



**Annual Registration Statement / Annual Report 2025**  
**Form 56-1 One Report**  
**(e-One Report)**

**INTERHIDES PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025

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## **Part 1 Business Operations and Performance**



## 1. Organizational structure and operation of the group of companies

### 1.1 Policy and business overview

#### 1.1.1 Overview of the vision, objectives, goals and business strategies

##### Message from the chairman

In the past year, the Thailand market has been faced with many challenges from overseas. The global economy in 2025 is slow down when compared to the previous year, considering protectionist from United State of America and geopolitical reasons which effected to on global trade and production. The intensity of these measures and control systems is evident; companies are reducing their production cost and improving production in Thailand to reduce the risk of protectionism from China.

In the past year we have built a strong network, with sales office in the United States of America, China, Vietnam and Thailand. We have created a strong platform to serve our customer around the world. With great flexibility for our customer with manufacturing site in China and Vietnam added to our portfolio we have built a strong platform for our customer to be able to gain market share in the shoe industry.

As leather industry has the perception of high pollution for the environment. The company has put its best effort to reduce the company impact to the environment by using clean energy and upcycling industrial waste to increase economic value, lead to set up Dog Chews, Industrial Protein, Collagen, and Gelatin Departments are in the works of expansion under this policy to reduce the company environmental impact. The company also has plans to be accredited for FSSC22000 and Halal in the near future.

In the past year the company has still maintain its excellence by obtaining Leather Working Group “Gold” rated, Satra and ISO 17025 Laboratory certificate and also Good Hygiene Practices and Hazard Analysis and Critical Control Point certificate which are key point in producing dog chew, collagen and Gelatin. Research and development, technology, and expertise throughout the value chain are also transforming waste materials into valuable products that can be used in practical industrial applications We still strive to maintain our industry excellence.

2025 has been a step forward year for the leather industry, we have seen investment into Intergreen which leads to a scale up of manufacturing for industrial protein. On behalf of the board of Interhides public company limited we would like to say thank you to all of our shareholder, customer, business partners and all stakeholder for all of your trust. We would like to thank all of our employees and management team in their effort to get past a challenging year. We look forward a prosperous year in the coming future.

##### Image Message from the chairman

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Ongart Thumfongsakunvong  
Executive Chairman

### Vision

To become the industry leader in Southeast Asia that moves the Company with international standards. Fast response to our customer, with advancement in innovative technology that is environmentally friendly.

### Objectives

Our duties of the Company that fits with our values.

1. Customers: Increase customer satisfaction for continuous business growth
2. Employees : Build teams with the proper skillsets to response to all of our customer’s need
3. Shareholders: Generate profit and increase investment value for all shareholders under good governance business
4. Organization: Develop the ability to compete with our competitors. With proper costing via continuous improvement in process development and human development.
5. Society and Communities: Involve in community outreach and all communities who are involve with the Company

### Goals

1. Performance Excellent
2. Trust and Respect
3. Employees
4. Quality
5. Responsibility for Society

### Business strategies

The company is committed to offering high-quality leather products to customers. It carefully oversees every step of the production process, starting with the selection of quality raw materials. Additionally, the company focuses on developing and maintaining product quality to meet customer standards. Each stage of production is controlled, inspected, and tested by experts with specialized knowledge in various areas to ensure the products meet customer requirements and minimize potential losses at each stage. Moreover, throughout the entire production process, the company emphasizes environmental friendliness and community well-being, as well as on-time delivery.

In 2022, the company received certification under the global leather industry standard, Leather Working Group, which is a testament to the company's success and dedication to improving production and customer service while continuously considering the environment and community.

### 1.1.2 Material changes and developments

#### Details regarding material changes and developments

years	Material changes and developments
2023	- Acquires the business unit of Wolverine Leather, focusing on the shoe leather business.
2021	- Added types of collagen and gelatin production operations
2020	- Adding a type of business to produce ready-to-eat food for pets snacks for pets
2019	- Add the 8th branch office, No. 1111/3 Moo 6, Bang Pu Mai Subdistrict, Mueang District, Samut Prakan Province 10280 (IHL10)
2018	- Started 1st production line of Factory # 10
2016	<ul style="list-style-type: none"> <li>- Decreased registered capital to 419,998,782 Million Baht with 419,998,782 shares at par value of 1 Baht per share</li> <li>- Increased registered capital to 594,998,274 Million Baht with 594,998,274 shares at par value of 1 Baht per share for stock dividend payment</li> <li>- Established Inter Green Company Limited as its subsidiary with initial registered capital of 50.0 Million Baht for Protein Producing from scrap leather with industrial process</li> <li>- Add a 7th branch office, No. 1111/2 Village No. 6, Bang Pu Mai Subdistrict, Mueang District, Samut Prakan Province (IHL9)</li> </ul>
2015	<ul style="list-style-type: none"> <li>- Established 6th Factory at No.183 M. 2 Sukhumvit Rd. Bangpoomai Muang Samutprakarn 10280 (IHL8) - Innovated Protein Producing from waste in the tanning process to be used as chemical in the production</li> <li>- Started construction for 10th Factory</li> </ul>

years	Material changes and developments
2013	<ul style="list-style-type: none"> <li>- Decreased registered capital to 349,999,230 Million Baht with 349,999,230 shares at par value of 1 Baht per share</li> <li>- Increased registered capital to 419,999,076 Million Baht with 419,999,076 shares at par value of 1 Baht per share for dividend stock payment</li> </ul>
2012	<ul style="list-style-type: none"> <li>- Increased registered capital to 350 Million Baht with 350,000,000 shares at par value of 1 Baht per share</li> </ul>
2011	<ul style="list-style-type: none"> <li>- Established Inter Seat Cover Company Limited as its subsidiary with initial registered capital 20 Million Baht to operate as a manufacturing and distributor leather trim cover, leather for steering wheel and gear knob.</li> </ul>
2010	<ul style="list-style-type: none"> <li>- Mr.Ongart Thumrongsakunvong bought back 60,000,000 shares from Sumitomo Group so that Mr. Ongart Thumrongsakunvong group held at 59.35 % of paid up capital.</li> <li>- Established 5th Factory at No.775 M. 2 Sukhumvit Rd. Bangpoomai Muang Samutprakarn 10280 (IHL7)</li> </ul>
2009	<ul style="list-style-type: none"> <li>- Established 4th Factory at No.192 M. 6 Sukhumvit Rd. Bangpoomai Muang Samutprakarn 10280 (IHL1)</li> </ul>
2007	<ul style="list-style-type: none"> <li>- Change in par value from 5 Baht per share with 60,000,000 shares to 1 Baht per share with 300,000,000 shares</li> </ul>
2005	<ul style="list-style-type: none"> <li>- Increased registered capital to 190 Million Baht with 19,000,000 shares at par value of 10 Baht per share in April</li> <li>- Increased registered capital to 225 Million Baht with 22,500,000 shares at par value of 10 Baht per share in June</li> <li>- Transformed into a public company and renamed as Interhides Public Company Limited with the registered capital of 300 Million Baht with 60,000,000 shares at par value of 5 Baht per share in August</li> <li>- Listed in SET in December with major shareholders, Mr. Ongart Thumrongsakunwong's group or 47.15% and Sumitomo group or 20.00%.</li> </ul>
2004	<ul style="list-style-type: none"> <li>- Increased registered capital to 120 Million Baht with 12,000,000 shares at par value of 10 Baht per share in July</li> <li>- Increased registered capital to 160 Million Baht with 16,000,000 shares at par value of 10 baht per share in December</li> <li>- Established 3rd Factory at No.55/5 M. 2 Sukhumvit Rd. Bangpoomai Muang Samutprakarn 10280 (IHL5)</li> </ul>
1998	<ul style="list-style-type: none"> <li>- Changed the production line from furniture to a comprehensive manufacturing for automotive</li> <li>- The Company is a manufacturer of leather and leather parts for automotive. (2nd Tier Original Equipment Manufacturer)</li> </ul>
1997	<ul style="list-style-type: none"> <li>- Established 1st Factory at No.1111 M. 6 Sukhumvit Rd. Bangpoomai Muang Samutprakarn 10280 (IHL6)</li> <li>- Established 1st Factory at No.1111 M. 6 Sukhumvit Rd. Bangpoomai Muang Samutprakarn 10280 (IHL6)</li> </ul>
1996	<ul style="list-style-type: none"> <li>- Construction of an office building, number 999, Village No. 2, Bang Pu Mai Subdistrict, Mueang District, Samut Prakan Province (IHL3)</li> </ul>

years	Material changes and developments
1994	<ul style="list-style-type: none"> <li>- Changed the par value from 1,000 Baht per share with 20,000 shares to 10 Baht per share with 2,000,000 shares of Baht 10 per share.</li> <li>- Increased registered capital to 90 Million Baht with 9,000,000 shares at par value of 10 Baht per share</li> </ul>
1993	<ul style="list-style-type: none"> <li>- Increased registered capital to 20.0 Million Baht with 20,000 shares at par value of 1,000 Baht</li> <li>- Established Head Office at 678 Moo 2 Bangpoomai Muang Samutprakarn 10280 (IHL2)</li> </ul>
1992	<ul style="list-style-type: none"> <li>- Found as Inter-Hide Leather Company Limited by Mr.Ongart Thumrongsakunvong and Ms.Chutima Busayapoka for tanning industry with registered capital 5.0 Million Baht.</li> <li>- Imported raw hides for tanning, steaming, and dressing of leather drying for furniture industry.</li> </ul>

### 1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : No

### 1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or : No  
conditions?

### 1.1.5 Company information

Company name : INTERHIDES PUBLIC COMPANY LIMITED

Symbol : IHL

Address : 678 SOI T.J.C., SUKHUMVIT ROAD, BANGPOOMAI,  
AMPHOE MUEANG

Province : Samut Prakarn

Postcode : 10280

Business : The Interhides Public Company Limited group is managed business in the production and distribution and leather for car seats, trim cover, gear knob and steering wheel, cut parts, furniture, safety shoe using cow leather, buffalo leather and pig leather through tanning, dyeing, cutting or sewing into products using modern machines and recycle the waste from production to be protein use for production and also for agriculture.

Registration number : 0107548000595

Telephone : 0-2028-9728-37

Facsimile number : 0-2028-9738-39

Website : <http://www.interhides.com>

Email : [companysecretary@interhides.com](mailto:companysecretary@interhides.com)

Total shares sold

Common stock : 592,805,637

Preferred stock : 0



บริษัท อินเตอร์ไฮด์ จำกัด (มหาชน)  
INTERHIDES PUBLIC CO.,LTD.

## 1.2 Nature of business

### 1.2.1 Revenue structure

#### Revenue structure by product line or business group

	2023	2024	2025
<b>Total revenue from operations (thousand baht)</b>	1,832,478.60	2,622,102.55	2,192,133.42
Leather for Shoe (thousand baht)	163,679.00	1,546,007.00	1,136,762.06
Leather for Automotive Part (thousand baht)	1,188,100.00	886,493.00	854,962.39
Service (thousand baht)	283,300.00	72,861.00	19,577.00
Protein Product (thousand baht)	7,771.00	20,345.00	27,784.04
Others (thousand baht)	189,628.60	96,396.55	153,047.93
<b>Total revenue from operations (%)</b>	100.00%	100.00%	100.00%
Leather for Shoe (%)	8.93%	58.96%	51.86%
Leather for Automotive Part (%)	64.84%	33.81%	39.00%
Service (%)	15.46%	2.78%	0.89%
Protein Product (%)	0.42%	0.78%	1.27%
Others (%)	10.35%	3.68%	6.98%

#### By geographical area or market

	2023	2024	2025
<b>Total revenue (thousand baht)</b>	1,832,478.60	2,622,102.55	2,192,133.42
<b>Domestic (thousand baht)</b>	1,173,822.00	929,010.00	906,539.00
<b>International (thousand baht)</b>	658,656.60	1,693,092.55	1,285,594.42
<b>Total revenue (%)</b>	100.00%	100.00%	100.00%
<b>Domestic (%)</b>	64.06%	35.43%	41.35%
<b>International (%)</b>	35.94%	64.57%	58.65%



Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	5,999.03	2,574.33	8,901.27
Other income from operations (thousand baht)	0.00	0.00	0.00
Other income not from operations (thousand baht)	5,999.03	2,574.33	8,901.27

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

	2023	2024	2025
Share of profit (thousand baht)	-6.17	-77.30	0.00

## 1.2.2 Information on products and services

Nature of the Company's business is made to order from both domestic and foreign customers. The Company can produce according to customer requirements, in terms of features, property, or special products such as Leather is easy to cleaning (Anti-Strain Leather), Leather tanning without chrome (Chrome Free Leather). The Company can serve all products and all requirements. It is jointly developed with the Company's customers (Car Maker). The company can produce work all types of products and all requirements by developing products together with the company's customers in shoe, automotive, furniture, and other industries.

The Company is the manufacturing and distribution of leather and cut part for Automotive, Shoe and Furniture Industry. The raw material comes from buffalo, cow and pig hides which processing by tanning, dyeing and cutting or sewing with the new technology. Also, the new innovation of the Company is Protein Hydrolysate, Shoe and Dog Chew.

### 1.2.2.1 Product/service information and business innovation development

#### Tanning Service

Company has been doing tanning business more than 75 years and production of leather with modern machinery can support production up to 130 million feet per year. In addition to certified Leather Working Group (LWG) "Gold Rate" as first tannery in Thailand. That why customers trust to send raw material (wet salted hides) to our company to produce the wet blue by ensuring that the quality as requirement.

#### Diagram of Tanning Service



#### Wet Blue Leather

Many Tanneries, both domestic and internationally have purchased our wet blue leather to be dyed for various products. Due to LWG "Gold Rate" Certification, not mention to "Tannery of the year award 2018" that company got the winner award. This is guarantee in terms of management and quality.

#### Diagram of Wet Blue Leather



#### Finished Leather for Shoe

Company has purchased cow, buffalo and pig skins from local farmers and import, to research and development to make Finished Leather Products for Shoe. Company focusses on Chrome Free Leather for both, Lining and Shoe Upper.

#### Diagram of Finished Leather for Shoe



#### Leather for Automotive

Finished Leather for Automotive, Company has close worked with the automotive manufacturers to develop Finished Leather for Automotive to meet the standard of automotive industry. In term of features, quality, color, luxury, as well as the perspective of the car user.

Cut Parts, Company does not only sell Finished Leather but also bring the Finished Leather to be cut into parts according to the pattern or Drawing specified by the customer which can be regarded as adding value to Finished Leather. Most of Cut Parts are assembly pieces for car seats, steering wheels, gear knobs, door panels and the other products such as lipstick covers. Not mention to company has received Certificate IATF16949 which is the standard in the automotive industry.

Trim Cover, It is an extension of the business by bringing Cut Part Leather to sew and forming as a car seat cover by follow the design as specified by customer or the requirements from Automotive customer. The company has produced for sewing and assemble with modern tools for products Car Seat, Steering Wheel, Gear Knob, and still consider the details, quality and characteristics that customers' want.

#### Diagram of Leather for Automotive



#### Protein Product

Due to the difficulty in disposal the scrap leather that has chromed-based and it has to be disposed properly. Therefore, the company has researched and developed to produce Protein from raw material wastes through industrial production processes and the company was set up to receive leather scraps from other tannery for disposal in order to reduce environmental problems. The Protein product can bring back to use in the leather production process as a replacement for using other chemicals. The Protein is under a subsidiary, named Inter Green Company Limited with factory registration number 3-106-16/59

### Diagram of Protein Product



### Dog Chew Product

Company has expanded from by-products, by bringing the split leather to be developed into a Dog Chew Product. Through the production process that is clean, safe, in various types according to the popularity of the market. Both Raw Hide (Tied bones, Pressed Bones, Hooves) and Crunchy Product are from mashed split leather mix with powder and adjust color and flavor then injected into threads. The company has been certified for GMP from the Bureau of System Development and Certification of Livestock Products under the name Momo & Friends.

### Diagram of Dog Chew Product



### Collagen Product

Company has expanded its business and conducted research and development studies on the selection of suitable animal hides for extraction into collagen. It took more than 6 years to become a collagen peptide with small molecules, light weight, can be quickly and efficiently absorbed into the body. Through production by affiliated companies, including Inter Green Co., Ltd., which has a modern production plant and has been certified according to the standards of the production system according to the food law and has passed product qualification tests from leading Thai testing institutes such as the FDA, under the name Chojen.

### Diagram of Collagen Product



Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Research and development (R&D) policy : Yes

#### R&D expenses in the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	3.61	1.76	3.18

#### Additional explanation about R&D expenses in the past 3 years

1. Research and development scrap leather from production for international standard

The company opened a subsidiary company is “Inter green Co.,Ltd.” in 2016, which is a manufacturer Protein Hydrolysate product from scrap leather and can reuse in the production to chemical. Including, Protein Hydrolysate is the first product that the company has already implement. The next, research and development from Protein Hydrolysate to standard for to be accepted in the other industry, especially, developed for use in the agriculture industry.

2. Research and development raw materials use in production for develop to Collagen Dipeptide

The company has idea value added raw materials use in production which raw material will be destroyed without profit. The company has learned and researched that can use raw material in production extract to Collagen Dipeptide and test with standard institution for control quality use in the food industry and other industry in the future.

3. Research and Development of Leather for Footwear

The company places great importance on promoting and adding value to the organization by improving production processes and collaborating with customers to enhance the value of its products. The company studies market demand and trends in all types of footwear, including sports shoes and fashion shoes, in order to continuously develop new products.

The marketing department works closely with the production and research and development departments to present leather products for footwear to partners who are major footwear brand companies. At the same time, the company regularly reviews operations and improves production processes to ensure that its footwear leather products meet the needs and expectations of wearers.

#### 1.2.2.2 Marketing policies of the major products or services during the preceding year

The Company can produce according to customer requirements in terms of features, property, or special products such as Leather is easy to cleaning (Anti-Stain Leather), Leather tanning without chrome (Chrome Free Leather). The Company can serve all products and all requirements. It is jointly developed with the Company's customers.

### **The industry competition during the preceding year**

After the COVID-19 situation appeared to ease over the past year, new geopolitical conflicts emerged, such as the Russo-Ukrainian War and the Israel–Hamas War, as well as trade tensions including Cross-Strait relations and the China–United States trade war. In addition, both the severity and frequency of natural disasters have increased. These factors have contributed to a slowdown in global economic growth. Thailand has clearly shown signs of economic recovery, particularly in the tourism sector. However, export growth has declined due to the slower-than-expected recovery of key trading partners, including the United States, Europe, Japan, and China. As a result, these countries have reduced production and, consequently, their imports. This has had a significant impact on Thailand's tanning industry, which relies on exports for as much as 70 percent of its output

The footwear market is considered a large industry, with a total value of more than USD 400 billion. Shoes currently available on the market are made from a variety of materials, such as fabric, rubber, plastic, genuine leather, and synthetic leather, in order to accommodate diverse designs in terms of shape, style, and size. In the past, people typically owned only one or two pairs of shoes. Today, however, the average number of shoes per person has risen to 19 pairs, broken down as follows: 12 pairs for men and 27 pairs for women. The dramatic increase in the number of shoes owned is driven by the need to serve different purposes more effectively. In other words, shoes are now clearly categorized according to their functions, such as work shoes, casual shoes, and sports shoes.

Thailand's key competitors in the leather products industry are Vietnam and China, which are its main rivals in terms of production capacity and expertise. Indirect competitors and substitute products include synthetic leather and other alternative materials that meet cost-efficiency and sustainability requirements. Thai entrepreneurs focus on differentiating themselves by maintaining high standards, such as producing leather certified to the Gold Rating standard by the Leather Working Group (LWG).

