental income or have not been designated for future use. Based on the Group's financial statements, investment properties include vacant land, land and buildings and condominiums in Bangkok and upcountry show net book value and fair value as at December 31, 2025 of Baht 98 million and Baht 1,647 million, respectively. The Company shows details of the movement in the book value of investment properties in Notes to Financial Statements as at December 31, 2025, No. 14 Investment Properties.

Policy for the Investment in Subsidiaries and Associates

The Company has a policy to invest in companies in accordance with its goals, visions and strategy for growth in order to enhance operating results or profitability. The Company also intends to invest to obtain synergy to enhance competitiveness of the Company and achieve the goal of becoming a leader in the core business of the Company. The Company, its subsidiaries and/or associates may consider investment in additional businesses that have the potential growth and scalability or will be beneficial to the business of the Group with good return on investment. The Company carries out feasibility of the investment including potentials and risk factors associated with the investment. The consideration for investment will follow appropriate procedures, which shall be acknowledged and/or approved by the meeting of the Executive Committee, the Board of Directors or the general meeting of shareholders (as the case may be). The approval for the investment in subsidiaries and/or associates shall be in accordance with the relevant notifications of the Capital Market Supervisory Board and Board of Governors of the Stock Exchange of Thailand.

As such, the Company will consider appropriate investment proportion, expected profit, potential risks and financial status of the Company and there is an investment analysis process before making investment decisions in various projects. Investment decisions must be approved by the Board of Directors or the general meeting of shareholders (as the case may be), while approval for such investment must be in accordance with regulations and rules of the Securities and Exchange Commission and the Stock Exchange of Thailand including rules on the acquisition or disposal of assets, connected transaction and disclosure of information.

The Company has published "Policy for the Investment and Supervision of Subsidiaries and Associates" in full on the Company's website www.srithaisuperware.com under the topic of Good Corporate Governance.

Details about asset valuation

In 2025, The company did not conduct a valuation of its principal assets used in business operations.

Corporate Governance Policies and Practices, Business Code of Conduct and Charter of the Board of Directors

The Company has published policies and guidelines on Corporate Governance, Anti-Corruption and Code of Conduct as well as charter of each committee on the Company's website www.srithaisuperware.com under the topic “Good Corporate Governance and Sustainable Development” as follows:

- Good Corporate Governance Policy
- Anti-Corruption Policy and Guidelines
- Whistle-Blowing Policy and Guidelines
- Trading of the Company Securities and Insider Trading Policy
- Corporate Social Responsibility Policy
- Sustainable Development Policy
- Business Code of Conduct
- Supplier Code of Conduct
- Charter of the Board of Directors
- Audit Committee Charter
- Nomination and Remuneration Committee Charter
- Good Corporate Governance and Sustainable Development Committee Charter
- Risk Management Sub-Committee Charter

Report of the Audit Committee

**To: The Shareholders,
Srithai Superware Public Company Limited**

The Audit Committee of Srithai Superware Public Company Limited comprises the following 3 independent directors, who are all well-qualified and possess extensive relevant experiences in finance and banking, accounting and management:

- | | |
|-------------------------------|---------------------------------|
| 1. Mr. Enghug Nontikarn | Chairman of the Audit Committee |
| 2. Mr. Suchat Boonbanjerd Sri | Audit Committee Member |
| 3. Mr. Supachoke Liamkao | Audit Committee Member |

And the Deputy Internal Audit Manager acting as Secretary to the Audit Committee

During the year 2025, the Audit Committee held a total of 5 meetings, 4 of which were held with the external Auditors, Executives and Internal Audit Department in order for the Audit Committee to be informed of and to exchange various viewpoints with the external Auditors on the outcome of their review and audit of the Company's accounts and financial statements, as well as to allow the Audit Committee to discuss various important issues and observations relating to the financial reports. The other one meeting was held with the independent directors and external auditors, without any member of the Executives being present, so as to hear their independent opinions regarding any key issues relating to the conduct and operations of the Company's businesses.

