



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

NFC PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	6
Corporate Governance	
Corporate Governance Policy	10
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	11
Performance Report on Corporate Governance	19

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : NFC PUBLIC COMPANY LIMITED

Symbol : NFC

Address : 88 SC Group Building, 3rd Floor, The Park Land Rd., Bangna Nuea,
Bangna

Province : Bangkok

Postcode : 10260

Business : The company operates as the importer and distributor of
ammonia, ammonium hydroxide and sulfuric acid and also the
service provider of warehouse, logistic and port.

Registration Number : 0107538000495

Telephone : 0-2348-0580

Fax (if applicable) : -

Website : www.nfc.co.th

Email : secretaryoffice@nfc.co.th

Total Shares Sold (shares)

Common Stock : 1,087,833,099

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,833,006.78	1,898,394.45	2,163,705.85
Revenue from sales of chemical products (Thousand baht)	1,209,815.98	1,317,324.66	1,597,986.66
Revenue form services (Thousand baht)	592,908.68	570,715.12	553,539.07
Other (Thousand baht)	30,282.12	10,354.67	12,180.12

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from sales of chemical products (%)	66.00	69.39	73.85
Revenue form services (%)	32.35	30.06	25.58
Other (%)	1.65	0.55	0.56

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,833,006.78	1,898,394.45	2,163,705.85
Domestic (Thousand baht)	1,833,006.78	1,898,394.46	2,163,705.85
International (Thousand baht)	0.00	0.00	0.00
Thailand (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00

International (%)	0.00	0.00	0.00
Thailand (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	0.00	920.30	22,448.35

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Operational Risks
Risk Management Measures: Yes
Related Risk Topics
Strategic Risk
<ul style="list-style-type: none">• ESG risk• Pandemic risk
Operational Risk
<ul style="list-style-type: none">• Impact on the environment• Pandemic risk
Compliance Risk
<ul style="list-style-type: none">• Corporate Governance
Financial Risk
<ul style="list-style-type: none">• Other

Risk to Securities Holder (2.2.2)

Human Resources Risk
Risk Management Measures: Yes
Related Risk Topics
<ul style="list-style-type: none">• Other

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Business Continuity Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Water Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

- Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	0.00

Water management

- Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	0.00	0.00	N/A

Waste management

- Waste from operations

	2023	2024	2025
Total waste generated (Kilograms)	0.00	N/A	N/A

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Total number of employees (Persons)	0	0	0

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	0.00	0.00	0.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	0.00	0.00	0.00
Employee development and training expenses (baht)	0.00	0.00	0.00

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	N/A	N/A

• Significant labor dispute

	2023	2024	2025
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Significant labor dispute	No	No	No
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Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	8	100.00
Number of male directors	6	75.00
Number of female directors	2	25.00
Number of executive directors	2	25.00
Number of non-executive directors	6	75.00
Number of independent directors	3	37.50

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NUTTAPHOB RATANASUWANTHAWEE Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	2 Sep 2022	Petrochemicals & Chemicals, Transportation & Logistics

2.	Mr. NATAPHONG RATANASUWANTHAWEE Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	2 Sep 2022	Business Administration, Data Analysis, Petrochemicals & Chemicals
3.	Mrs. BONGKOT RUNGKORNPAISARN Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	8 Sep 2004	Accounting
4.	Mr. WIBOON RASMEEPAISARN Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	8 Sep 2004	Accounting
5.	Mrs. AREE TERMWATTANAPAKDEE Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	21 Dec 2015	Finance & Securities, Accounting

6.	Mr. KURUJIT NAKORNTHAP Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Sep 2022	Energy & Utilities, Petrochemicals & Chemicals
7.	Mr. WEERAKORN ONGSAKUL Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	2 Sep 2022	Risk Management, Business Administration
8.	Mr. POOMCHAI WACHARAPONG Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	2 Sep 2022	Finance, Accounting, Banking

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KURUJIT NAKORNTHAP [1] Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	2 Sep 2022	Energy & Utilities, Petrochemicals & Chemicals
2. Mrs. AREE TERMWATTANAPAKDEE [1] Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	21 Dec 2015	Finance & Securities, Accounting
3. Mr. POOMCHAI WACHARAPONG Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	2 Sep 2022	Finance, Accounting, Banking