### **1.2.2.3 Procurement of products or services**

The Company committed to providing high quality products to customers, so we are meticulous in every process since starting from selecting quality raw materials. The Company also focuses on developing and maintaining the quality of products to meet customer's standards. Each production process is controlled, inspected and tested by qualified staff and specialized in various fields to obtain quality products to meet the customers' need and minimize the losses that may occur at every stage of production.

In every production process, the Company focuses on environmental friendliness and community including the policy to delivery on time. In 2018, the Company has been certified by the World Leather Industry Standard under the name Leather Working Group, which confirms the success and commitment of the Company to develop production and service to customers with regard to environment and community continuously.

### The company's production capacity

	Production capacity	Total utilization (Percent)
Cut Part car seat (square feet)	475,861.00	26.16
Tanning (Item)	409,057.00	10.91
Retanning (Item)	482,194.00	88.97
Finishing (Item)	336,007.00	49.47
Seat Trim Cover (Piece)	78,730.00	74.56

The company is committed to offering high-quality leather products to customers, carefully managing every step of the production process, starting with the selection of quality raw materials. In addition, the company focuses on developing and maintaining the quality of its products to meet customer product standards. Each stage of production is controlled, inspected, and tested by specialists with expertise in various areas to ensure that the final products meet customer requirements while minimizing potential losses throughout the production process.

At every stage of production, the company emphasizes environmental friendliness and community well-being, as well as the timely delivery of products. In 2022, the company received certification under the global leather industry standard, Leather Working Group, which serves as a strong testament to the company's success and dedication to improving production and customer service while continuously considering the environment and the community.

### Acquisition of raw materials or provision of service

Main raw materials used in the tanning industry can be divided into 2 main categories, raw hides and chemicals. The Company would consider the quality, price and punctuality of delivery and the Company has brought the needs of customers into the decision to buy raw materials. Both domestic and international orders are available.

1.Raw Hides The company will supply raw hides according to customer's requirements. Either cow or buffalo and Pig Skin via conversion process fermented salt or pickled salt. The company can be sourced directly from domestic and oversea suppliers which be slaughterhouse or a factory that produces salted leather from buying raw leather and then fermenting salt or pickling salt.

2.Chemical The second most important raw material for leather tanning after raw hides is chemicals. The company sources chemicals for tanning and dyeing from both domestic and international producers.

### Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Thailand	Raw Hides, chemical	253,081,000.00
United States of America	Raw Hides	899,657,000.00

### 1.2.2.4 Assets used in business undertaking

#### Core permanent assets

Total assets as of 31 December 2025 were 4,185.68 million baht, of which 50.53 % were current assets. which mainly consists of Cash and cash equivalents Trade and other receivables and inventories Most of the remaining assets, 49.47 percent, are land. building and equipment

Most of the total assets are owned by the Company. The assets are land. Certain buildings and machines have obligations with banks as collateral for loans.

In the consolidated financial statements as of December 31, 2025, the Company has assets that are land. Building and equipment Total book value is 2,039.74 million baht, accounting for 48.73 % of total assets.

#### **Core intangible assets**

Intangible Assets in 2025 were 21.03 Million Baht, an increase of 2.46 Million Baht from investment in intangible assets to develop the production system including finance, costing and accounting.

#### **Investment policy in the subsidiaries and associated companies**

Investment policy in the subsidiaries and associated : Yes

companies

Inter Green Company Limited was established on July 15,2016, located at 1111/2 Moo 6 Tambon Bangpoomai, Muang, Samutprakarn to produce Protein from the scrap leather with industrial process. Interhides Public Company Limited held 99.97% shares which registered capital of 200 Million Baht.

IG has invested in research and development for these projects and be the 1st manufacturer in Southeast Asia. Protein hydrolysate can be used in various industries such as chemical industry, cosmetic and pharmaceutical industries, etc.

#### **1.2.2.5 Under-construction projects**

Under-construction projects : No

#### **Details of under-construction projects**

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -



## 1.3 Shareholding structure

### 1.3.1 Shareholding structure of the group of companies

#### Policy on operational organization within the group of companies

A group of major shareholders to influence policy making, management or operation of the company.

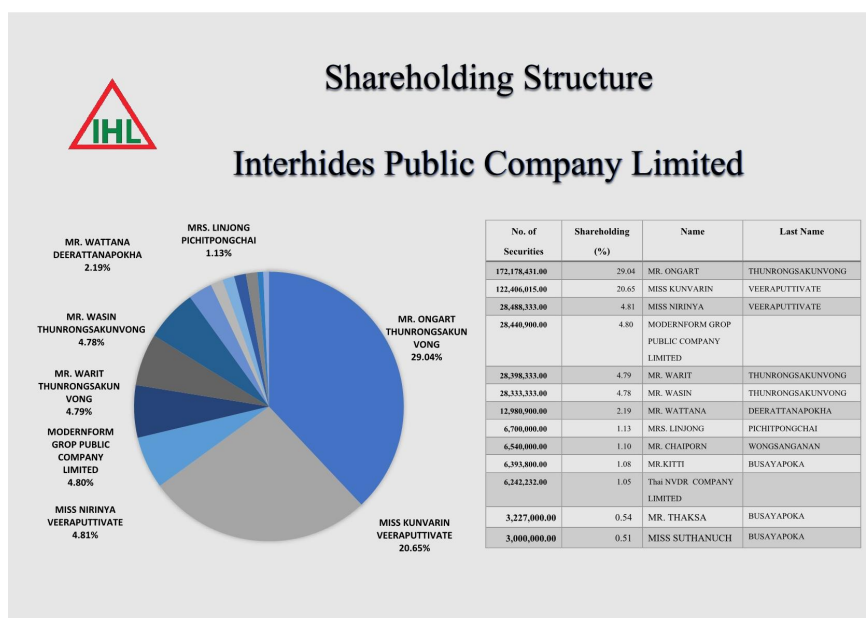
- Mr. Ongart Thumrongsakunvong has sent three representatives to be Mr. Ongart Thumrongsakunvong, Miss Kunvarin Veeraphuttivate and Mr. Wasin Thumrongsakunvong.

#### Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes

companies?

#### Shareholding diagram



#### Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Inter Green Company Limited	INTERHIDES PUBLIC COMPANY LIMITED	99.99%	99.99%

#### Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Inter Green Company Limited 1111/2 Moo.6 Soi Foknung Km. 34 Sukhumvit Rd. Tambon Bangpoomai Amphoe Muang Samutprakarn Samut Prakarn 10280 Telephone : 02-0289728 Facsimile number : -	Protein Hydrolysate	Common shares	2,000,000	2,000,000

#### 1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts : No  
of interest holding shares in a subsidiary or associated  
company?

#### 1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : No  
group of a major shareholder?

#### 1.3.4 Shareholders

## List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. MR. ONGART THUNRONGSAKUNVONG	172,178,431	29.04
2. MISS KUNVARIN VEERAPHUTTIVATE	122,406,015	20.65
3. MISS NIRINYA VEERAPHUTTIVATE	28,488,333	4.81
4. MODERNFARM GROUP PUBLIC COMPANY LIMITED	28,440,900	4.80
5. MR. WARIT THUMRONGSAKUNVONG	28,398,333	4.79
6. MR. WASIN THUMRONGSAKUNVONG	28,333,333	4.78
7. MR. WATTANA DEERATTANAPOKHA	12,980,900	2.19
8. MRS. LINJONG PICHITPONGCHAI	6,700,000	1.13
9. MR. CHAIPORN WONGSANGANAN	6,540,000	1.10
10. MR. KITTI BUSAYAPOKA	6,393,800	1.08
11. Thai NVDR Company Limited	6,242,232	1.05
12. MR. THAKSA BUSAYAPOKA	3,227,000	0.54
13. MISS SUTHANUCH BUSAYAPOKA	3,000,000	0.51

## Major shareholders' agreement

Does the company have major shareholders' agreements? : No

## 1.4 Amounts of registered capital and paid-up capital

### 1.4.1 Registered capital and paid-up capital

#### Registered capital and paid-up capital

Registered capital (Million Baht) : 594,998,274.00

Paid-up capital (Million Baht) : 592,805,637.00

Common shares (number of shares) : 592,805,637

Value of common shares (per share) (baht) : 1.00

Preferred shares (number of shares) : 0

Value of preferred share (per share) : 0.00

#### Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

### 1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from : No  
those of ordinary share

### 1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes

Number of shares (Share) : 6,242,232

Calculated as a percentage (%) : 1.05

#### The impacts on the voting rights of the shareholders

The meeting had no impact as, during the company's previous shareholders' meeting, the required quorum was met with shareholders attending in accordance with the specified proportion.

## 1.5 Issuance of other securities

### 1.5.1 Convertible securities

Convertible securities : No

### 1.5.2 Debt securities

Debt securities : No

## 1.6 Dividend policy

### The dividend policy of the company

The Company has a policy to pay dividends to its shareholders every year at the rate of not lower than 40 % of the net profit. Considering factors for the dividend payment are such as: the Company's operating results and financial position, liquidity, expansion plan and other management-related factors. Any dividend payment is also subjected to the approval(s) of the Company's Board of Directors and/or Shareholders' Meeting.

As for the dividend payment policies of its subsidiaries, the subsidiaries pay the dividend from their net profits, taking considered factors as such their operating results, financial positions, liquidity, expansion plans and other management-related factors.

### Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	0.2400	0.1700	0.0300	0.1000	0.1900
Dividend per share (baht : share)	0.2000	0.1000	0.0000	0.0800	0.0800
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	0.2000	0.1000	0.0000	0.0800	0.0800
Dividend payout ratio compared to net profit (%)	83.33	58.82	0.00	80.00	42.10

## 2. Risk management

### 2.1 Risk management policy and plan

#### Risk management policy and plan

The Company has clearly defined objectives and business goals of the organization that can be implemented and measurable. Written guidelines, strategies, business plans, authority, chain of command, reporting and operational procedures for each level of the organization are set out. To be appropriately consistent with the strategy and core values of the organization in all departments. Employees in every process have participated in setting the objectives of the processes they are involved in. Objectives are effectively aligned with the key goals of the organization as they are shared. The objectives are reviewed periodically to ensure that they are consistent with the overall objectives. Company's goals

The Company has identified risks covering changes in each level of risk. By focusing on each department to be able to identify risks, events or risk factors that may adversely affect the company's organizational and operational objectives. consistently Both from internal factors and external factors, indicating positive factors. (Opportunities) and negative factors (Risks) to be able to find the right practices in various processes within the organization consistently.

The Company recognizes the importance of risk assessment as a tool to indicate danger in advance that may cause damage to the Company. Therefore, the Company requires a risk assessment to be conducted annually. To see the real operational risks. which requires management by setting up a correct and appropriate control mechanism The risk assessment results of each activity are presented to senior management and the Board of Directors. for consideration from time to time.

The Company places great emphasis on internal control in accordance with the COSO – ERM approach in all aspects of risk. both in identifying risky events Risk Assessment and Risk Response By giving importance to both internal and external risk factors. From activity-level risks to corporate-level risks by the internal audit department of the company has applied risk management analysis guidelines To assess the sufficiency of the internal control system and push for control self- assessment of various departments in order to create controls that can reduce the damage caused by risks to an acceptable level. and create a more efficient work standard

## 2.2 Risk factors

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

#### Risk 1 Strategic Risk

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates

- Changes in technologies

Operational Risk

- Shortage or reliance on skilled workers

- Shortage or fluctuation in pricing of raw materials or productive resources

Compliance Risk

- Change in laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

#### Risk characteristics

Tanning business and car seats of the Company It is a highly competitive business, therefore success depends mainly on the Company's competitiveness.

The Company has to compete with competitors who are tannery and car upholstery businesses. both from domestic and foreign countries Both in terms of price and quality, if the Company is unable to compete effectively and continuously in these various factors, it will have a negative impact on the Company's business and operating results. significantly

However, from the company There is growth in both sales. Earnings and operating results which have been consistently satisfactory over a long period of time. Inevitably shows the competitiveness of the company. The Company has advantages in many aspects as follows:

- has a production base in the tanning business that is large and fully integrated and meets international standards until being certified by LWG (Gold Rated) and IATF16949 : 2016 system
- have a strong financial position which is conducive to the expansion of the company's business both short term and long term
- There are capable and experienced executives, both Thai and foreign, who are knowledgeable in both production and marketing.

#### Risk-related consequences

The Company has to compete with competitors who are tannery and car upholstery businesses. both from domestic and foreign countries Both in terms of price and quality

### 2.2.2 Risk to securities holders



Are there any risk factors affecting securities holders? : No

### **2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)**

Are there any risk factors affecting securities holders from : No  
investing in foreign securities?

### 3. Business sustainability development

#### 3.1 Policy and goals of sustainable management

##### Sustainability Policy

Sustainability Policy : Yes

The company is committed to operating and fostering sustainable growth for the business under good corporate governance throughout the value chain, taking into account the impact on stakeholders, society, and the environment. The company firmly believes that conducting business based on sustainability is a key foundation that will support the organization's stable growth. Furthermore, the company is dedicated to creating positive change for communities, the environment, and the economy, ensuring operations move in the right direction and benefit stakeholders at all levels. This intention will promote sustainable practices both at the company level and within the corporate group. The key points are as follows:

1. Adhere to conducting business with fairness, placing importance on and respecting human rights. Treat customers, partners, competitors, and employees equally and fairly. Take responsibility for customers, prioritize the health and safety of employees at work, foster awareness, and encourage employees to care for the environment. This is alongside the development of communities and society to improve the quality of life.

2. Focus on ensuring that directors, executives, employees, and all levels of staff have the responsibility to support, promote, and perform their duties in alignment with the sustainability development policy, making it a working culture that considers balanced benefits in terms of the economy, society, and the environment.

3. Raise awareness and responsibility for sustainable development practices to ensure that the company will develop the economy in alignment with social benefits, environmental considerations, and stakeholder interests. This will also promote responsible operations throughout the organization's value chain on an ongoing basis.

It is established that directors, executives, employees, and staff at all levels have the responsibility to support, promote, and perform their duties in alignment with the policies and practices outlined in this organization's sustainability development framework, making it a culture that considers a balance between the economy, society, and the environment.

##### Sustainability management goals

Does the company set sustainability management goals : Yes

##### Sustainability Risk Management

focuses on managing risks that may impact an organization's sustainability in various areas, including economic, social, and environmental aspects. The main objectives are as follows:

1. Reducing Environmental Impact Managing risks that could cause harm to the environment, such as the unsustainable use of natural resources, pollution, and the destruction of ecosystems.

2. Promoting Social Sustainability Protecting and enhancing sustainability in social aspects, such as employee welfare, community responsibility, and promoting fairness and equality within the organization.

3. Strengthening Good Governance Managing governance risks that could lead to compliance issues with regulations and standards, combating corruption, and promoting transparency in operations.

4. Encouraging Efficient Resource Use Managing natural resources and energy use efficiently.

United Nations SDGs that align with the organization's : Goal 3 Good Health and Well-being, Goal 3 Good  
sustainability management goals Health and Well-being, Goal 10 Reduce Inequalities,  
Goal 10 Reduce Inequalities, Goal 11 Sustainable  
Cities and Communities, Goal 11 Sustainable Cities  
and Communities

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

Has the company reviewed the policy and/or goals of : Yes  
sustainable management over the past year

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

## 3.2 Management of impacts on stakeholders in the business value chain

### 3.2.1 Business value chain

"To become the industry leader in Southeast Asia that moves the company with internal standards. Fast response to our customer, with advancement in innovative technology that is environmentally friendly".

1. Performance Excellent in all aspect
2. Trust and Respect under good governance
3. Employees: Develop quality in work and quality of life
4. Quality
5. Responsibility for Community and the Environment

### 3.2.2 Analysis of stakeholders in the business value chain

## Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b>Internal stakeholders</b>			
• Shareholders	Provide with great value of investment for all shareholders continuously under good governance	-	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Annual General Meeting (AGM)</li> </ul>
<b>Internal stakeholders</b>			
• Employees	Develop human resource to be profesional to response to any customer's need	-	<ul style="list-style-type: none"> <li>• Internal Meeting</li> <li>• Employee Engagement Survey</li> </ul>
<b>External stakeholders</b>			
• Customers	Develop and propose product with excellence service and fast response. To compete with our competitors in the industry	-	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Complaint Reception</li> </ul>
<b>External stakeholders</b>			
• Society	Improve community through programs and activity that has benefits to all community	-	<ul style="list-style-type: none"> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Complaint Reception</li> </ul>

### 3.3 Management of environmental sustainability

#### 3.3.1 Environmental policy and guidelines

##### Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management,  
Renewable/clean energy management,  
Water resources and water quality management,  
Waste management,

The company fully recognizes the importance of the environment, thus establishing a clear policy and goals, which are regularly reviewed to ensure continuous development every year. It is considered the responsibility of employees at all levels to adhere to these practices.

From the Environmental Management Policy for the year 2025 (B.E. 2568), in order to demonstrate a strong commitment to responding to the policy and effectively driving the industry toward a “Green System” in a tangible and measurable manner, the Company hereby announces its policy to advance toward a “Green System” industry as follows:

1. Comply with laws, regulations, and procedures according to the "Green System" guidelines, including environmental requirements of customers, to establish operational standards. This also covers prohibited laws and substances still enforced both domestically and internationally.
2. Commit to raising awareness, controlling, and preventing the wasteful use of energy and natural resources, ensuring efficiency and maximum benefit through the 3R principles.
3. Prevent and reduce environmental impacts from water pollution, air pollution, and industrial waste.
4. Strive to control and reduce emissions, decreasing the release of greenhouse gases from organizational activities to mitigate the impacts of climate change.
5. Protect and restore nature and the environment, including preventing accidents and disasters that may result from operations, which could harm the environment and nature.
6. Support Corporate Social Responsibility and Environmental Responsibility (CSR-DIW) operations, considering the prevention of potential impacts from organizational activities on society and the environment.
7. Continuously strive to improve the landscape and environmental management at operational sites to ensure a livable environment.
8. Foster awareness and create understanding among employees and stakeholders regarding their responsibility to care for and preserve the environment, emphasizing the importance of their roles and responsibilities in maintaining and improving operations to protect the environment seriously.
9. Promote and support the development and review of environmental objectives and goals, considering potential risks, by management on an ongoing and consistent basis.
10. This environmental policy will be communicated to all employees and will be made publicly available, including to stakeholders at all times.

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

Review of environmental policies, guidelines, and/or goals : Yes

over the past year

Changes in environmental policies, guidelines, and/or goals : Electricity management,  
Fuel management,  
Water resources and water quality management,  
Waste management,

The company focuses on natural resource conservation by using resources efficiently, adopting the 3Rs principle (Reduce, Reuse, Recycle) as a guideline in its production activities to ensure optimal resource utilization. Examples include:

- 1.Promoting and encouraging each department to implement a Paperless Project to reduce paper consumption and lower electricity usage of equipment.
- 2.Promoting the use of clean energy through the installation of solar rooftops. Reducing water consumption in the production process.
- 3.Promoting the reuse of plastic scrap,
- 4.POM runners, and plastic runners.
- 5.Encouraging the reuse of treated wastewater by installing a wastewater treatment pond/system.
- 6.Reducing the use of plastic bags within the company.
- 7.Providing environmental protection and pollution prevention training for all new employees, with an emphasis on controlling operational activities to prevent environmental impacts.