An overview of the Audit Committee's activities in compliance with the Audit Committee's Charter for the year can be summarized as follows:

1. Review the Quarterly and Annual Consolidated Financial Statements and those of the Separate Company as presented by the Company's Auditors after their review and audit. Further, the Audit Committee views that the Quarterly and Annual Financial Statements of the Company for the year 2025 have been prepared in accordance with the financial reporting standards, and that they have presented fairly all the material aspects together with timely, sufficiently, and appropriate information disclosures and the Audit Committee has presented those financial statements to the Board of Directors for approval.
2. Review and advise on Risk Management activities, the Company's policies on risk management, associated plans and directions on risk management practices performed and reported on a quarterly basis by the Risk Management Sub-Committee. The Audit Committee views that the Company has in place appropriate risk management measures that are adequate for the current business operations of the Company.
3. Review compliance with all laws and regulatory requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as with all associated legal requirements applicable to the business operations of the Company. As such, the Audit Committee views that the Company has fully complied with all applicable regulatory and legal requirements as specified.

4. Review all connected transactions together with those transactions that may involve any conflict of interests; whereby the Audit Committee views that these connected transactions have been undertaken in accordance with the policies as specified by the Board of Directors of the Company and in compliance with the announcements of the Stock Exchange of Thailand (SET) in a fully transparent manner with reasonableness and equitability for the best interest of the Company, as well as without any conflict of interests and with disclosure of information in an adequate and timely manner.
5. Review the effectiveness of the internal control systems and activities that are in accordance with the annual internal audit plans as approved by the Audit Committee whereby the Audit Committee has been informed of the results of the internal audit activities in a timely manner and without any significant deficiencies being found in the internal control systems that would have any impact on the business operations and Financial Statements of the Company.
6. Consider the qualifications, independence and credibility of external Auditor of the Company, as well as propose the appointment of the external Auditor of the Company for the 2026 financial year together with the associated audit fee for consideration by the Board of Directors and for proposing to the Annual General Shareholders meeting for final approval. As such, the Audit Committee concurred with the appointment of EY Office Limited as the external Auditor of the Company, with either one of
 - 1) Ms. Isaraporn Wisutthiyan CPA No. 7480 or
 - 2) Ms. Kessirin Pinpuvadol CPA No. 7325 or
 - 3) Ms. Krongkaew Limkittikul CPA No. 5874One of the aforementioned auditors is designated to conduct the audit and express an opinion on the Company's Financial Statements. In 2025, Ms. Isaraporn Wisutthiyan, Certified Public Accountant No. 7480, performed the Company's audit for the second year time. The audit fee for 2026 has been set at Baht 2,400,000 (Two million four hundred thousand Baht), representing an increase of Baht 50,000 or 2.13% from the previous year, in line with annual wage adjustments and inflation rates.
7. Review jointly with the Good Corporate Governance and Sustainable Development Committee on the Company's compliances with established policies on good corporate governance, the established risk management measures and measures on anti-corruption; and also consider information received relating to the established "whistle blower" program with details given in the Report of the Good Corporate Governance and Sustainable Development Committee.
8. Undertake an annual self-evaluation of the activities performed by the Audit Committee for the year 2025 resulted in a score of 98%, rated as "Excellent"; whereby the Audit Committee considers that the result has been effective and productive, as well as has been achieved the established goals as set by the Board of Directors of the Company.

The Audit Committee has undertaken its activities in accordance with the scope of responsibilities as assigned by the Company's Board of Directors and specified in the Charter of the Audit Committee, as well as in accordance with announcements by of the Stock Exchange of Thailand (SET) in 2008 with regard to the qualifications and scope of activities of the Audit Committee. The Audit Committee has carried out its assigned duties with full independence through making use of its combined extensive knowledges and experiences with due care and discreet as well as has expressed its opinions in a straight forward manner for the maximum and sustainable benefit of all stakeholders of the Company. The Audit Committee is confident that the Consolidated Financial Statements of the Company and its Subsidiaries and also the Financial Statements for the Separate Company are accurate, reliable and comply in conformity with the financial reporting standards with sufficient disclosure of information, effective internal control systems, appropriate risk management, good corporate governance practices, together with full compliance with all applicable laws and regulatory requirements.

On Behalf of the Audit Committee
Srithai Superware Public Company Limited



(Mr. Enghug Nontikarn)

Chairman of the Audit Committee



Together
Learn and Grow



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www.srithaisuperware.com