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. NATAPHONG RATANASUWANTHAWEE Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	2 Sep 2022
2. Mrs. BONGKOT RUNGKORNPAISARN Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Sep 2004
3. Ms. Dudduen Boonsue Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2024

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. WEERAKORN ONGSAKUL	Chairman
	Mr. WIBOON RASMEEPAISARN	Member
	Mr. POOMCHAI WACHARAPONG	Member

Nomination and Remuneration Committee	Mr. WEERAKORN ONGSAKUL	Chairman
	Mrs. AREE TERMWATTANAPAKDEE	Member
	Mr. POOMCHAI WACHARAPONG	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: None
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. BONGKOT RUNGKORNPAISARN Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting	Chief Government Liaison Officer	8 Sep 2004	Accounting
2. Ms. Dudduen Boonsue [1] Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Law	Chief Financial Officer	1 Jan 2017	Accounting
3. Mr. NATAPHONG RATANASUWANTHAWEE Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Political Science	Chairman of the Executive Committee / Chief Executive Officer	21 Mar 2026	Business Administration, Data Analysis, Petrochemicals & Chemicals

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	0.00	0.00	0.00

Employees (7.5)

Information about company employees

Employees

Total number of employees (persons) : 0

Employee Remuneration

Total employee remuneration : 0.00

Provident fund

Total number of employees (persons) : 0

Number of employees contributing to the PVD (persons) : 0

Percentage of employees who are members (%) : 0.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

- List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NATAPHONG RATANASUWANTHAWEE Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 2 Sep 2022	Business Administration, Data Analysis, Petrochemicals & Chemicals
2. Mrs. AREE TERMWATTANAPAKDEE Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 21 Dec 2015	Finance & Securities, Accounting
3. Mr. POOMCHAI WACHARAPONG Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 2 Sep 2022	Finance, Accounting, Banking

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NUTTAPHOB RATANASUWANTHAWEE	Chairman of the board	Participating
Mr. NATAPHONG RATANASUWANTHAWEE	Vice Chairman	Participating
Mrs. BONGKOT RUNGKORNPAISARN	Director	Participating
Mr. WIBOON RASMEEPAISARN	Director	Participating
Mrs. AREE TERMWATTANAPAKDEE	Director	Participating
Mr. KURUJIT NAKORNTHAP	Director	Participating
Mr. WEERAKORN ONGSAKUL	Director	Participating
Mr. POOMCHAI WACHARAPONG	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 28 Apr 2026

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. NUTTAPHOB RATANASUWANTHAWEE (Chairman of the board)	-	7/7	Participating	Did not hold the meeting

2.	Mr. NATAPHONG RATANASUWANTHAWEE (Vice Chairman)	-	6/7	Participating	Did not hold the meeting
3.	Mrs. BONGKOT RUNGKORNPAISARN (Director)	-	7/7	Participating	Did not hold the meeting
4.	Mr. WIBOON RASMEEPAISARN (Director)	-	6/7	Participating	Did not hold the meeting
5.	Mrs. AREE TERMWATTANAPAKDEE (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mr. KURUJIT NAKORNTHAP (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. WEERAKORN ONGSAKUL (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. POOMCHAI WACHARAPONG (Director)	-	5/7	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. NUTTAPHOB RATANASUWANTHAWEE (Chairman of the board)	-	0.00	N/A	N/A
2.	Mr. NATAPHONG RATANASUWANTHAWEE (Vice Chairman)	-	0.00	N/A	N/A
3.	Mrs. BONGKOT RUNGKORNPAISARN (Director)	-	0.00	N/A	N/A
4.	Mr. WIBOON RASMEEPAISARN (Director)	-	0.00	N/A	N/A
5.	Mrs. AREE TERMWATTANAPAKDEE (Director)	-	0.00	N/A	N/A
6.	Mr. KURUJIT NAKORNTHAP (Director)	-	0.00	N/A	N/A
7.	Mr. WEERAKORN ONGSAKUL (Director)	-	N/A	N/A	N/A
8.	Mr. POOMCHAI WACHARAPONG (Director)	-	N/A	N/A	N/A

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. KURUJIT NAKORNTHAP (Chairman of the audit committee)	-	5/5
2.	Mrs. AREE TERMWATTANAPAKDEE (Audit committee)	-	5/5
3.	Mr. POOMCHAI WACHARAPONG (Audit committee)	-	5/5