### 3.3.2 Environmental operating results

#### Information on energy management

##### Energy management plan

The company's energy management plan : Yes

- 1.Reducing the power consumption of products.
- 2.Replacing 36-watt fluorescent light bulbs with 14-watt LED bulbs, saving 47,897.52 kWh/year in electricity.
- 3.Fixing air leakage points in the compressed air system in production lines 1-10, saving 32,411.08 kWh/year in electricity.
- 4.Replacing infrared heaters with ceramic heaters, saving 102,160.00 kWh/year in electricity.
- 5.Install a solar rooftop on the factory roof to convert solar energy into electricity for use in the production process.

##### Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : No  
management

##### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The company focuses on natural resource conservation activities by using resources efficiently, applying the 3Rs principles (Reduce, Reuse, Recycle) as a guideline in production activities to ensure the effective use of resources. Examples include:

- 1.Promoting and encouraging each department to implement the Paperless Project to reduce paper usage.
- 2.Reducing the electrical power consumption of products.
- 3.Promoting the use of clean energy through solar rooftop installations.
- 4.Reducing water usage in the production process.
- 5.Promoting the reuse of plastic scrap, POM runners, and plastic runners.
- 6.Promoting the reuse of treated water by installing a wastewater treatment system.
- 7.Reducing plastic bag usage within the company.
- 8.Conducting training for all new employees on environmental protection and pollution prevention, focusing on controlling activities to prevent environmental harm.

9.Implementing waste separation campaigns to reduce the amount of waste sent to landfills, and establishing a clean and organized waste separation center.

10.Selecting waste disposal contractors authorized by the Department of Industrial Works only.

11.Improving the quality of wastewater before discharging it into public canals by controlling water quality prior to discharge to meet standards that are 20% stricter than legal requirements, as well as installing real-time water quality monitoring systems that send alerts in case the water quality does not meet the control standards, preventing the discharge of substandard water.

12.Conducting environmental quality measurements, including wastewater quality, discharge water quality, storm water quality, air quality from exhaust stacks, and noise levels, for monitoring and reporting to relevant government agencies and stakeholders.

13.Monitoring environmental quality in the workplace, including light, noise, heat, and chemical vapors, to ensure employee safety and reporting to government agencies and relevant stakeholders.

14.Inspecting employee transport vehicles to reduce black smoke emissions. The company is currently certified with the LWG (Gold Rated), the highest level of certification from the Leather Working Group, which sets international environmental management standards for the leather tanning process. The inspection covers environmental laws, safety, cleanliness, and energy efficiency.

#### Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	13,916.87	10,265.36	8,664.35
Fuel oil (Litres)	712,529.00	359,199.00	102,418.00
Natural gas (Standard cubic feet)	14,446,652.33	16,245,600.45	14,415,555.48
LPG (Kilograms)	152,550.00	137,433.00	209,727.00

#### Energy management: Electricity consumption

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	17,265,302.16	18,103,912.98	17,640,613.63
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	15,182,000.00	15,600,000.00	14,720,000.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	2,083,302.16	2,503,912.98	2,920,613.63

#### Information on water management



## Water management plan

The Company's water management plan : Yes

The company focuses on activities to conserve natural resources by using resources efficiently, applying the 3Rs principle (Reduce, Reuse, Recycle) as a guideline in production activities to ensure the efficient use of resources. Examples include:

- 1.Reducing water usage in the production process.
- 2.Promoting the reuse of treated water by installing a wastewater treatment system.
- 3.Improving the quality of wastewater before discharging it into public canals by strictly controlling water quality to be 20% more stringent than legal requirements. Additionally, a real-time water quality monitoring system is installed to provide alerts in case water quality falls outside the controlled range, preventing the discharge of non-compliant water.
- 4.Conducting environmental quality monitoring, including wastewater quality, effluent quality, rainwater drain quality, air quality from ventilation stacks, and noise levels, to track and report to government authorities and relevant parties.

### Setting goals for water management

Does the company set goals for water management : No

### Performance and outcomes of water management

Performance and outcomes of water management : No

### Water management: Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	364,797.00	371,978.00	374,338.00
Water withdrawal by third-party water (cubic meters)	37,350.00	31,706.00	31,019.00
Water withdrawal by groundwater (cubic meters)	327,447.00	340,272.00	343,319.00

**Water management: Water discharge by destinations**

	2023	2024	2025
Percentage of treated wastewater (%)	95.03	30.19	90.40
<b>Total wastewater discharge (cubic meters)</b>	105,804.00	332,719.00	326,350.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	105,804.00	332,719.00	326,350.00

**Water management: Water consumption**

	2023	2024	2025
Total water consumption (Cubic meters)	258,993.00	39,259.00	47,988.00

**Water management: Recycled water consumption**

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	143,908.00	142,215.00

**Information on waste management****Waste management plan**

The company's waste management plan : Yes

The company focuses on activities to conserve natural resources by using resources efficiently, applying the 3Rs principle (Reduce, Reuse, Recycle) as a guideline in production activities to ensure the efficient use of resources. Examples include:

- 1.Promoting and encouraging each department to implement the Paperless Project to reduce paper usage.
- 2.Promoting the use of clean energy by utilizing solar rooftops.
- 3.Promoting the reuse of plastic scrap, POM runners, and plastic runners.
- 4.Reducing the use of plastic bags within the company.

5. Conducting a recycling waste separation campaign to reduce the amount of waste sent to landfills, including setting up a clean and organized waste separation center.

#### Setting goals for waste management

Does the company set goals for waste management : No

#### Performance and outcomes of waste management

Performance and outcomes of waste management : No

#### Waste management: Waste Generation

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	2,172,185.00	2,776,342.00	2,813,131.00
<b>Total non-hazardous waste (kilograms)</b>	882,218.00	1,711,642.00	2,133,850.00
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	882,218.00	1,711,642.00	2,133,850.00
<b>Total hazardous waste (kilograms)</b>	1,289,967.00	1,064,700.00	679,281.00

### Information on greenhouse gas management

#### Greenhouse gas management plan

The company's greenhouse gas management plan : No

#### Compliance with principles and standards for greenhouse gas or climate change management

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

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

#### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No  
management

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

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

Verification of the company's greenhouse gas emissions : No

Information on incidents related to legal violations or negative environmental impacts

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

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

### 3.4 Social sustainability management

#### 3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The company focuses on conducting business with respect to human rights and responsibility towards stakeholders by adhering to the following practices:

1. Respect for human rights
2. Fair treatment of labor
  - 2.1 Compensation and welfare
  - 2.2 Occupational health, safety, and work environment
  - 2.3 Responsibility in the supply chain
  - 2.4 Responsibility towards consumers
3. Collaboration in community and social development

#### Compliance with human rights principles and standards

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

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

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

Changes in social and human rights policies, guidelines, : Employee rights, Migrant/foreign labor, Child labor, and/or goals Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Interhides Public Company Limited upholds all human rights of the individuals within our company. We ensure that every employee is provided with the rights as to pertaining to personal safety, which includes a safe and clean workspace environment. Our company establishes its human rights policy as follow:

1. Forced Labor Policy
2. Child Labor Policy
3. Female Labor Policy
4. Discrimination Policy
5. Freedom of Association and Right to Collective Bargaining
6. Corporate Social Responsibility Policy
7. Threats and Sexual Harassment Responsibility Policy and Violence Against Women Policy
8. Compensation Policy

#### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

### 3.4.2 Social operating results

#### Information on employees and labor

##### Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Safety and occupational health at work

The company operates based on the respect for human rights, without discrimination based on nationality, race, religion, social status, or disability. There is a commitment to preventing any violation of human rights or discrimination, ensuring fairness and job security for employees at all levels. The company also provides opportunities for foreign workers and people with disabilities to become part of the workforce, assigning tasks within their capabilities. The company follows the labor laws of Thailand and ensures that all employees receive equal welfare and benefits. The goal is to improve the quality of working life for employees at all levels.

##### Setting employee and labor management goals

Does the company set employee and labor management : Yes  
goals

##### Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"><li>• Fair employee compensation</li><li>• Employee training and development</li><li>• Promoting employee relations and participation</li><li>• Migrant/foreign labor</li><li>• Child labor</li><li>• Safety and occupational health at work</li><li>• Non-discrimination</li></ul>	Department KPI Individual KPI	2025: Department KPI 30% Individual KPI 30%	2026: Department KPI 30% Individual KPI 30%

##### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No  
management

##### Employee and labor management: Employment

#### Hiring employees

	2023	2024	2025
<b>Total employees</b> (persons)	1,100	1,071	840
Male employees (persons)	615	601	510
Female employees (persons)	485	470	330

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities</b> (persons)	0	0	0
<b>Contributions to empowerment for persons with disabilities fund</b>	Yes	Yes	Yes

#### Employee and labor management: Remuneration

##### Employee remuneration

	2023	2024	2025
<b>Total employee remuneration</b> (baht)	272.27	249.90	222.39

#### Employee and labor management: Employee training and development

	2023	2024	2025
Average employee training hours (hours / person / year)	8.00	8.00	8.00

#### Employee and labor management: Safety, occupational health, and environment at work

##### Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	18	8	32

#### Employee and labor management: Employee engagement and internal employee groups

## Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	359	350	445
Proportion of voluntary resignations (%)	32.64	32.68	52.98
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

## Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Information about customers

### Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the : Responsible production and services for customers  
company over the past year

### Customer Management Plan Implemented During the Past Year: Responsible Production and Service for Customers

The Company operates under its corporate policy:

"Committed to development, advanced technology, on-time delivery, quality products."

We place strong emphasis on quality for both international and domestic customers, covering all products under the name of Interhides Public Company Limited.

#### 1. Product Strategy

The Company focuses on delivering high-quality products, along with comprehensive after-sales services to customers. We also welcome suggestions and complaints in order to continuously improve our products and services.

#### 2. Process and Operational Strategy

The Company continuously improves and develops its work processes, with primary consideration given to the quality of products delivered to customers.

Clear communication is maintained to ensure mutual understanding. Every operational step follows standardized procedures and is subject to thorough inspection.

### Setting customer management goals

Does the company set customer management goals : Yes



### Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"><li>• Responsible production and services for customers</li><li>• Communication of product and service impacts to customers/consumers</li><li>• Development of customer satisfaction and customer relationship</li><li>• Consumer data privacy and protection</li></ul>	customer satisfaction	2025: Quality: 87.30% Delivery: 99.73% Marketing: 100%	2026: Quality: 100% Delivery: 100% Marketing: 100%

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

- 1.Meetings with suppliers are held every month or every quarter (depending on the customer).
- 2.Customer requirement training is conducted according to each customer's specifications to ensure compliance.
- 3.Participation in projects or activities organized by the customer.

### Customer management: Customer satisfaction

#### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

## Information on community and society

### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Employment and professional skill development,  
the company over the past year Occupational health, safety, health, and quality of  
life, Disadvantaged and vulnerable groups

The company recognizes the importance of all sectors that have continuously supported the business operations and, therefore, organizes various projects to give back to society, organizations, educational institutions, and local communities near the company. The company also values local customs and traditions to maintain a good society. At the same time, it fosters a sense of responsibility among employees at all levels, encouraging their participation in social activities. The company has consistently carried out the following activities:

- 1.Cooperation with educational institutions to offer internship opportunities to students during their school breaks, providing them with work experience and additional income. The company issues internship certificates as evidence of their participation.
- 2.The company established the Interhide Foundation by allocating a portion of its profits to contribute back to society. This includes funding research projects at universities in need, donating medical equipment to hospitals facing shortages, and contributing to community activities in neighboring areas.

#### **Setting community and social management goals**

Does the company set community and social : No  
management goals

#### **Performance and outcomes of community and social management**

Performance and outcomes of community and social : No  
management

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

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

	2023	2024	2025
<b>Total number of cases or incidents of significant legal or social and human rights violations cases</b>	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

## 4. Management Discussion and Analysis (MD&A)

### 4.1 Operation, financial condition and material changes

#### Operational overview

Year 2025, the company generated Revenue from Sales and Service 2,192.13 Million Baht, decrease from 2,622.10 Million Baht in year 2024, or a decrease of 16.40%. The important factor was decreasing of Finished Leather for Shoes which was a result of the challenges posed by US tariffs and increased competition in the global market, leading to a slowdown towards the end of the year. Meanwhile, the revenues of Leather product for Automotive parts declined slightly. As the automotive industry shows signs of a gradual recovery but still faces challenges from purchasing power and the global trade war. In year 2025, the electric vehicles enter into the mainstream market. A major challenge is the tightening of loan approvals by financial institutions for the commercial vehicles. Regarding the Thai Baht against the US dollar in year 2025, the Baht appreciate significantly, particularly in the fourth quarter of year 2025, it was strengthen rapidly.

In year 2025, Total Consolidated Revenue was 2,201.03 Million Baht, decreased from 2,624.68 Million Baht in year 2024 or decrease of 16.14%. Gross Profit was 459.73 Million Baht, increased 6.15% from last year.

Consolidated EBITDA was 423.44 Million Baht, increased 14.69% y-o-y. Net Profit for the year 2025 increased to 113.00 Million Baht, or increased 97.29% y-o-y.

#### Analysis on the operation and financial condition

##### Operating results and profitability

##### Profit and Loss Analysis

The Company and its subsidiaries recorded Revenues from Sales and Services of 2,192.13 Million Baht, decreased from 2,622.10 Million Baht or 16.40% y-o-y. The main factor was Finished Leather for Shoes. Leather products for Automotive Part and Revenues for Service decreased by 4% and 75%, respectively, as a result of U.S. tariff policies and increased competition in the global market.

Other Revenue was recorded 8.90 Million Baht. Total Consolidated Revenue was 2,201.03 Million Baht. Other Revenue came from unrealized gain from derivative from forward foreign exchange contracts, in the amount of 6.38 Million Baht.

Cost of Sales and Services was recorded at 1,732.40 Million Baht, or 79.03% of Revenue from Sales and Services. Gross Profit was 459.73 Million Baht, an increase of 6.15% compared to the previous year. The Gross Profit Margin was 20.97% in year 2025, compared to Gross Profit Margin in 2024 was 16.52%. Gross Profit Margin increased mainly due to the company has continuously implemented to control production cost and expenses effectively.

Earnings before interest, income tax, depreciation and amortization (EBITDA) was 423.44 Million Baht in 2025, increase of 14.69% y-o-y. Selling and Administrative Expenses recorded at 247.22 Million Baht in year 2025, decreasing 9.48% compare to last year. The main reason was the expense of sales advertising, promotion, export expense, commission, and employees' expenses.

Financial cost was 73.29 Million Baht, a decrease of 0.94 Million Baht compared to the previous year. The main reason was that the company has increased short-term loans from financial institutions and has withdrawn long-term loans from bank. The company has invested in improving factory buildings, improving machinery, and investing in new machinery to order to increase production efficiency and support sales in new market.

Net profit was registered at 113.00 Million Baht an increase of 97.29% compared to the previous year. Net profit was 5.15% of Revenue from Sales and Services.

### **Asset management capability**

As of December 31, 2025, Total Asset was recorded at 4,185.68 Million Baht, with an increase of 180.10 Million Baht from year 2024. Account Receivables was 175.23 Million Baht or 4.19% of Total Asset. Inventory was 1,790.96 Million Baht, or accounted 42.79% of Total Asset.

Property, Plant and Equipment in this period was registered at 2,039.74 Million Baht, or 48.73% of Total Asset, a decreased from the previous year by 107.45 Million Baht. The company invested in machinery and building improvements of 182.52 Million Baht, but recognized depreciation of 202.84 Million Baht, also the company plan to sell non-current assets worth 101.64 Million Baht.

Intangible Assets in 2025 were 21.03 Million Baht, an increase of 2.46 Million Baht from investment in intangible assets to develop the production system including finance, costing and accounting.

Short-term loan from financial institution increased from 1,523.39 Million Baht at the end of year 2024 to 1,673.30 Million Baht in year 2025. Trust Receipt decreased by 35.03 Million Baht, as compared with the end of year 2024 and Promissory Note increased by 184.94 Million Baht.

Long-term Loan increased from 303.73 Million Baht to 306.57 Million Baht, in amount of 2.84 Million Baht mainly due to the scheduled repayment of Long-term Loan. The Company has drawn down a long-term loan from the bank in the amount of 130.00 Million Baht.

At the end of year 2025, the company's shareholders' equity was recorded as 1,694.21 Million Baht, an increase of 53.42 Million Baht from the previous year. This is due to the company's operating profit of 113.00 Million Baht and the dividend payment of 59.29 Million Baht.

### **Liquidity and capital adequacy**

In year 2025, the Company had cash and cash equivalents as of the end of the year of 4.12 Million Baht, a decrease of 14.97 Million Baht from the previous year. The Company had net cash used from operating activities of 47.85 Million Baht. Net cash used in investing activities was 164.73 Million Baht and net cash from financing activities was 198.05 Million Baht. The majority of the expenses were investments in machinery and production equipment and dividend payments.

The Company had a current ratio and a quick ratio of 0.97 times and 0.08 times, respectively, in year 2025. Although the quick ratio is low, the Company still has sufficient overdraft and credit facilities to use as working capital in the future.

The Company had a cash ratio of (0.02) times in year 2025. The Company's cash cycle increased from 204.82 days in 2024 to 319.85 days in 2025, as a result of an increase in the average inventory turnover period from 220.93 days in 2024 to 347.07 days in 2025.

The company's interest coverage ratio increased from 5.10 times in 2024 to 5.78 times in 2025.

The company's debt service coverage ratio increased from 1.16 times in 2024 to 1.91 times in 2025. The bank requires the company to maintain this ratio at no less than 1.25 times, for which the company has maintain the required ratio.

### **Material Transaction (MT) and Related Party Transaction (RPT)**

The Board of Directors places importance on considering and approving intercompany transactions, related party transactions, or transactions that may involve conflicts of interest. The Company has established a transaction policy as follows:

1. Intercompany transactions between the Company and its subsidiaries
2. Transactions with external parties
3. Necessity and reasonableness of intercompany transactions
4. Measures or procedures for approving intercompany transactions
5. Future intercompany transaction policies or trends

6. Intercompany transactions and related party transactions

**Issuance of debt securities with an obligation to maintain financial ratios**

Is there an issuance of debt securities with an obligation : No  
to maintain financial ratios?

## **4.2 Potential factors or incidents that may materially affect the financial condition or the operating results**

### **Significant factors or incidents that may materially affect the future financial condition or the operating results**

Year 2025, the Company's operating results increased from year 2024, mainly due to the expansion of the finished leather for the footwear industry, which resulted from the transfer of the leather shoe business unit from WOLVERINE WORLD WIDE, INC. The Company will be able to further expand this business in the future. Meanwhile, Revenue from Automotive Part decreased, mainly due to the decline in industrial production especially in the automotive business. This is a result of the slowdown in the Thai economy. Commercial vehicles tend to slow down, while the electric vehicle market has a significant growth rate, driven by new electric vehicle manufacturers. The main reason consumers that are interested in electric vehicles is the higher energy prices.

Realizing this reason, the company needs to expand new products in order to reduce reliance on income from automotive business. By increasing the proportion of sales in other product such as footwear and nutritional supplements for animals. Therefore, the initial operating costs may be relatively high in the early stages, but the company is focusing on the stability and risk reduction of the business in the long term.

## 4.3 Information from financial statements and significant financial ratios

### Information from financial statements

#### Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Assets</b>			
Cash And Cash Equivalents (ThousandTHB)	13,125.17	19,090.77	4,118.21
Trade And Other Receivables - Current - Net (ThousandTHB)	119,625.99	256,200.23	175,230.35
Non-Current Assets And/Or The Disposal Group Held For Sale (ThousandTHB)	0.00	0.00	101,640.00
Other Current Assets (ThousandTHB)	36,428.97	38,784.21	42,948.16
<b>Total Current Assets</b> (ThousandTHB)	1,315,526.77	1,817,755.61	2,114,895.74
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (ThousandTHB)	243.73	166.43	0.00
Property, Plant And Equipment - Net (ThousandTHB)	2,117,753.66	2,147,194.10	2,039,743.59
Intangible Assets - Net (ThousandTHB)	19,319.79	18,570.85	21,035.65
Deferred Tax Assets (ThousandTHB)	17,570.55	21,028.27	8,831.01
Other Non-Current Assets (ThousandTHB)	887.57	860.38	1,171.28
<b>Total Non-Current Assets</b> (ThousandTHB)	2,155,775.30	2,187,820.02	2,070,781.52



	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Total Assets</b> (ThousandTHB)	3,471,302.07	4,005,575.63	4,185,677.26
<b>Liabilities</b>			
Trade And Other Payables - Current (ThousandTHB)	136,035.70	373,874.22	228,407.69
Short-Term Borrowings (ThousandTHB)	1,284,181.07	1,523,385.71	1,673,296.02
Related Parties (ThousandTHB)	0.00	0.00	105,500.00
Current Portion Of Long- Term Debts (ThousandTHB)	232,180.00	115,350.00	101,081.17
Other Current Financial Liabilities (ThousandTHB)	738.22	6,998.87	639.19
Current Portion Of Lease Liabilities (ThousandTHB)	14,941.00	33,303.45	39,656.01
Income Tax Payable (ThousandTHB)	0.00	14,922.69	550.33
Other Current Liabilities (ThousandTHB)	5,051.37	2,422.05	30,782.71
<b>Total Current Liabilities</b> (ThousandTHB)	1,673,127.36	2,070,256.98	2,179,913.12
Non-Current Portion Of Long- Term Debts (ThousandTHB)	112,730.00	188,380.00	205,485.03
Non-Current Portion Of Lease Liabilities (ThousandTHB)	41,561.43	80,387.91	80,962.22
Provisions For Employee Benefit Obligations - Non- Current (ThousandTHB)	27,319.97	25,737.65	25,104.56

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Non-Current Liabilities (ThousandTHB)	69.00	19.35	0.00
<b>Total Non-Current Liabilities</b> (ThousandTHB)	181,680.40	294,524.92	311,551.81
<b>Total Liabilities</b> (ThousandTHB)	1,854,807.76	2,364,781.89	2,491,464.93
<b>Shareholders' equity</b>			
Issued And Paid-Up Share Capital (ThousandTHB)	592,805.64	592,805.64	592,805.64
Premium (Discount) On Share Capital (ThousandTHB)	468,103.68	468,103.68	468,103.68
Legal And Statutory Reserves (ThousandTHB)	71,000.00	69,000.00	69,000.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	484,584.99	511,244.34	564,968.70
Other Components Of Equity (ThousandTHB)	0.00	(359.93)	(665.69)
<b>Equity Attributable To Owners Of The Parent</b> (ThousandTHB)	1,616,494.31	1,640,793.73	1,694,212.33
<b>Total Liabilities And Equity</b> (ThousandTHB)	3,471,302.07	4,005,575.63	4,185,677.26

## Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (ThousandTHB)	1,832,478.60	2,622,102.56	2,192,133.42
Other Income (ThousandTHB)	5,999.03	2,574.33	2,522.25
<b>Total Revenue</b> (ThousandTHB)	1,838,477.63	2,624,676.88	2,194,655.67
Costs (ThousandTHB)	1,617,958.04	2,189,018.13	1,732,401.07
Selling Expenses (ThousandTHB)	25,615.02	95,809.62	75,491.83
Administrative Expenses (ThousandTHB)	122,771.18	177,289.06	171,633.09
<b>Total Cost And Expenses</b> (ThousandTHB)	1,766,344.24	2,462,116.80	1,979,526.00
Gains (Losses) On Foreign Currency Exchange (ThousandTHB)	(2,486.30)	(321.27)	(3,680.83)
Gains (Losses) On Fair Value Adjustments Of Non-Financial Assets (ThousandTHB)	9,628.47	(6,210.99)	6,379.02
Other Gains (Losses) - Others (ThousandTHB)	(6.17)	(77.30)	(95.14)
Finance Costs (ThousandTHB)	59,696.49	72,350.39	73,290.15
Income Tax Expense (ThousandTHB)	2,764.70	26,322.09	31,438.69
<b>Net Profit (Loss) For The Period</b> (ThousandTHB)	16,808.20	57,278.02	113,003.89

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Currency Translation Adjustments (ThousandTHB)	0.00	(359.93)	(305.76)
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	0.00	2,949.05	0.00
<b>Total Comprehensive Income (Expense) For The Period</b> (ThousandTHB)	16,808.20	59,867.14	112,698.13
<b>Basic Earnings (Loss) Per Share (Baht/Share)</b> (ThousandTHB)	0.03000	0.10000	0.19000

### Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Cash flow statement</b>			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (ThousandTHB)	79,275.57	156,027.81	217,732.73
Depreciation And Amortisation (ThousandTHB)	220,776,174.00	213,181.90	205,705.74
(Reversal Of) Expected Credit Losses (ThousandTHB)	183.11	1,403.56	(605.96)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Reversal Of) Loss From Diminution In Value Of Inventories (ThousandTHB)	(638.70)	2,824.03	1,339.47
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (ThousandTHB)	6.17	77.30	95.14
(Gains) Losses On Foreign Currency Exchange (ThousandTHB)	314.43	332.90	582.88
(Gains) Losses On Fair Value Adjustments Of Other Financial Instruments (ThousandTHB)	(9,628.47)	6,210.99	(6,379.02)
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	(35.73)	1,828.88	(738.86)
(Gains) Losses On Disposal And Write-Off Of Other Assets (ThousandTHB)	0.00	7,772.69	0.00
Finance Costs (ThousandTHB)	59,696.49	72,350.39	73,290.15
Employee Benefit Expenses (ThousandTHB)	3,111.15	2,783.29	2,537.38
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	115,317.04	(137,703.37)	81,233.70
(Increase) Decrease In Inventories (ThousandTHB)	58,707.40	(360,157.80)	(288,618.08)
(Increase) Decrease In Other Operating Assets (ThousandTHB)	(4,404.01)	(13,796.88)	(4,474.85)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	(130,747.09)	223,805.71	(147,288.02)
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	(3,058.87)	(679.30)	(3,170.47)
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	(2,668.71)	2,894.51	1,758.91
<b>Cash Generated From (Used In) Operations</b> (ThousandTHB)	326,503.28	106,728.94	59,710.69
Interest Paid (ThousandTHB)	(59,325.33)	(72,782.87)	(73,944.83)
Income Tax (Paid) Received (ThousandTHB)	673.29	(11,898.26)	(33,613.78)
<b>Net Cash From (Used In) Operating Activities</b> (ThousandTHB)	267,851.24	22,047.82	(47,847.92)
Payment For Purchase Of Investment In Subsidiaries, Associates And Joint Ventures (ThousandTHB)	(249.90)	0.00	71.29
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	410.43	1,866.09	1,038.89
Payment For Purchase Of Fixed Assets (ThousandTHB)	(154,789.21)	(215,017.53)	(187,123.84)
Intangible Assets (ThousandTHB)	(677.30)	(1,904.18)	(5,322.15)
Other Items (Investing Activities) (ThousandTHB)	0.00	0.00	26,601.75

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
<b>Net Cash From (Used In) Investing Activities</b> (ThousandTHB)	(155,305.98)	(215,055.61)	(164,734.06)
Increase (Decrease) In Short-Term Borrowings (ThousandTHB)	209,893.83	239,204.64	255,410.31
Proceeds From Long-Term Borrowings (ThousandTHB)	0.00	200,000.00	130,000.00
Repayments On Long-Term Borrowings (ThousandTHB)	(294,848.00)	(241,180.00)	(127,163.80)
Repayments On Lease Liabilities (ThousandTHB)	(13,795.19)	(27,130.39)	(36,549.09)
Dividend Paid (ThousandTHB)	(59,265.48)	(35,561.94)	(59,295.10)
Other Items (Financing Activities) (ThousandTHB)	53,752.46	64,001.01	35,645.40
<b>Net Cash From (Used In) Financing Activities</b> (ThousandTHB)	(104,262.37)	199,333.32	198,047.72
<b>Net Increase (Decrease) In Cash And Cash Equivalent</b> (ThousandTHB)	8,282.89	5,965.60	(14,972.56)
Effect Of Exchange Rate Changes On Cash And Cash Equivalents (ThousandTHB)	0.00	0.00	(132.53)
Differences Of Foreign Currency Exchange On Financial Statements Translation (ThousandTHB)	0.00	(359.93)	(305.76)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	4,842.28	13,125.17	19,090.77
<b>Cash And Cash Equivalents, Ending Balance</b> (ThousandTHB)	13,125.17	19,090.77	4,118.21

#### Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	0.79	0.88	0.97
Quick ratio (times)	0.08	0.13	0.08
Cash flow liquidity ratio (times)	0.16	0.01	-0.02
Average account recievable turnover (times)	10.37	13.95	10.16
Average collection period (days)	35.19	26.16	35.92
Average finish goods turnover (times)	6.60	9.82	5.66
Average finish goods turnover period (days)	55.32	37.19	64.54
Average inventory turnover (times)	1.38	1.65	1.05
Average inventory turnover period (days)	265.16	220.93	347.07



	2023	2024	2025
Average account payable turnover (times)	9.87	8.63	5.78
Average payment period (days)	36.98	42.27	63.14
Average cash cycle (days)	263.37	204.82	319.85
Profitability ratio			
Gross profit margin (%)	11.71	16.52	20.97
Operating margin (%)	4.33	5.95	9.93
Other income to total income (%)	0.71	0.10	0.11
Cash from operation to operating profit (%)	337.90	14.13	-21.98
Net profit margin (%)	0.92	2.18	5.15
Return on equity (ROE) (%)	1.03	3.52	6.78
Financial policy ratio			
Total debts to total equity (times)	1.15	1.44	1.47
Interest coverage ratio (times)	5.03	5.10	5.78
Interest bearing debt to EBITDA ratio (times)	5.62	5.26	5.21
Debt service coverage ratio (times)	0.82	1.16	1.91
Dividend payout ratio (%)	0.00	80.00	42.11

	2023	2024	2025
Efficiency ratio			
Return on asset (ROA) (%)	0.47	1.53	2.76
Return On Fixed Assets (%)	11.12	12.49	15.47
Asset turnover (times)	0.52	0.70	0.54

## 5. General information and other material facts

### 5.1 General information

#### General information

#### Securities registrar

**Name of securities registrar :** Thailand Securities Depository Co., Ltd.

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

#### Auditing firm

**Name of auditing firm\* :** EY OFFICE LIMITED

Address/location : NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37,  
RAMA 4 ROAD,

Subdistrict : LUMPHINI

District : PATHUM WAN

Province : Bangkok

Postcode : 10330

Telephone : +66 2264 9090

Facsimile number : +66 2264 0789-90

**List of auditors :** Miss KESSIRIN PINPUVADOL

License number : 7325

**List of auditors :** Mrs. CHONLAROS SUNTIASVARAPORN

License number : 4523

**List of auditors :** Miss KRONGKAEW LIMKITTIKUL

License number : 5874

#### Information of other key contacts

Name of contact person or department : Company Secretary

Address/location : 678 Moo.2 Sukhumvit Road

Subdistrict : Bangpoomai

District : Muang

Province : Samut Prakarn

Postcode : 10280

Telephone : 020289728

Name of contact person or department : Investor Relations

Address/location : 678 Moo.2 Sukhumvit Road

Subdistrict : Bangpoomai

District : Muang

Province : Samut Prakarn

Postcode : 10280

Telephone : 020289728

## **5.2 Other material facts**

### **5.2.1 Other information that may significantly influence investors' decision making**

Other information that may influence investors' decision : No  
making

### **5.2.2 Restrictions of foreign shareholders**

Are there restrictions on foreign shareholders? : No

### 5.3 Legal disputes

#### Legal disputes

Is there any legal dispute? : Yes

#### Details of legal dispute

Year of incident	Details	Progress status
2003	<b>Case name</b>  Debt Restructuring <b>Defendant</b>  Bangkok Commercial Asset Management Public Company limited	
	<b>Dispute No. 1</b>  <u>Duration (approximate)</u>  Expected completion date : Jan 2003  <u>Dispute description</u>	End of dispute

Year of incident	Details	Progress status
	<p>In 2003, company reached a debt restricting agreement with Thai Asset Management Corporation (TAMC) for debt of 735 million baht. Company paid 118 million baht in cash and converted assets into land worth 105 million baht to repay debt. As the result of restructuring debt, company realized profit from debt restructuring in that year and there is no longer any outstanding debt with TAMC. Later, in April 2007, company received a letter from TAMC alleging that assets belonging that the actual condition prices are incorrect as presented to TAMC. Therefore, terminate of debt restructuring contract, including the benefit that company received according to the contract and notified to company pay off the original debt. This action, company considered incorrect, therefore, consulted with legal advisors to find solution with TAMC without admitting that company have that original debt. However, company had set aside provisions for damages that may occur from such accusations in the amount 105 million baht. This reserve is recorded in the financial statements in accounting terms only. Did not admit to having any legal debt with TAMC.</p> <p>In July and September 2009, TAMC sued company as a bankruptcy case at the Central Bankruptcy Court, requesting the court to order absolute receivership, and gave judgment to company is bankrupt, claiming that company have debt overflowing. Company has assigned a legal advisor to fight this case.</p> <p><u>Outcome of the dispute / Progress of the dispute</u></p>	

Year of incident	Details	Progress status
	<p>In November 2009, the Central Bankruptcy Court ruled to dismiss the mentioned above case. The court ruled that debt was brought in the lawsuit was the previous debt that restricting agreement with TAMC. Company has been freed from debt according to the terms that specified in the debt restricting contract.</p> <p>In December 2009, TAMC filed an appeal to the bankruptcy court's decision to the Supreme Court, the Bankruptcy Case Division. Company also submitted objections to the appeal to the Supreme Court.</p> <p>In November 2015, the Supreme Court, the Bankruptcy Case Division issued a judgment confirming the Central Bankruptcy Court's decision.</p> <p><u>Additional details</u></p> <p>-</p>	



## 5.4 Secondary market

### Secondary market

Has the company's security been listed on a stock : No  
exchange in another country?

## 5.5 Financial institution with regular contact (in case of debt securities offeror)

### Financial institution with regular contact

Are there any debt securities offered? : No

## Part 2 Corporate Governance

## 6. Corporate governance policy

### 6.1 Overview of the policy and guidelines

#### Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

Interhides Public Co., Ltd., appreciate that the operating principle of good corporate governance and business ethics, transparency and accountability that is fundamentally important factors to achieve the mission of the Company as “Focus on good governance and adherence to corporate social responsibility”. Enhanced performance to be transparent, and make the confidence to shareholders and stakeholders, as well as the increased competitiveness of the Company. The Company has published corporate governance’s policy and practices through the company’s website: [www.interhides.com](http://www.interhides.com)

The Company’s objective is to promote to be a powerful organization in the tanning business with corporate governance and good management. Our focus is to maximize the benefit to shareholders and stakeholders. The Company has the moral, the transparent and verifiable. The Company set up the good governance’s policy, which The Executive Committee and Employees adhere to following as detail below:

1. Treat all stakeholders equally, with fairness.
2. Responsibility for our decisions and actions, able to clarify and explain about the decisions.
3. There are responsibility to act with sufficient capacity and performance.
4. There are vision to creating value add to the organization in the long term.
5. Ethics in business is the management structure, the relationship between the Board, management and shareholders equally and fairly.
6. Transparency in the operation can be monitored and transparent disclosure to those involved.

The Company recognizes its responsibility in the tanning business, which need to rely on natural resources and environment very well, to prevent and reduce the impact that may occur. Besides these, The Company instill the concept and practice to human resources to focusing on themes of good corporate governance, which activates a critical foundation for stable and sustainable growth of the organization.

#### 6.1.1 Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Other guidelines related to the board of directors

#### Nomination of directors

1. Determine the procedures and regulations on selection of Directors or Managing Director to ensure the transparency.
2. Select persons who deserve to be nominated as the new Directors or Managing Director.
3. Propose qualified person(s) to be elected in specific committee to the Board of Director for approval.
4. Responsible directly to the Board of Director via roles and responsibilities for all stakeholders.
5. Perform other duties as assigned by the Board of Directors.

## **Determination of director remuneration**

1. To determine guidelines and methods for paying remuneration and propose fair and reasonable remuneration of Directors and Sub-Committees to the Board of Directors and Shareholder Meeting for approval.
2. To propose the approach for evaluation and remuneration of Managing Director and Deputy Managing Director to IHL's Board for approval.
3. To acknowledge and recommend the re-structuring of the Company and its departments, including appraisal and remuneration of Managing Director and Deputy Managing Director.
4. To possess direct responsibility to the Board through their specific areas. The Board is ultimately responsible for IHL business matters to all its stakeholders.
5. To report the outcome of the Remuneration Committee operation in the annual report.
6. To perform other Board-assigned tasks.

## **Independence of the board of directors from the management**

“Independent Director” means the director, who is independent in expressing his opinion to the operation of the Company, must be a person who has no involvement or interest to the result of operation either directly or indirectly. The qualifications of the Independent Director are as follows:

1. Hold share not more than 1% of paid up capital of the Company, Affiliates Company, joint company, associated company, including the shares held by the related person.
2. Being independent either directly or indirectly of both financial and management of the Company or joint company or major shareholders of the Company, and having no benefit or interest in such manner within 2 years before being appointed as the Independent Director, unless the Board of Director has carefully considered and see that such participation in having benefit or interest will not affect the duty performing and the independence in giving an opinion.
3. Being independent from the executives and major shareholders of the Company. Must not be the Director who has been appointed as the representative to maintain the interest of the Director of the Company, major shareholders, or shareholders who are related to the major shareholders of the Company.
4. Must not participate in management and must not be employee, staff or consultant who receives regular salary in the Company, Affiliate Company, joint company, company or major shareholder of the Company.
5. Must not be related person or relatives of the executive or major shareholders of the Company.
6. Capable to perform his duty and express opinion or report result of duty performing independently as assigned by the Board of Directors, and not under the control of the Executive or major shareholders of the Company, including related person or close relatives of such person.
7. No other character that causes the inability to give opinion to operation of the Company independently.

## **Other guidelines related to the board of directors**

### Roles, Duties and Responsibilities of the Board of Directors

In order for the Company to gain strength where good corporate governance is concerned and to ensure utmost efficiency of and benefit to the Company, the Board of Directors is responsible for proactive roles and duties, as well as the determination of direction and supervision as follows:

1. Discharge their duties and supervise the operation of the Company to ensure strict compliance with laws, objectives, articles of association, and resolutions of the Annual General Meeting while adhering to the "Code of Best Practice for Directors of Listed Company" principles as issued by the Stock Exchange of Thailand.
2. Dedicate time to and recognize the significance of the vision, mission, direction, and strategies of the Company by jointly and openly sharing opinions, as well as seeking information benefit to the determination of the direction which the Company should take.
3. Review and approve key strategies and policies, as well as the financial objectives and operational plans of the Company. Regularly supervise and monitor the management to encourage compliance with the established

operational plans in accordance with the direction and the strategies of the organization in order to ensure that the management is capable of efficiently delivering results from the established vision, mission, direction, and strategies.

4. Establish a corporate governance and business code of conduct policy which provides for preferred practices of Directors, the Management and all Employees including Contract Staff. This policy should focus on the awareness of responsibility to one's duties. Complete understanding and strict observance of this policy must be required alongside the Company's articles of association in order to ensure fairness to all stakeholders.
5. There are responsibility to act with sufficient capacity and performance.
6. Implement a credible accounting system, financial reporting and audit. Provide for a procedure with which the suitability of internal control and audit systems can be efficiently evaluated.
7. Review possible major risks and establish a comprehensive risk management guideline. Ensure that the Executives have the efficient risk management systems or procedures, seek potential business opportunities arising from such risks and implement sufficient and efficient internal controls.
8. Manage and resolve potential Conflicts of Interests and Related Transactions by reviewing significant transactions in order to ensure utmost benefit to the shareholders and stakeholders.
9. Arrange for appropriate channels of communication with each group of shareholders. Supervise disclosure of information in order to ensure correctness, coherence, transparency and credibility of the highest standards.
10. Regularly evaluate one's own performance and discharge of duties, as well as those of the Managing Director.
11. Arrange for an appropriate system or mechanism for the determination of compensation for the Executives of the Company which corresponds with their performance in order to create short-term and long-term motivation.
12. Lead and be the role model of a performing and ethical individual in accordance with the Company's corporate governance policy.
13. Provide for a suitable, transparent and fair nomination system for individuals to assume all executive positions.
14. Notify the Company of the connected transactions of oneself and affiliated entities in the management of the Company or a Subsidiary.
15. All Directors are required to attend every Board of Directors meeting and Annual General Meeting. In the event where they are otherwise engaged, Directors must report that to the Chairman of the Board of Directors.
16. Directors must value the conduct of business which is responsible to the society and environment, and which contributes to the sustainability of Thailand. This is first done by improving the quality of life of people in communities surrounding our own plants in order that communities and plants may co-exist in the most sustainable manner possible.
17. To support the company's Anti-corruption procedures for sustainable growth.

### 6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business

stakeholders competitors, Suppliers, Creditors, Community and society

#### Shareholders

Company is committed to acting as a representative of the shareholders in conducting business transparently, reliable accounting and financial system. To maximize shareholder satisfaction, taking the company's long term growth and continuously return the appropriate level. By all member of Board of Directors and all employees work with honesty, and decide on any action with sincerity and fair to both large and small shareholders, and for the benefit of

the most relevant group. Do not do anything in a manner that may cause conflict of interest to the company. Do not seek self-interest and do not disclose confidential information to outsiders.

### **Employee**

Commit to develop the organization as learning organization, strengthen culture and working atmosphere, promote teamwork, fair returns, and security and maintain a working environment, pay attention to the development, convey knowledge and employee capabilities. Listen to any feedback and suggestions from all levels of employees as equally and equitably. Define and further cultivate corporate culture. Recognizing that all employees are an important and valuable part of our success, process and growth of the company. Manage human resources consistently and support business strategies / goals and system and process of human resources management are comparable to leading business. It is clear, transparent and fair in the same direction. By developing human resources as a corporate, commander and all employees.

- The organization will select and create talented people who have professional working behavior and develop their knowledge and ability to perform their duties continuously.
- The supervisor is responsible for planning, monitoring, and evaluating, providing feedback and support the development of employees equitably.
- Employees have the same opportunity to develop their skills and abilities.

The Company also provides fair compensation to employees, by career advancement, reward and motivation. It depends on the quality, achievement, attitude and employee potential. Encourage employees to have a quality of working life. Good safety and hygiene, keeping environment safe for life and property of employees.

### **Customer**

Company has policy as “On-time delivery of quality product with our advanced technology performance.” Commitment to customer satisfaction and confidence. People will get good quality products and services with the reasonable price. Continuous raise standards and maintain relationships, provide communication channels for customers to complain about quality of products. No unfair commercial terms are imposed on customers. Follow the agreement, terms, or conditions as transparently and equally to customers. Keep the confidential information is the importance policy and do not use that information for their own benefit and / or other stakeholders.

### **Business competitors**

Company treats competitors in accordance with international principles, under the framework of the law and fair competition rules. Company will operate under a fair competition framework without damaging the reputation of its competitors by alleged misconduct and attacked by unreasonable opponents.

### **Suppliers**

Company consider equality and honesty in running a business and maintain benefit with partners. By strictly adhering to the laws and regulations that define them. There is a code of conduct for business, not asking, receiving or paying any interest as dishonest in trade with partners. Company strictly follow the partners’ conditions. In case of the condition cannot be fulfilled, must notify the partners in advance, to find the solutions. By using the principle of reasonableness and keep the partners’ confidential as serious. Including do not bring the partner information for own benefit and those involved.

### **Creditors**

Company will strictly comply with the terms and conditions of the creditors. Company will report the financial status to creditors with honesty, accuracy and timeliness as regularly. In case of the contract cannot be fulfilled must notify the creditors in advance, to find the solutions and prevent damage.

### **Community and society**

Company is responsible for the community, society and environment, both in terms of safety, quality of life and conservation of natural resources. Promote energy efficiency, beware of the quality of community and social life. By researching the process of waste disposal and reuse of industrial waste, to reduce industrial waste. Cultivate a sense of social responsibility and environmental responsibility. Among employees at all levels continuously and seriously.



## 6.2 Business code of conduct

### Business code of conduct

Business code of conduct : Yes

Interhides Public Company limited has a set of business ethics that all employees must adhere to as representatives of the company, as follows:

1. Fairness and Non-discrimination The company treats all stakeholders fairly, including buyers, sellers, competitors, shareholders, employees, etc., without discrimination based on differences in race, religion, nationality, gender, age, or educational background.
2. Maintaining Integrity The company does not use money or gifts to influence others to do anything unethical and does not promote such actions. It also discourages employees from accepting money or valuables that are beyond the ordinary course of business from parties involved with the company, such as suppliers or customers.
3. Political Neutrality The company remains neutral and does not engage in any actions that promote any political party or individual with political power in order to gain special benefits.
4. Environmental Preservation The company encourages employees to engage in environmental conservation activities under the policy "Interhides: Moving Forward with Safety and Environmental Care."

### Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Anti-corruption, Preventing the misuse of inside information, Human rights

#### Anti-corruption

Interhides Public Company Limited strives to conduct its business with strong emphasis on good governance, transparency, and ethical practices in order to prioritize the interests of its stakeholders. The company establishes anti-corruption policies and other relevant regulations, which are developed in accordance with ethical guidelines provided to the management and employees.

Interhides Public Company Limited is firmly committed to conducting its business with honesty against all forms of corruption. The directors, executives, employees, and relevant individuals within the company do not support all forms of corruption, including offering, promising, soliciting, demanding, giving or accepting bribes.

#### Preventing the misuse of inside information

The Company had the policy to ensure correct and adequate disclosure of information such as financial statements and other significant data or information related to the business, on a transparent and timely basis to shareholders, investors and general public.

The Board of Directors is committed to comply with rules and regulations with regarding to the disclosure of information in a timely manner with full transparency. The monitoring of the use of insider information of the Company is considered the responsibility of the Directors, Executives and senior staff who are obliged to strictly monitor and prevent any leaks of the Company's confidential and privileged information including information not yet revealed to the public or any data that might affect the Company's operations or share price. This includes the prohibition on use of Company's information obtained from directorships or employment for personal benefit or conducting business or other activities in competition with the Company. Pursuant to section 59 of the Securities and Exchange Act B.E. 2535, all Directors and Management personnel are required to report the changes in their (and that of their spouse and minor children) shareholding to the Office of the Securities and Exchange Commission

#### Human rights

Interhides Public Company Limited upholds all human rights of the individuals within our company. We ensure that every employee is provided with the rights as to pertaining to personal safety, which includes a safe and clean workspace environment. Our company establishes its human rights policy as follow:

- 1.Forced Labor Policy
- 2.Child Labor Policy
- 3.Female Labor Policy
- 4.Discrimination Policy
- 5.Freedom of Association and Right to Collective Bargaining
- 6.Corporate Social Responsibility Policy
- 7.Threats and Sexual Harassment Responsibility Policy and Violence Against Women Policy
- 8.Compensation Policy

#### **Promotion of compliance with the business code of conduct**

Promotion for the board of directors, executives, and : Yes

employees to comply with the business code of conduct

1. Board of Directors play an important role in formulating policies, particularly in effectively controlling the anti-corruption policy. Their aim is to ensure that all administrative divisions are well-informed and prioritize the anti-corruption policy, actively fostering it to cultivate a corporate culture rooted in integrity.
2. Audit Committee holds the responsibility of verifying financial accounting, internal control system, external control system, and risk management to ensure compliance with internal standards. This includes adhere to principle of conciseness, modernity, and effectiveness.
3. Chairman of executive committee, along with executives hold a significant responsibility shaping anti-corruption policy. Their role extends to actively communicating the anti-corruption policy to employees and relevant individuals. Additionally, they are tasked with verifying the appropriateness of systems and other measures, making necessary adjustment to ensure alignment with the company's business objectives, regulations, rules, and legal requirements.
4. Head of internal audit is responsible for verifying and examining working performance to ensure strict adherence to the policies, regulations, laws, and internal audit policies. Their primary objectives are to establish and maintain an appropriate control system to prevent corruption from occurring within the company. Additionally, they are tasked with reporting their finding to the audit committee.

#### **Participation in anti-corruption networks**

Participation or declaration of intent to join anti-corruption : Yes

networks

Anti-corruption networks or projects the company has : Thai Private Sector Collective Action Against

joined or declared intent to join Corruption (CAC)

CAC membership certification status : Not  
certified

## 6.3 Material changes and developments in policy and corporate governance system over the past year

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

In the past year, did the company review the corporate : No  
governance policy and guidelines, or board of directors'  
charter

Material changes and developments in policy and : No  
guidelines over the past year

### 6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

The Company's objective is to promote to be a powerful organization in the tanning business with corporate governance and good management. Our focus is to maximize the benefit to shareholders and stakeholders. The Company has the moral, the transparent and verifiable. The Company set up the good governance's policy, which The Executive Committee and Employees adhere to following as detail below:

1. Treat all stakeholders equally, with fairness.
2. Responsibility for our decisions and actions, able to clarify and explain about the decisions.
3. There are responsibility to act with sufficient capacity and performance.
4. There are vision to creating value add to the organization in the long term.
5. Ethics in business is the management structure, the relationship between the Board, management and shareholders equally and fairly.
6. Transparency in the operation can be monitored and transparent disclosure to those involved.

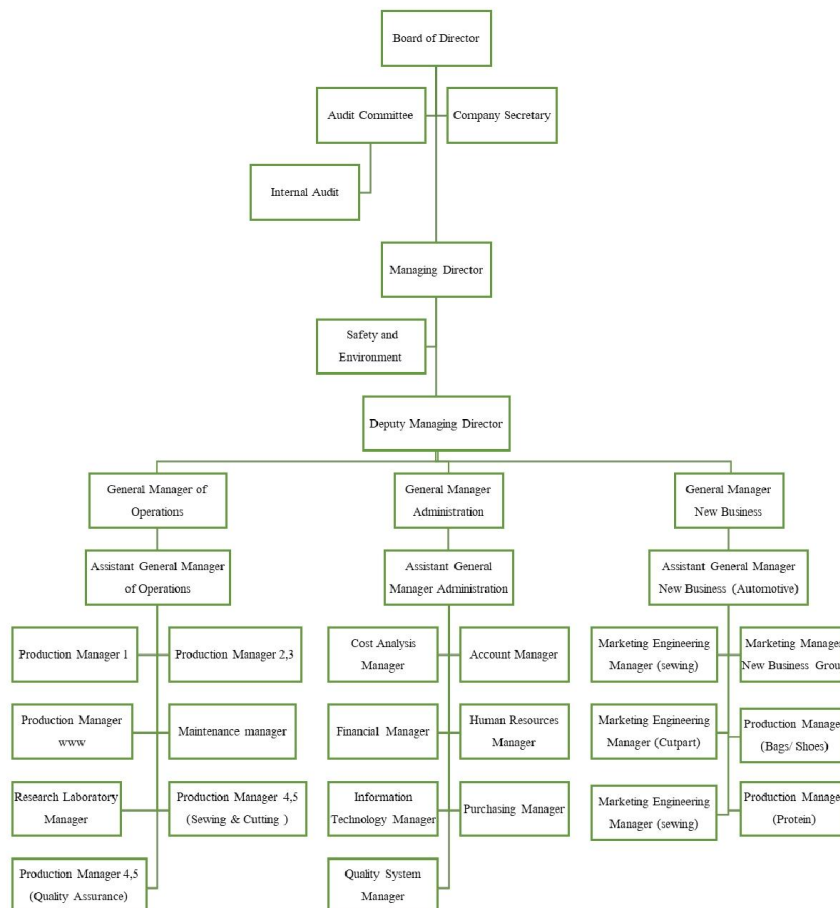
## 7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

### 7.1 Corporate governance structure

#### Corporate governance structure diagram

Corporate governance structure as of date : 1 January 2025

#### Corporate governance structure diagram



## 7.2 Information on the board of directors

### 7.2.1 Composition of the board of directors

	Number (persons)	Percent (%)
<b>Total directors</b>	<b>9</b>	<b>100.00</b>
Male directors	8	88.89
Female directors	1	11.11
Executive directors	3	33.33
Non-executive directors	6	66.67
Independent directors	4	44.44
Non-executive directors who have no position in independent directors	2	22.22

### 7.2.2 The information on each director and controlling person

#### List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. SOMCHAI HARNHIRUN</p> <p>Gender: Male</p> <p>Age : 68 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2023	<p>Business Administration, Economics, Data Analysis, Data Management, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. ONGART THUMRONGSAKUNVONG</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Vice-chairman of the board of directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 Apr 2023	<p>Corporate Management, Data Analysis, Automotive, Industrial Materials &amp; Machinery, Business Administration</p>
<p>3. Ms. KUNVARIN VEERAPHUTTIVATE</p> <p>Gender: Female</p> <p>Age : 64 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 Sep 1992	<p>Corporate Management, Finance, Accounting, Economics, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. SOMCHART LIMPANUPHAP</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	11 Aug 2005	Law, Audit, Accounting, Internal Control, Banking
<p>5. Mr. CHOR.NUN PETPAISIT</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Apr 2015	Law, Finance, Accounting

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. WASIN THUMRONGSAKUNVONG</p> <p>Gender: Male</p> <p>Age : 34 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Apr 2017	Marketing, Automotive, Economics, Leadership, Business Administration
<p>7. Mr. SUPARAT SIRISUWANAGKURA</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	14 May 2021	Automotive, Business Administration, Data Management



List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. THAKSA BUSAYAPOKA</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Sep 2023	Economics, Accounting, Finance, Leadership
<p>9. Mr. KRISDA HUTASERANI</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	13 Sep 2024	Economics, Finance & Securities, Finance, Data Analysis

Additional explanation :

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. SOMCHAI HARNHIRUN	Chairman of the board of directors		✓		✓	
2. Mr. ONGART TH UMRONGSAKUNVONG	Vice-chairman of the board of directors	✓				✓
3. Ms. KUNVARIN VEERAPHUTTIVAT E	Director	✓				✓
4. Mr. SOMCHART LIMPANUPHAP	Director		✓	✓		
5. Mr. CHOR.NUN PETPAISIT	Director		✓	✓		
6. Mr. WASIN THU MRONGSAKUNVONG	Director	✓				
7. Mr. SUPARAT SIRISUWANAGKURA	Director		✓	✓		
8. Mr. THAKSA BUSAYAPOKA	Director		✓		✓	
9. Mr. KRISDA HUTASERANI	Director		✓	✓		
<b>Total (persons)</b>		<b>3</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>2</b>

## Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	5	55.56
2. Banking	1	11.11
3. Finance & Securities	1	11.11
4. Automotive	3	33.33
5. Industrial Materials & Machinery	1	11.11
6. Law	2	22.22
7. Marketing	1	11.11
8. Accounting	4	44.44
9. Finance	4	44.44
10. Data Management	2	22.22
11. Data Analysis	3	33.33
12. Corporate Management	2	22.22
13. Leadership	2	22.22
14. Strategic Management	1	11.11
15. Audit	1	11.11
16. Internal Control	1	11.11
17. Business Administration	5	55.56

## Information about the other directors

The chairman of the board and the highest-ranking : No  
executive are from the same person

The chairman of the board is an independent director : No

The chairman of the board and the highest-ranking : No  
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : Yes  
to determine the agenda of the board of directors'  
meeting

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

The measures for balancing the power between the board : No  
of directors and the Management

### **7.2.3 Information on the roles and duties of the board of directors**

Board charter : No

## 7.3 Information on subcommittees

### 7.3.1 Information on roles of subcommittees

#### Roles of subcommittees

##### Board of Directors

#### Role

- Corporate governance

#### Scope of authorities, role, and duties

In order for the Company to gain strength where good corporate governance is concerned and to ensure utmost efficiency of and benefit to the Company, the Board of Directors is responsible for proactive roles and duties, as well as the determination of direction and supervision as follows:

1. Discharge their duties and supervise the operation of the Company to ensure strict compliance with laws, objectives, articles of association, and resolutions of the Annual General Meeting while adhering to the "Code of Best Practice for Directors of Listed Company" principles as issued by the Stock Exchange of Thailand.
2. Dedicate time to and recognize the significance of the vision, mission, direction, and strategies of the Company by jointly and openly sharing opinions, as well as seeking information benefit to the determination of the direction which the Company should take.
3. Review and approve key strategies and policies, as well as the financial objectives and operational plans of the Company. Regularly supervise and monitor the management to encourage compliance with the established operational plans in accordance with the direction and the strategies of the organization in order to ensure that the management is capable of efficiently delivering results from the established vision, mission, direction, and strategies.
4. Establish a corporate governance and business code of conduct policy which provides for preferred practices of Directors, the Management and all Employees including Contract Staff. This policy should focus on the awareness of responsibility to one's duties. Complete understanding and strict observance of this policy must be required alongside the Company's articles of association in order to ensure fairness to all stakeholders.
5. There are responsibility to act with sufficient capacity and performance.
6. Implement a credible accounting system, financial reporting and audit. Provide for a procedure with which the suitability of internal control and audit systems can be efficiently evaluated.
7. Review possible major risks and establish a comprehensive risk management guideline. Ensure that the Executives have the efficient risk management systems or procedures, seek potential business opportunities arising from such risks and implement sufficient and efficient internal controls.
8. Manage and resolve potential Conflicts of Interests and Related Transactions by reviewing significant transactions in order to ensure utmost benefit to the shareholders and stakeholders.
9. Arrange for appropriate channels of communication with each group of shareholders. Supervise disclosure of information in order to ensure correctness, coherence, transparency and credibility of the highest standards.
10. Regularly evaluate one's own performance and discharge of duties, as well as those of the Managing Director.
11. Arrange for an appropriate system or mechanism for the determination of compensation for the Executives of the Company which corresponds with their performance in order to create short-term and long-term motivation.
12. Lead and be the role model of a performing and ethical individual in accordance with the Company's corporate governance policy.
13. Provide for a suitable, transparent and fair nomination system for individuals to assume all executive positions.
14. Notify the Company of the connected transactions of oneself and affiliated entities in the management of the Company or a Subsidiary.

15. All Directors are required to attend every Board of Directors meeting and Annual General Meeting. In the event where they are otherwise engaged, Directors must report that to the Chairman of the Board of Directors.
16. Directors must value the conduct of business which is responsible to the society and environment, and which contributes to the sustainability of Thailand. This is first done by improving the quality of life of people in communities surrounding our own plants in order that communities and plants may co-exist in the most sustainable manner possible.
17. To support the company's Anti-corruption procedures for sustainable growth.

#### Reference link for the charter

-

### Audit Committee

#### Role

- Audit of financial statements and internal controls

#### Scope of authorities, role, and duties

1. To review financial reports to ensure their accuracy and adequacy.
2. To review the internal control system and audit functions to ensure their appropriateness and effectiveness and review the sufficient independence of the internal audit, and provide opinions for the appointment, transfer, and promotion of heads of the internal audit or other offices with responsibilities for internal audit activities.
3. To review the Company's operations and activities to ensure their compliance with the Securities and Exchange Act, SET regulations and other applicable laws to the Company's business.
4. To consider and propose for the persons with independence of performing the duties of external auditors for the Company, purpose the remunerations, and arrange the meeting with external auditors at least once a year without the presence of the Company's management.
5. To review the connected transaction or transactions with potential conflict of interest to be in compliance with laws and requirements of the Stock Exchange of Thailand in order to ensure that such transactions are reasonable and provide the best benefits for the Company.
6. To prepare and disclose the audit committee reports in the annual reports which must be signed by the Chairman of the Audit Committee. The report should consist of:
  - a) Opinions about the process of conducting and disclosing information in the Company's financial report as well as its accuracy, completeness and reliability.
  - b) Opinions about the sufficiency of the Company's internal control system.
  - c) Opinions about the compliance with laws on securities and exchange, requirements of the Stock Exchange of Thailand and any other laws relating to the Company's business.
  - d) Opinions about the appropriateness of external auditors.
  - e) Opinions about transactions with potential conflict of interest.
  - f) Number of meetings to be convened by the Audit Committee and meeting attendance of each Audit Committee member.
  - g) Opinions or general findings obtained by performing its duties in accordance with the Audit Committee Charter.
  - h) Opinions about other matters that should be inform to general shareholders and investors under the scope of duties and responsibilities assigned by the Board of Directors.
7. In performing the duties, if the Audit Committee finds or suspects that there is a transactions with conflict of interest, a fraud case, an irregularity, or deficiency of a significant magnitude in the internal audit system or any violation of laws and regulations related to Securities or the Stock Exchange or any laws related to the business of the Company which may significantly affect the financial position and the performance of the Company, the Audit Committee is

required to submit a report to the Board of Directors for improvement or correction within a timeframe considered appropriate by the Audit Committee.

8. To perform any acts as assigned by the Board of Directors of the Company together with and approval and under the scope of duties and responsibilities of the Audit Committee.

#### Reference link for the charter

-

### Remuneration Committee

#### Role

- Remuneration

#### Scope of authorities, role, and duties

1. To determine guidelines and methods for paying remuneration and propose fair and reasonable remuneration of Directors and Sub-Committees to the Board of Directors and Shareholder Meeting for approval.
2. To propose the approach for evaluation and remuneration of Managing Director and Deputy Managing Director to IHL's Board for approval.
3. To acknowledge and recommend the re-structuring of the Company and its departments, including appraisal and remuneration of Managing Director and Deputy Managing Director.
4. To possess direct responsibility to the Board through their specific areas. The Board is ultimately responsible for IHL business matters to all its stakeholders.
5. To report the outcome of the Remuneration Committee operation in the annual report
6. To perform other Board-assigned tasks.

#### Reference link for the charter

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### The Nomination Committee

#### Role

- Director and executive nomination

#### Scope of authorities, role, and duties

1. Determine the procedures and regulations on selection of Directors or Managing Director to ensure the transparency.
2. Select persons who deserve to be nominated as the new Directors or Managing Director.
3. Propose qualified person(s) to be elected in specific committee to the Board of Director for approval.
4. Responsible directly to the Board of Director via roles and responsibilities for all stakeholders.
5. Perform other duties as assigned by the Board of Directors.

The Nomination Committee will initially review and propose to the Board of Directors and the Shareholders Meeting for approval. Qualifications for the Director are as below:

- (1) Comply with Public Limited Company Act, B.E. 2535 and Securities Law and Stock exchange and good corporate governance
- (2) Capable, knowledge, ability and independence with duty of care and duty of loyalty. Able to dedicate to the company's with honesty. A healthy body and mental integrity and be creative in the conference. A straightforward

person and working with ethics and morality as well as a acceptable person by society.

(3) Be specialize in one of the way either in business field, accounting and finance, strategic management, good corporate governance or law and regulations.

**Reference link for the charter**

-

**7.3.2 Information on each subcommittee**



## List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. SOMCHART LIMPANUPHAP<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	24 Apr 2015	Law, Audit, Accounting, Internal Control, Banking
<p>2. Mr. CHOR.NUN PETPAISIT<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	24 Apr 2015	Law, Finance, Accounting
<p>3. Mr. SUPARAT SIRISUWANAGKURA<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	4 Sep 2023	Automotive, Business Administration, Data Management

Additional explanation :

(\*) Directors with expertise in accounting information review

## Other Subcommittees

Subcommittee name	Name list	Position
Remuneration Committee	Mr. CHOR.NUN PETPAISIT	The chairman of the subcommittee (Independent director)
	Mr. SOMCHART LIMPANUPHAP	Member of the subcommittee (Independent director)
	Mr. SUPARAT SIRISUWANAGKURA	Member of the subcommittee (Independent director)
The Nomination Committee	Mr. CHOR.NUN PETPAISIT	The chairman of the subcommittee (Independent director)
	Mr. SOMCHART LIMPANUPHAP	Member of the subcommittee (Independent director)
	Mr. SUPARAT SIRISUWANAGKURA	Member of the subcommittee (Independent director)

## 7.4 Information on the executives

### 7.4.1 List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
<p>1.</p> <p>Mr. ONGART THUMRONGSAKUNVONG</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Managing Director</p> <p>(The highest-ranking executive)</p>	25 Sep 1992	<p>Corporate Management, Data Analysis, Automotive, Industrial Materials &amp; Machinery, Business Administration</p>
<p>2. Ms. KUNVARIN VEERAPHUTTIVATE</p> <p>Gender: Female</p> <p>Age : 64 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Deputy Managing Director</p>	25 Sep 1992	<p>Corporate Management, Finance, Accounting, Economics, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. WASIN THUMRONGSAKUNVONG</p> <p>Gender: Male</p> <p>Age : 34 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	General Manager	25 Jun 2015	Marketing, Automotive, Economics, Leadership, Business Administration
<p>4. Ms. Nirinya Veeraphuttivate</p> <p>Gender: Female</p> <p>Age : 40 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	General Manager	19 May 2008	Economics, Finance, Procurement, Leadership, Business Administration
<p>5. Mr. Warit Thumrongsakunvong</p> <p>Gender: Male</p> <p>Age : 29 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	General Manager	7 Nov 2018	Digital Marketing, Corporate Management, Leadership, Business Administration, Information & Communication Technology

List of executives	Position	First appointment date	Skills and expertise
<p>6. Ms. Hataithip Vittayawacharin</p> <p>Gender: Female</p> <p>Age : 34 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	General Manager	25 Sep 2022	Economics, Leadership, Strategic Management, Business Administration
<p>7. Mrs. Malinthip Lavichant<sup>(*)(**)</sup></p> <p>Gender: Female</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : Yes</p>	Chief Financial Officer (CFO)	21 Jan 2019	Finance & Securities, Accounting, Finance, Leadership, Business Administration
<p>8. Mr. Chris worm Hansen</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Leather</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Assistant General Manager	5 Jan 2024	Industrial Materials & Machinery, Leadership, Data Management

List of executives	Position	First appointment date	Skills and expertise
9. Mr. MAXILIAN KARL AUGUST HOFFER VON ANKERSHOFF Gender: Male Age : 40 years Highest level of education : Bachelor's degree Study field of the highest level of education : Leather Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Assistant General Manager – Production	5 Aug 2024	Industrial Materials & Machinery

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

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

#### 7.4.2 Remuneration policy for executive directors and executives

The Company has clearly defined the director remuneration policy and suitable with the responsibility. There are Nomination Committee and the Remuneration Committee are considered and proposed to the Board of Directors for consideration in various aspects. Include consideration of size. business expansion, profit's growth of the company. The compensation of the company is same level of industry. Directors' remuneration will pay on a monthly basis.

#### 7.4.3 Remuneration of executive directors and executives

##### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	22,181,000.00	28,647,000.00	32,290,000.00
Total remuneration of executive directors (baht)	3,405,000.00	3,505,000.00	3,480,000.00
Total remuneration of executives (baht)	18,776,000.00	25,142,000.00	28,810,000.00

The Company has the criteria to pay management remuneration in line with the operating results of company, knowledge, ability and performance of each person. It will take into account the principle of fairness and adequate and appropriate remuneration to retain the qualified management. Also, it motivates them to work with quality and good standards. Appropriate to duties and responsibilities assigned. Management compensation consists of salaries, bonuses and other.

**Other remunerations of executive directors and executives**

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	184,800.00	184,800.00	298,000.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

**Outstanding remuneration or benefits of executive directors and executives**

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

Estimated remuneration of executive directors and : 0.00

executives in the current year

## 7.5 Information on employees

### Information on the company's employees

#### Employees

	2023	2024	2025
<b>Total employees</b> (persons)	1,100	1,071	840
Male employees (persons)	615	601	510
Female employees (persons)	485	470	330

#### Number of employees by position and department

##### Number of male employees by position

##### Number of female employees by position

#### Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

#### Information on employee remuneration

##### Employee remuneration

	2023	2024	2025
<b>Total employee remuneration</b> (baht)	272.27	249.90	222.39

#### Information on provident fund management

##### Provident fund management policy

Provident fund management policy : Yes

Daily and monthly employees who have completed one full year of service can immediately express their intention to become members. They must contribute to the fund on a monthly basis at a rate of 2%, and the company will also contribute to the fund on a monthly basis at the same rate of 2%. The benefits received from the company's contribution, as well as other benefits, will be returned according to the prescribed proportion, upon termination of employment in accordance with the company's regulations and the rules and regulations of the provident fund.

##### Overview of methods for determining employee and employer contribution Rates

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's Provident

Fund Committee



## Participation in provident fund membership (PVD)

### Details of provident fund participation (PVD)

#### Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1,100	1,071	840
Number of employees joining in PVD (persons)	69	63	59
Total amount of provident fund contributed by the company (%)	6.27	5.88	7.02
Number of PVD members / Total eligible employees (%)	6.27	5.88	7.02

#### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	681,339.11	666,651.63	676,591.33
Total amount of provident fund contributed by employee (baht)	681,339.11	666,651.63	951,416.09

#### Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
INTERHIDES PUBLIC COMPANY LIMITED	Yes	840	840	59	7.02%	7.02%

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

Policy and guidelines on promoting savings through the : Facilitating automatic PVD enrollment for new  
provident fund for non-participating employees employees, Initiatives to encourage employees to  
achieve sufficient retirement savings, Providing  
education or information on selecting appropriate  
investment policies

**Facilitating automatic PVD enrollment for new employees**

**Initiatives to encourage employees to achieve sufficient retirement savings**

**Providing education or information on selecting appropriate investment policies**

## 7.6 Other significant information

### 7.6.1 Assigned person

#### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Kesaree Narkmorn	kesaree.nar@interhides.com	020289728

#### List of the company secretary

General information	Email	Telephone number
1. Ms. Nirinya Veeraphuttivate	companysecretary@interhides.com	02-0289728

#### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Poobaize Benchasiriworakul	poobaize@interhides.com	02-0289728

#### List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Nirinya Veeraphuttivate	nirinya.chip@interhides.com	02-0289728

### 7.6.2 Head of investor relations

Does the Company have an appointed head of investor : No  
relations

#### List of the head of investor relations

### 7.6.3 Company's auditor

#### Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone +66 2264 9090	2,080,000.00	-	1. Ms. KESSIRIN PINPUVADOL Email: ErnstYoung.Thailand@th.ey.com Telephone: +66 2264 9090 License number: 7325

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
			<p>2. Mrs. CHONLAROS SUNTIASVARAPORN Email: ErnstYoung.Thailand@th.ey.com Telephone: +66 2264 9090 License number: 4523</p> <p>3. Ms. KRONGKAEW LIMKITTIKUL Email: ErnstYoung.Thailand@th.ey.com Telephone: +66 2264 9090 License number: 5874</p>

#### Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone +66 2264 9090</p>	380,000.00	-	<p>1. Ms. KESSIRIN PINPUVADOL Email: ErnstYoung.Thailand@th.ey.com Telephone: +66 2264 9090 License number: 7325</p> <p>2. Mrs. CHONLAROS SUNTIASVARAPORN Email: ErnstYoung.Thailand@th.ey.com Telephone: +66 2264 9090 License number: 4523</p> <p>3. Ms. KRONGKAEW LIMKITTIKUL Email: ErnstYoung.Thailand@th.ey.com Telephone: +66 2264 9090 License number: 5874</p>

#### **7.6.4 Assigned personnel in case of a foreign company**

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

**List of designated individuals as representatives in Thailand**

## 8. Report on key operating results on corporate governance

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

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

##### Information about the selection of the board of directors

##### Selection of independent directors

##### Criteria for selecting independent directors

“Independent Director” means the director, who is independent in expressing his opinion to the operation of the Company, must be a person who has no involvement or interest to the result of operation either directly or indirectly. The qualifications of the Independent Director are as follows:

1. Hold share not more than 1% of paid up capital of the Company, Affiliates Company, joint company, associated company, including the shares held by the related person.
2. Being independent either directly or indirectly of both financial and management of the Company or joint company or major shareholders of the Company, and having no benefit or interest in such manner within 2 years before being appointed as the Independent Director, unless the Board of Director has carefully considered and see that such participation in having benefit or interest will not affect the duty performing and the independence in giving an opinion.
3. Being independent from the executives and major shareholders of the Company. Must not be the Director who has been appointed as the representative to maintain the interest of the Director of the Company, major shareholders, or shareholders who are related to the major shareholders of the Company.
4. Must not participate in management and must not be employee, staff or consultant who receives regular salary in the Company, Affiliate Company, joint company, company or major shareholder of the Company.
5. Must not be related person or relatives of the executive or major shareholders of the Company.
6. Capable to perform his duty and express opinion or report result of duty performing independently as assigned by the Board of Directors, and not under the control of the Executive or major shareholders of the Company, including related person or close relatives of such person
7. No other character that causes the inability to give opinion to operation of the Company independently.

##### Business or professional relationships of independent directors over the past year

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

##### Selection of directors and the highest-ranking executive

##### Method for selecting directors and the highest-ranking executive

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

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

## Rights of minority shareholders on director appointment

The appointment of directors must be approved by a majority vote of the shareholders and proxies who attend the meeting and cast their votes.

Method of director appointment : Method by which shareholders can divide their votes among candidates in accordance with the Public Limited Companies Act (Cumulative voting)

## Information on the development of directors

### Development of directors over the past year

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SOMCHAI HARNHIRUN (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"><li>• 2005: Director Accreditation Program (DAP)</li></ul> Other <ul style="list-style-type: none"><li>• 2012: Executive Program in Trade and Commerce Institute of Trade Studies</li></ul>
2. Mr. ONGART THUMRONGSAKUNVONG (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"><li>• 2005: Director Accreditation Program (DAP)</li></ul>

List of directors	Participation in training in the past financial year	History of training participation
3. Ms. KUNVARIN VEERAPHUTTIVATE (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2005: Director Accreditation Program (DAP)</li> <li>• 2005: Director Certification Program (DCP)</li> </ul>
4. Mr. SOMCHART LIMPANUPHAP (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2005: Director Accreditation Program (DAP)</li> </ul>
5. Mr. CHOR.NUN PETPAISIT (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2009: Advanced Audit Committee Program (AACP)</li> <li>• 2009: Successful Formulation &amp; Execution of Strategy (SFE)</li> <li>• 2006: Director Certification Program (DCP)</li> <li>• 2004: Director Accreditation Program (DAP)</li> </ul>
6. Mr. WASIN THUMRONGSAKUNVONG (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul>
7. Mr. SUPARAT SIRISUWANAGKURA (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul>
8. Mr. THAKSA BUSAYAPOKA (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2003: Director Certification Program (DCP)</li> </ul>



List of directors	Participation in training in the past financial year	History of training participation
9. Mr. KRISDA HUTASERANI (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2018: Director Certification Program (DCP)</li> <li>• 2016: Director Accreditation Program (DAP)</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

none

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

none

## 8.1.2 Meeting attendance and remuneration payment to each board member

## Meeting attendance of the board of directors

### Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 5

year (times)

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

## Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. SOMCHAI HARNHIRUN (Chairman of the board of directors)	5	/	5	1	/	1	N/A	/	N/A
2. Mr. ONGART THUMRONGSAKUNVONG (Vice-chairman of the board of directors)	5	/	5	1	/	1	N/A	/	N/A
3. Ms. KUNVARIN VEERAPHUTTIVATE (Director)	5	/	5	1	/	1	N/A	/	N/A
4. Mr. SOMCHART LIMPANUPHAP (Director, Independent director)	4	/	5	1	/	1	N/A	/	N/A
5. Mr. CHOR.NUN PETPAISIT (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
6. Mr. WASIN THUMRONGSAKUNVONG (Director)	5	/	5	1	/	1	N/A	/	N/A
7. Mr. SUPARAT SIRISUWANAGKURA (Director, Independent director)	4	/	5	1	/	1	N/A	/	N/A
8. Mr. THAKSA BUSAYAPOKA (Director)	5	/	5	1	/	1	N/A	/	N/A
9. Mr. KRISDA HUTASERANI (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A

### Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. SOMCHAI HARNHIRUN (Chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	N/A
2. Mr. ONGART THUMRONGSAKUNVONG (Vice-chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	N/A
3. Ms. KUNVARIN VEERAPHUTTIVATE (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
4. Mr. SOMCHART LIMPANUPHAP (Director, Independent director)	4/5 (80.00%)	1/1 (100.00%)	N/A
5. Mr. CHOR.NUN PETPAISIT (Director, Independent director)	5/5 (100.00%)	1/1 (100.00%)	N/A
6. Mr. WASIN THUMRONGSAKUNVONG (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SUPARAT SIRISUWANAGKURA (Director, Independent director)	4/5 (80.00%)	1/1 (100.00%)	N/A
8. Mr. THAKSA BUSAYAPOKA (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
9. Mr. KRISDA HUTASERANI (Director, Independent director)	5/5 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>(95.56%)</b>	<b>100.00%</b>	<b>N/A</b>

### Remuneration of the board of directors

#### Types of remuneration of the board of directors

The Company has clearly defined the director remuneration policy and suitable with the responsibility. There are Nomination Committee and the Remuneration Committee are considered and proposed to the Board of Directors for consideration in various aspects. Include consideration of size, business expansion, profit's growth of the company. The compensation of the company is same level of industry. Directors' remuneration will pay on a monthly basis. In 2025, The company paid a monetary remuneration to directors. Total amount 3.48 million baht

#### Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
<b>1. Mr. SOMCHAI HARNHIRUN</b> (Chairman of the board of directors)			<b>480,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	480,000.00	0.00	480,000.00	No	
<b>2. Mr. ONGART THUMRONGSAKUNVONG</b> (Vice-chairman of the board of directors)			<b>300,000.00</b>		<b>0.00</b>
Board of Directors (Vice- chairman of the board of directors)	300,000.00	0.00	300,000.00	No	
<b>3. Ms. KUNVARIN VEERAPHUTTIVATE</b> (Director)			<b>300,000.00</b>		<b>0.00</b>
Board of Directors (Director)	300,000.00	0.00	300,000.00	No	
<b>4. Mr. SOMCHART LIMPANUPHAP</b> (Director, Independent director)			<b>540,000.00</b>		<b>0.00</b>
Board of Directors (Director)	300,000.00	0.00	300,000.00	No	
Audit Committee (Chairman of the audit committee)	240,000.00	0.00	240,000.00	No	
Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
The Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>5. Mr. CHOR.NUN PETPAISIT (Director, Independent director)</b>			<b>318,000.00</b>		<b>0.00</b>
Board of Directors (Director)	300,000.00	0.00	300,000.00	No	
Audit Committee (Member of the audit committee)	18,000.00	0.00	18,000.00	No	
Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
The Nomination Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
<b>6. Mr. WASIN THUMRONGSAKUNVONG (Director)</b>			<b>300,000.00</b>		<b>0.00</b>
Board of Directors (Director)	300,000.00	0.00	300,000.00	No	
<b>7. Mr. SUPARAT SIRISUWANAGKURA (Director, Independent director)</b>			<b>480,000.00</b>		<b>0.00</b>
Board of Directors (Director)	300,000.00	0.00	300,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Audit Committee (Member of the audit committee)	180,000.00	0.00	180,000.00	No	
Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
The Nomination Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>8. Mr. THAKSA BUSAYAPOKA (Director)</b>			<b>300,000.00</b>		<b>0.00</b>
Board of Directors (Director)	300,000.00	0.00	300,000.00	No	
<b>9. Mr. KRISDA HUTASERANI (Director, Independent director)</b>			<b>300,000.00</b>		<b>0.00</b>
Board of Directors (Director)	300,000.00	0.00	300,000.00	No	

#### Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	2,880,000.00	0.00	2,880,000.00
2. Audit Committee	438,000.00	0.00	438,000.00
3. Remuneration Committee	0.00	0.00	0.00
4. The Nomination Committee	0.00	0.00	0.00

#### Remunerations or benefits pending payment to the board of directors

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

### 8.1.3 Supervision of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and associated : Yes  
companies

Mechanism for overseeing management and taking : The determination of the scope of duties and  
responsibility for operations in subsidiaries and associated responsibilities of directors and executives as  
companies approved by the board of directors company representatives in establishing important  
policies, Transactions between the company and  
related parties, Internal control system of the  
subsidiary operating the core business is appropriate  
and sufficient in the subsidiary operating the core  
business

1. Treat all stakeholders equally, with fairness.
2. Responsibility for our decisions and actions, able to clarify and explain about the decisions.
3. There are responsibility to act with sufficient capacity and performance.
4. There are vision to creating value add to the organization in the long term.
5. Ethics in business is the management structure, the relationship between the Board, management and shareholders equally and fairly.
6. Transparency in the operation can be monitored and transparent disclosure to those involved.

### 8.1.4 The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

#### Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : No / In Progress  
interest over the past year

#### Number of cases or issues related to conflict of interest

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

## Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of inside : Yes

information to seek benefits over the past year

### Prevention of Conflict of Interest

The Board of Directors and the Audit Committee play a key role in monitoring, overseeing, and resolving any potential conflicts of interest that may arise among the Company's stakeholders. Clear guidelines have been established for transactions that may involve conflicts of interest, with primary consideration given to the best interests of the Company and its shareholders as a whole. Interested parties are not permitted to participate in the decision-making process. In addition, procedures have been established to govern such transactions, and interested parties are prohibited from being involved in the disclosure of information relating to any transactions that may give rise to conflicts of interest.

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

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

## Anti-corruption action

### Operations in anti-corruption in the past year

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

past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

### Anti-Corruption Policy and Guidelines

1. The Company's directors, executives, and employees at all levels, including persons related to the Company's business, must strictly comply with the Anti-Corruption Policy and the Code of Conduct for Directors and Employees. They must not become involved in any form of corruption, whether directly or indirectly.
2. Employees must not ignore or overlook any act that may constitute corruption in connection with the Company. They are required to report such matters to their supervisors or the responsible persons and cooperate in the fact-



finding process. If there are any doubts or inquiries, employees should consult their supervisors or the designated persons responsible for monitoring compliance with the Code of Conduct for Directors and Employees through the established reporting channels.

3. The Company shall ensure fairness and provide protection to employees who refuse to participate in, or report, corruption related to the Company. Whistleblower protection measures shall be implemented in accordance with the Company's guidelines on reporting concerns regarding business ethics.
4. Any person who engages in corruption shall be deemed to have violated the Company's Code of Conduct and will be subject to disciplinary action in accordance with the Company's regulations. In addition, such person may be subject to legal penalties if the act constitutes a violation of the law.
5. The Company recognizes the importance of communicating, educating, and creating awareness among individuals who perform duties related to the Company, or whose actions may impact the Company, to ensure compliance with this Anti-Corruption Policy.
6. The Company is committed to establishing and maintaining an organizational culture in which corruption is unacceptable in all transactions, whether with the public sector or the private sector.

#### Number of cases or issues related to corruption

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

## Whistleblowing

#### Operations related to whistleblowing over the past year

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

The Company places great importance on handling complaints and whistleblowing reports by providing employees and all groups of stakeholders with channels to submit complaints, express opinions, and report any suspected misconduct. This includes violations of laws, fraud and corruption, internal control issues, human rights violations, as well as other complaints and behaviors that may indicate corruption. The Company also implements measures to protect whistleblowers. Operational Guidelines The Company has established procedures for receiving complaints and whistleblowing reports when any action is suspected to violate this policy and its guidelines. Reports or complaints may be submitted through the following channels:

- Company Secretary Tel: (662) 028-9728-37 E-mail: companysecretary@interhides.com
- Registered mail addressed to: Chairman of the Audit Committee Interhides Public Company Limited 678 Soi T.J.C., Sukhumvit Road, Bang Pu Mai Subdistrict, Mueang Samut Prakan District, Samut Prakan 10280 Thailand

#### Number of cases or issues related to whistleblowing

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

## 8.2 Report on the results of duty performance of the audit committee in the past year

### 8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. SOMCHART LIMPANUPHAP (Chairman of the audit committee)	3	/	5	3/5 (60.00%)
2. Mr. CHOR.NUN PETPAISIT (Member of the audit committee)	5	/	5	5/5 (100.00%)
3. Mr. SUPARAT SIRISUWANAGKURA (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average Attendance Rate				86.66%

### 8.2.2 The results of duty performance of the audit committee

#### Summary of Key Matters

1.Approved the quarterly and annual financial statements for 2025, which had been reviewed and audited by the external auditor, prior to proposing them to the Board of Directors for approval. Based on discussions with management and the auditor, the Company properly prepared the financial statements and disclosed information accurately and appropriately. The Audit Committee also considered the recommendations on the internal control system (Management Letter) identified during the auditor's review of internal controls for audit planning purposes and acknowledged the 2025 audit plan. The Audit Committee is of the opinion that the Company's accounting and financial reporting processes are adequately controlled to ensure that the financial statements present the Company's financial position and operating results fairly, in accordance with legally prescribed accounting standards, with sufficient and timely disclosure for the benefit of investors and users of the financial statements.

2.Reviewed and provided opinions on related party transactions or transactions that may involve conflicts of interest, including ensuring that such disclosures were accurate, complete, and in compliance with the relevant notifications, regulations, and guidelines of the Stock Exchange of Thailand. The Audit Committee is of the opinion that management conducted such transactions fairly and in the best interests of the Company, on terms comparable to those with general third parties at reasonable prices, with adequate, accurate, and complete disclosure.

3.Reviewed the Company's compliance with securities and exchange laws, the regulations of the Stock Exchange of Thailand, and other laws relevant to the Company's business operations, such as the Securities and Exchange Act, regulations of the Securities and Exchange Commission, the Public Limited Companies Act, the Revenue Code, labor laws, employment agreements, contractual obligations with third parties, and other claims. The Audit Committee is of the opinion that the Company has appropriately complied with the relevant laws and regulations.

4. Reviewed the internal control system to assess its adequacy and effectiveness in supporting the achievement of the Company's objectives. This review was based on the 2025 internal audit reports under the approved audit plan, which covered key systems such as inventory control, production management, and cash collection systems. No material weaknesses or significant deficiencies were found. The Committee also evaluated the internal control system in accordance with the guidelines prescribed by the Securities and Exchange Commission in the areas of management control, financial control, and legal compliance. The Audit Committee is of the opinion that the Company's internal control system is appropriate, adequate, and effective, comprising a sound control environment, risk assessment, control activities, information and communication systems, and clear monitoring mechanisms.
5. Reviewed the risk management system to assess its adequacy and effectiveness. The Audit Committee considered the risk management policy, risk management manual, risk identification and mitigation measures, as well as progress on the annual risk management plan prepared by management. The Committee concluded that the Company has an adequate and effective risk management system with clear objectives, comprehensive risk identification and assessment, and appropriate risk mitigation measures.
6. Considered the selection, appointment, and remuneration of the auditor for 2026 for proposal to the Board of Directors and subsequent approval at the 2026 Annual General Meeting of Shareholders. The Audit Committee reviewed the auditor's independence, performance, services, and the appropriateness of the audit fee. It concluded that the auditor provided useful opinions and recommendations regarding financial reporting and internal control. Therefore, the Committee proposed that the Board of Directors seek shareholders' approval to reappoint EY Office Limited as the Company's auditor for the 2026 term.
7. Reported the activities of the Audit Committee to the Board of Directors at every Audit Committee meeting to ensure alignment with best practices for audit committees.
8. Considered the annual internal audit plan, reviewed audit reports, and evaluated internal control effectiveness to ensure that internal controls are sufficient for the acceptable level of risk and appropriate for the changing environment.
9. Regarding the Anti-Corruption policy, the Audit Committee established operational guidelines that do not support and strictly avoid any improper payments to government agencies or private entities related to the Company's business. Management is responsible for supervising and ensuring that employees comply with the Company's policy.

### 8.3 Summary of the results of duty performance of subcommittees

#### 8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

##### Meeting attendance Remuneration Committee

Meeting Remuneration Committee (times) : 1

List of Directors	Meeting attendance Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. CHOR.NUN PETPAISIT (The chairman of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
2. Mr. SOMCHART LIMPANUPHAP (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
3. Mr. SUPARAT SIRISUWANAGKURA (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
Average Meeting Attendance Rate				100.00%

##### The results of duty performance of Remuneration Committee

In overall summary, Board of Directors and company's executives are ethical and committed to performance their duties in order to achieve Company's goals with professional quality, emphasize to operations under an effective internal control system.

##### Meeting attendance The Nomination Committee

Meeting The Nomination Committee (times) : 1

List of Directors	Meeting attendance The Nomination Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. CHOR.NUN PETPAISIT (The chairman of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
2. Mr. SOMCHART LIMPANUPHAP (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
3. Mr. SUPARAT SIRISUWANAGKURA (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
Average Meeting Attendance Rate				100.00%

#### The results of duty performance of The Nomination Committee

In overall summary, Board of Directors and company's executives are ethical and committed to performance their duties in order to achieve Company's goals with professional quality, emphasize to operations under an effective internal control system.

## 9. Internal control and related party transactions

### 9.1 Internal control

#### Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors acknowledged the report from the Audit Committee which reviewed and acknowledged the performance of the Internal Audit Department. and improvement of the operations of various departments to make the internal control system more effective. by the Audit Committee and the Board of Directors The efficiency and sufficiency of the internal control will be assessed in accordance with the internal control components at the end of every year . Concluded opinions on the adequacy and suitability of the Company's internal control system. In the Board of Directors' Meeting No. 1/2026 held on February 26,2026, it was concluded that overall the Company and its subsidiaries had adequate internal control systems. appropriate to the nature of the business There were no flaws in the internal control system that had a significant impact on its credibility. In the matter of monitoring and supervising the operations of subsidiaries to be able to protect the assets of the Company and its subsidiaries from being used by directors or executives wrongfully or without authority. Including enough transactions with persons who may have conflicts and connected persons.

#### 9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the  
Treadway Commission (COSO)

#### The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Board of Directors and Executives of the Company pay attention and realize that The internal control system is an important mechanism to build confidence in the management to mitigate business risks. Helps to run the business efficiently. with proper allocation of resources and achieve the goals as set

1. Internal Environment
2. Objective Setting
3. Event Identification
4. Risk Assessment
5. Risk Response
6. Control Activities
7. Information & Communication
8. Monitoring

#### 9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

### 9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal : No  
control different from the board of directors' opinions?

Does the auditor have any observations on the company's : No  
internal control?

### 9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

The Audit Committee is of the opinion that the Company's employees should be used. as an internal auditor. The Chairman commented that It must be ensured that internal auditors are sufficiently independent and that they work in a straightforward manner with no regard for one another. But must be careful not to cause conflicts. The audit committee viewed that Mr. Poobaize Benjasiriworakul. who was appointed as the head of the company's internal auditors ( Chief Audit Executive : CAE) from the Audit Committee Meeting No. 1/2013 on the 23rd February 2013 Is someone who understands the activities and operations of the company. and is skilled in internal auditing The Audit Committee therefore views that Mr. Poobaize Benjasiriworakun are suitable to continue to perform such duties In this regard, the consideration and approval of the appointment, removal, transfer of the person in charge of the Company's internal audit unit must be approved by the Audit Committee

### 9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes  
of the internal audit unit require the audit committee  
approval?

## 9.2 Related party transactions

### Related party transactions

Does the company have any related party transactions? : Yes

### 9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

#### Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
INTER SEAT COVER COMPANY LIMITED Producing and distributing leather covering for car seats and other related products	<ul style="list-style-type: none"> <li>- The company is a major shareholder with a 99.99% Ownership stake.</li> <li>- There are two joint directors: 1. Mr. Ongart Thumrongsakunvong 2. Ms. Kulvarin Veeraphutthivet</li> </ul>	31 Dec 2024
Inter Green Company Limited Protein Hydrolysate	<ul style="list-style-type: none"> <li>- The company is a major shareholder with a 99.99% Ownership stake.</li> <li>- There are two joint directors: 1. Mr. Ongart Thumrongsakunvong 2. Ms. Kulvarin Veeraphutthivet</li> </ul>	31 Dec 2024
MODERN FORM GROUP PUBLIC COMPANY LIMITED Manufacture and sell furniture, export furniture.	Modernform Group and Mr. Thaksak Busayaphoka, the CEO of Modernform Group, hold shares in the company with a 4.76% stake.	31 Dec 2024



Name of person or entity/type of business	Nature of relationship	Information as of date
SCHUMANS ELECTRONICS COMPANY LIMITED Manufacture, import, export, and act as agents for the sale of spare parts and automotive equipment, as well as automotive accessories.	Mr. Ongart Thumrongsakunvong is a director of the company, who is a major shareholder and an executive of the company with a 10% stake.	31 Dec 2024
W TRIO COMPANY LIMITED Retail sale of automotive fuel in specialized stores (fuel stations).	The group of Mr. Ongart Thumrongsakunvong holds a combined 100% of the shares, with Mr. Ongart Thumrongsakunvong as the joint director.	31 Dec 2024
Zhuhai Interhides Leather Company Limited Manufactures and distributes leather products, with a focus on the leather footwear industry.	-The Company holds 100% of the shares. -The director is: MR.Wasin Dumrongsakulwong	08 Feb 2024

#### Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025

INTER SEAT COVER COMPANY LIMITED			
<b>Transaction 1</b>	0.27	0.21	-
<u>Nature of transaction</u>			
Interest			
<u>Details</u>			
none			
<u>Necessity/reasonableness</u>			
For working capital			
<u>Audit committee's opinion</u>			
None			
Inter Green Company Limited			
<b>Transaction 1</b>	38.59	53.14	93.19
<u>Nature of transaction</u>			
- Purchase raw material			
- Rental and management fee			
- Fixed Asset			
<u>Details</u>			
None			
<u>Necessity/reasonableness</u>			
Purchase by product from IHL and produce product			
<u>Audit committee's opinion</u>			
None			
MODERN FORM GROUP PUBLIC COMPANY LIMITED			
<b>Transaction 1</b>	6.60	3.21	0.63

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<u>Nature of transaction</u> Purchase Leather <u>Details</u> None <u>Necessity/reasonableness</u> Purchase leather for Furniture <u>Audit committee's opinion</u> None			
Zhuhai Interhides Leather Company Limited			
<b>Transaction 1</b>  <u>Nature of transaction</u> Purchase Wetblue Service Fee <u>Details</u> None <u>Necessity/reasonableness</u> Purchase Wetblue for retanning and Sell Leather for Shoe to Local China. <u>Audit committee's opinion</u> None	0.00	19.98	29.95

### 9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

#### Measures and procedures for approving related party transactions or connected transactions

The Company has designated the Stakeholder Engagement Policy and practice guidelines towards stakeholders by specifying that the Company conduct itself according to the framework of trading and competing honestly, consider a proper and fair purchase price taking into account the appropriateness in term of price, quality and service obtained. The Company shall also be able to give reasonable explanation upon examination.

The Company has specified guidelines and procedures on how to consider the granting of approval for connected transactions, related transactions or transactions with potential conflict of interest, to ensure that the Company's best

interest and in accordance with the rules and regulations as prescribed by law. The directors and management shall disclose to the Company in advance whether they hold any tasks involving potential conflict of interest. The Company, in turn, shall consider the appropriateness of any transaction, and in case where such transactions need approval in accordance with the regulations and procedures prescribed by law, the management shall propose such matters to the Board of Directors or at the Shareholders' Meeting, depending on each case. The Board of Directors or those authorized by it may not approve any transaction with its members or parties with potential conflicts of interests with the Company or its subsidiaries. In addition, the persons or person having possible conflict of interest shall not be able to participate in the approval of transactions. It must also be in compliance with laws on securities and the stock exchange, regulations, notification, orders and requirements of the Stock Exchange of Thailand and the requirements pursuant to disclosure of related-party transactions and the acquisitions and disposals of assets.

#### **Future trends in related party transactions**

The Company has a policy to continue making existing related-party transactions in the future. It also plans to keep the terms consistent with normal trade practices and the prices comparable with those offered by other suppliers. In any case, the Company will have the Audit Committee, its auditors or independent experts scrutinize all related-party transactions and give opinions on appropriate prices and justification of the transactions.

Once the Company or its subsidiaries make related-party transactions with parties with potential conflict of interest or stakeholders in the future, it will seek the opinions of the Audit Committee on the necessity and appropriateness of the transactions.

In case that the Audit Committee has no expertise to consider that issue, the Company will seek the opinions of independent experts or its auditors. The opinions will subsequently be used in making related decisions by the Board of Directors or shareholders, whichever the case. In any case, the Company will also include such transactions in the notes to the audited financial statements and the annual report.

#### **9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions**

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

## Part 3 Financial Statement

## Board of Directors' Responsibility Statement for the Financial Report

## Report on the Board of Directors' Financial Responsibilities

The Board of Directors is responsible for the consolidated financial statement of Interhides Public Company Limited and its subsidiaries, as well as the financial information in the Annual Report.

These financial statements were prepared based on Thai Financial Reporting Standard. The appropriate accounting policy was adopted and adhered to consistently. Discretion was applied cautiously and reasonable projections were made. Adequate disclosures of significant information were also made in the Notes to the Financial statement for the benefits of shareholders and investors. The Board of Directors has supported the auditor with all necessary information and documents in order to audit and express his opinion in accordance with auditing standards. Independent auditor has reviewed and audited the financial statements and expressed an unqualified opinion in the auditor's report as shown in this Annual Report.

The Board of Directors, with the duties of overseeing and improving good governance and morality, has set up and maintained an appropriate and effective risk management system and internal control system so it can be reasonably confident the Company's accounting information is accurate, comprehensive and adequate to maintain assets and prevent corruption or significant irregularities.

The Board of Directors also set up the Audit Committee comprising 4 independent directors to supervise and review the quality of financial reporting, and to assess internal control and internal audit. The Audit Committee also considers disclosing connected transactions. Its opinions on these matters are expressed in the Audit Committee report in this Annual Report.

The Board of Directors is of the opinion that the internal control system of the Company is adequate and appropriate, which should inspire reasonable confidence that the consolidated financial statement of the Company and its subsidiaries and that the separate financial statement of the Company for the year ending December 31, 2025 presents fair view in accordance with Thai Financial Reporting Standards.

Your sincerely,



(Mr. Ongart Thumrongsakunvong)  
President / Chairman of the Executive Board

## Auditor's Report



Interhides Public Company Limited and its subsidiaries  
Report and consolidated and separate financial statements  
31 December 2025

## **Independent Auditor's Report**

To the Shareholders of Interhides Public Company Limited

### **Opinion**

I have audited the accompanying consolidated financial statements of Interhides 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 a summary of significant accounting policy information, and have also audited the separate financial statements of Interhides 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 Interhides Public Company Limited and its subsidiaries and of Interhides 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* as 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 from sales of goods*

As disclosed in Note 21 to the financial statement, revenue from sales of goods is significant to the Group's financial statements and directly impact on the Group's operating results. Moreover, the Group has both domestic and overseas sales transactions under various terms and conditions. I therefore focused on the Group's recognition of revenue from sales, especially the timing of revenue recognition.

I assessed and tested the Group's internal controls related to revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed key controls. On a sampling basis, I checked documents supporting sales transactions occurring during the year and near the period end. I reviewed credit notes issued by the Group to customers after the end of the reporting period and performed analytical review of the sales accounts.

### *Allowance for diminution in inventory value*

The basis for determining allowance for diminution in inventory value, as disclosed in Note 9 to the financial statements, relies on significant management judgment and estimates made based on the experience of the management, especially with respect to determination of allowance for obsolete or slow-moving inventory, which requires analysis of the product life cycle, the competitive environment and the economic and industry situation. There is thus a risk with respect to the amount of the allowance for diminution in value of inventories.

I assessed the methods and assumptions applied by the management in determining such allowance by gaining an understanding of the criteria used in determining the allowance, and reviewing the consistency of the application of these criteria and the rational for the specific recognition. I also performed an analytical review of the inventory holding period and inventory movements to identify groups of inventory with indications of slow movement, performed analytical review to compare the net realisable value with the unit costs of inventories.

### **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.

Kessirin Pinpuvadol

Certified Public Accountant (Thailand) No. 7325

EY Office Limited

Bangkok: 26 February 2026

## Financial Statements

**Interhides Public Company Limited and its subsidiaries**

**Statement of financial position**

**As at 31 December 2025**

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	<u>Note</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	7	4,118,211	19,090,766	695,686	14,375,749
Trade and other current receivables	8	175,230,352	256,200,225	234,770,250	276,349,504
Inventories	9	1,790,959,013	1,503,680,408	1,710,814,753	1,472,368,362
Non-current assets held for sale	14	101,640,000	-	101,640,000	-
Other current assets		42,948,160	38,784,206	16,432,877	18,999,899
<b>Total current assets</b>		2,114,895,736	1,817,755,605	2,064,353,566	1,782,093,514
<b>Non-current assets</b>					
Investments in subsidiaries	10	-	-	172,066,563	188,066,563
Investment in joint venture	11	-	166,426	-	-
Property, plant and equipment	12	2,039,743,590	2,147,194,096	1,845,447,028	1,952,523,350
Intangible assets	13	21,035,648	18,570,846	20,995,754	18,523,223
Deferred tax assets	25	8,831,005	21,028,272	8,831,006	21,028,272
Other non-current assets		1,171,280	860,380	1,032,532	754,630
<b>Total non-current assets</b>		2,070,781,523	2,187,820,020	2,048,372,883	2,180,896,038
<b>Total assets</b>		4,185,677,259	4,005,575,625	4,112,726,449	3,962,989,552

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



Interhides 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					
Bank overdraft and short-term loans					
from financial institutions	15	961,113,157	776,175,158	938,847,634	758,000,000
Trust receipts	15	712,182,861	747,210,547	712,182,861	747,210,547
Trade and other current payables	16	228,407,686	373,874,222	211,184,857	354,946,680
Current portion of lease liabilities	17	39,656,010	33,303,449	21,940,981	17,957,473
Short-term loans from related parties	6	105,500,000	-	40,000,000	-
Current portion of long-term loans	18	101,081,172	115,350,000	91,241,172	105,510,000
Income tax payable		550,331	14,922,685	550,331	14,922,685
Other current financial liabilities	33.1	639,194	6,998,868	639,194	6,998,868
Other current liabilities		30,782,708	2,422,048	29,185,098	2,249,666
Total current liabilities		2,179,913,119	2,070,256,977	2,045,772,128	2,007,795,919
Non-current liabilities					
Lease liabilities, net of current portion	17	80,962,216	80,387,913	38,129,109	29,073,978
Long-term loans, net of current portion	18	205,485,028	188,380,000	199,945,028	173,000,000
Other non-current financial liabilities	33.1	-	19,348	-	19,348
Non-current provision for employee benefits	19	25,104,563	25,737,654	24,994,974	25,656,275
Total non-current liabilities		311,551,807	294,524,915	263,069,111	227,749,601
Total liabilities		2,491,464,926	2,364,781,892	2,308,841,239	2,235,545,520

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

**Interhides 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
Shareholders' equity					
Share capital					
Registered					
594,998,274 ordinary shares of Baht 1 each		594,998,274	594,998,274	594,998,274	594,998,274
Issued and fully paid					
592,805,637 ordinary shares of Baht 1 each		592,805,637	592,805,637	592,805,637	592,805,637
Share premium		468,103,684	468,103,684	468,103,684	468,103,684
Retained earnings					
Appropriated					
Statutory reserve - the Company	20	69,000,000	69,000,000	69,000,000	69,000,000
Unappropriated		564,968,697	511,244,338	673,975,889	597,534,711
Other components of shareholders' equity		(665,685)	(359,926)	-	-
Total shareholders' equity		1,694,212,333	1,640,793,733	1,803,885,210	1,727,444,032
Total liabilities and shareholders' equity		4,185,677,259	4,005,575,625	4,112,726,449	3,962,989,552
		-	-	-	-

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

Directors

**Interhides Public Company Limited and its subsidiaries**

**Statement of comprehensive income**

**For the year ended 31 December 2025**

(Unit: Baht)

		<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<b>Note</b>	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
<b>Profit or loss:</b>					
<b>Revenue</b>					
Revenue	21	2,192,133,416	2,622,102,555	2,204,747,366	2,617,446,803
Other income	22	2,522,254	2,574,328	24,647,781	17,863,576
Gain on liquidation of subsidiary		-	-	-	3,936,314
Net gain on derivatives		6,379,022	-	6,379,022	-
<b>Total revenue</b>		<b>2,201,034,692</b>	<b>2,624,676,883</b>	<b>2,235,774,169</b>	<b>2,639,246,693</b>
<b>Expenses</b>					
Cost of sales and services		1,732,401,071	2,189,018,128	1,730,447,704	2,167,413,830
Selling and distribution expenses		75,491,834	95,809,616	73,903,866	93,982,169
Administrative expenses		171,633,093	177,289,060	177,730,168	180,611,072
Impairment loss on investment in subsidiary	10	-	-	16,000,000	-
Loss on dissolution in joint venture		95,136	-	-	-
Loss on exchange		3,680,827	321,274	3,890,771	316,378
Net loss on derivatives		-	6,210,994	-	6,210,994
<b>Total expenses</b>		<b>1,983,301,961</b>	<b>2,468,649,072</b>	<b>2,001,972,509</b>	<b>2,448,534,443</b>
<b>Operating profit</b>		<b>217,732,731</b>	<b>156,027,811</b>	<b>233,801,660</b>	<b>190,712,250</b>
Share loss from investment in joint venture		-	(77,302)	-	-
Finance costs	23	(73,290,146)	(72,350,391)	(66,650,016)	(67,594,821)
<b>Profit before income tax</b>		<b>144,442,585</b>	<b>83,600,118</b>	<b>167,151,644</b>	<b>123,117,429</b>
Income tax	25	(31,438,692)	(26,322,095)	(31,430,932)	(26,322,095)
<b>Profit for the year</b>		<b>113,003,893</b>	<b>57,278,023</b>	<b>135,720,712</b>	<b>96,795,334</b>
<b>Other comprehensive income:</b>					
Other comprehensive income to be reclassified					
to profit or loss in subsequent periods:					
Exchange differences on translation of financial statements					
in foreign currencies					
		(305,759)	(359,926)	-	-
Other comprehensive income to be reclassified					
to profit or loss in subsequent periods					
		(305,759)	(359,926)	-	-
<i>Other comprehensive income not to be reclassified</i>					
<i>to profit or loss in subsequent periods:</i>					
Actuarial gain - net of income tax		-	2,949,046	-	2,949,046
Other comprehensive income not to be reclassified		-	2,949,046	-	2,949,046
to profit or loss in subsequent periods - net of income tax		-	2,949,046	-	2,949,046
<b>Other comprehensive income for the year</b>		<b>(305,759)</b>	<b>2,589,120</b>	<b>-</b>	<b>2,949,046</b>
<b>Total comprehensive income for the year</b>		<b>112,698,134</b>	<b>59,867,143</b>	<b>135,720,712</b>	<b>99,744,380</b>
<b>Basic earnings per share</b>					
Profit for the year	27	0.19	0.10	0.23	0.16

Interhides Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2025

(Unit: Baht)

Consolidated financial statements							
			Retained earnings			Other components of shareholders' equity	
			Appropriated		Unappropriated	Other comprehensive income	
	Issued and paid-up share capital	Share premium	Statutory reserve - the Company	Statutory reserve - the subsidiary		Exchange differences on translation of financial statements in foreign currencies	Total
Balance as at 1 January 2024	592,805,637	468,103,684	69,000,000	2,000,000	484,584,989	-	1,616,494,310
Dividend paid (Note 30)	-	-	-	-	(35,567,720)	-	(35,567,720)
Liquidation of subsidiary	-	-	-	(2,000,000)	2,000,000	-	-
Profit for the year	-	-	-	-	57,278,023	-	57,278,023
Other comprehensive income for the year	-	-	-	-	2,949,046	(359,926)	2,589,120
Total comprehensive income for the year	-	-	-	-	60,227,069	(359,926)	59,867,143
Balance as at 31 December 2024	592,805,637	468,103,684	69,000,000	-	511,244,338	(359,926)	1,640,793,733
Balance as at 1 January 2025	592,805,637	468,103,684	69,000,000	-	511,244,338	(359,926)	1,640,793,733
Dividend paid (Note 30)	-	-	-	-	(59,279,534)	-	(59,279,534)
Profit for the year	-	-	-	-	113,003,893	-	113,003,893
Other comprehensive income for the year	-	-	-	-	-	(305,759)	(305,759)
Total comprehensive income for the year	-	-	-	-	113,003,893	(305,759)	112,698,134
Balance as at 31 December 2025	592,805,637	468,103,684	69,000,000	-	564,968,697	(665,685)	1,694,212,333

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

Interhides Public Company Limited and its subsidiaries  
Statement of changes in shareholders' equity (continued)  
For the year ended 31 December 2025

(Unit: Baht)

	Separate financial statements				
	Issued and paid-up share capital	Share premium	Retained earnings		Total
			Appropriated - statutory reserve	Unappropriated	
<b>Balance as at 1 January 2024</b>	592,805,637	468,103,684	69,000,000	533,358,051	1,663,267,372
Dividend paid (Note 30)	-	-	-	(35,567,720)	(35,567,720)
Profit for the year	-	-	-	96,795,334	96,795,334
Other comprehensive income for the year	-	-	-	2,949,046	2,949,046
Total comprehensive income for the year	-	-	-	99,744,380	99,744,380
<b>Balance as at 31 December 2024</b>	<u>592,805,637</u>	<u>468,103,684</u>	<u>69,000,000</u>	<u>597,534,711</u>	<u>1,727,444,032</u>
<b>Balance as at 1 January 2025</b>	592,805,637	468,103,684	69,000,000	597,534,711	1,727,444,032
Dividend paid (Note 30)	-	-	-	(59,279,534)	(59,279,534)
Profit for the year	-	-	-	135,720,712	135,720,712
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	135,720,712	135,720,712
<b>Balance as at 31 December 2025</b>	<u>592,805,637</u>	<u>468,103,684</u>	<u>69,000,000</u>	<u>673,975,889</u>	<u>1,803,885,210</u>

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

**Interhides Public Company Limited and its subsidiaries**

**Cash flow statement**

**For the year ended 31 December 2025**

(Unit: Baht)

		<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<u>Note</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Cash flows from operating activities</b>					
Profit before tax		144,442,585	83,600,118	167,151,644	123,117,429
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:					
Depreciation and amortisation	24	205,705,742	213,181,900	187,984,509	202,903,436
Allowance for expected credit losses (reversal)		(605,960)	1,403,561	(605,960)	1,403,561
Reduction of inventory to net realisable value		1,339,474	2,824,030	2,126,388	2,672,197
Written-off other current assets		-	7,772,694	-	5,181,796
Loss (gain) on sales and write-off of machinery and equipment		(738,860)	1,828,879	(751,199)	1,796,581
Gain on liquidation of subsidiary		-	-	-	(3,936,314)
Impairment loss on investment in subsidiary	10	-	-	16,000,000	-
Loss on dissolution in joint venture		95,136	-	-	-
Share loss from investment in joint venture	11	-	77,302	-	-
Provision for long-term employee benefits		2,537,375	2,783,289	2,509,165	2,701,910
Unrealised loss on exchange		582,876	332,898	755,749	122,449
Loss (gain) from fair value adjustment of derivatives		(6,379,022)	6,210,995	(6,379,022)	6,210,995
Finance costs	23	73,290,146	72,350,391	66,650,016	67,594,821
Profit from operating activities before changes in operating assets and liabilities		420,269,492	392,366,057	435,441,290	409,768,861
Operating assets (increase) decrease					
Trade and other current receivables		81,233,700	(137,703,366)	41,860,135	(148,652,558)
Inventories		(288,618,079)	(360,157,796)	(240,572,779)	(350,592,185)
Other current assets		(4,163,953)	(13,824,069)	2,567,023	(7,917,144)
Other non-current assets		(310,900)	27,192	(277,900)	32,192
Operating liabilities increase (decrease)					
Trade and other current payables		(147,288,018)	223,805,712	(145,265,789)	215,433,821
Provision for long-term employee benefits		(3,170,467)	(679,300)	(3,170,467)	(679,300)
Other current liabilities		1,758,913	2,894,512	333,683	2,648,080
Cash flows from operating activities		59,710,688	106,728,942	90,915,196	120,041,767
Cash paid for interest expenses		(73,944,826)	(72,782,867)	(67,303,508)	(68,006,631)
Cash paid for income tax		(33,613,780)	(15,723,422)	(33,606,020)	(13,100,493)
Income tax refund		-	3,825,167	-	3,825,167
<b>Net cash flows from (used in) operating activities</b>		<b>(47,847,918)</b>	<b>22,047,820</b>	<b>(9,994,332)</b>	<b>42,759,810</b>

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

**Interhides 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	
	Note	2025	2024	2025	2024
Cash flows from investing activities					
Cash received from liquidation of subsidiary		-	-	-	8,936,114
Cash paid for purchases of investment in joint venture		71,290	-	-	-
Increase in investments in subsidiaries		-	-	-	(70,066,803)
Acquisitions of property, plant and equipment		(182,518,760)	(211,718,537)	(166,274,272)	(145,842,944)
Cash paid for capitalised interest of property and equipment		(4,605,084)	(3,298,988)	(4,605,084)	(3,298,988)
Acquisition of intangible assets		(5,322,153)	(1,904,177)	(5,322,153)	(1,904,177)
Cash received from disposals of machinery and equipment		1,038,893	1,866,090	1,038,893	11,360,922
Deposit received		26,601,750	-	26,601,750	-
Net cash flows used in investing activities		(164,734,064)	(215,055,612)	(148,560,866)	(200,815,876)
Cash flows from financing activities					
Increase (decrease) in short-term loans from financial institutions		184,937,998	(88,558,113)	180,847,634	(87,000,000)
Increase (decrease) in trust receipts		(35,027,686)	327,762,749	(35,027,686)	328,960,755
Increase in short-term loans from directors	6	183,560,000	115,350,000	115,060,000	90,000,000
Decrease in short-term loans from directors	6	(78,060,000)	(115,350,000)	(75,060,000)	(90,000,000)
Decrease in short-term loans from subsidiary	6	-	-	-	(8,000,000)
Cash received from sales and lease back agreements	17	35,645,396	64,001,008	26,385,998	17,000,000
Payment of lease liabilities		(36,549,093)	(27,130,387)	(20,579,382)	(17,279,190)
Increase in long-term loans	18	130,000,000	200,000,000	130,000,000	200,000,000
Decrease in long-term loans	18	(127,163,800)	(241,180,000)	(117,323,800)	(231,340,000)
Dividend paid	30	(59,295,097)	(35,561,942)	(59,295,097)	(35,561,942)
Net cash flows from financing activities		198,047,718	199,333,315	145,007,667	166,779,623
Translation adjustment		(305,759)	(359,926)	-	-
Effect of exchange rate for cash and cash equivalents		(132,532)	-	(132,532)	-
Net increase (decrease) in cash and cash equivalents		(14,972,555)	5,965,597	(13,680,063)	8,723,557
Cash and cash equivalents at beginning of year		19,090,766	13,125,169	14,375,749	5,652,192
Cash and cash equivalents at end of year		4,118,211	19,090,766	695,686	14,375,749
		-	-	-	-
Supplemental cash flows information					
Non-cash items					
Accounts payable for purchasing of plant and equipment		25,526,843	23,334,365	15,845,105	13,966,552
Increase in right-of-use assets and lease liabilities		7,830,561	23,339,833	7,232,022	22,105,027
Cancellation of right-of-use assets and lease liabilities		-	2,039,520	-	2,039,520

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

## Notes to the Financial Statements



## Interhides Public Company Limited and its subsidiaries

### Notes to financial statements

For the year ended 31 December 2025

#### 1. General information

Interhides Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. Its major shareholders are group of individuals. The Company is principally engaged in the manufacture and distribution of leather coverings for car seats, leather for footwear and tanning services. The registered office of the Company is at 678 Soi T.J.C., Sukhumvit Road, Bangpoomai, Muang, Samutprakarn.

#### 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 Interhides Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”).

Company	Nature of business	Country of incorporation	Percentage of shareholding	
			2025	2024
			Percent	Percent
Inter Green Company Limited	Manufacture and distribution of hydrolyzed protein from leather scrap by industrial process and manufacture and distribution of collagen peptides	Thailand	100	100
Zhuhai Interhides Leather Company Limited	Trading of leather for footwear industry	China	100	100

- b) The Company is deemed to have control over investees or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investees, 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 continues 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 revenue and expenses translated using monthly average exchange rates. 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.
- 2.3 The separate financial statements present investments in the subsidiaries 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 became effective for fiscal years beginning on or after 1 January 2026**

The Federation of Accounting Professions issued a number of revised financial reporting standard, which is effective for fiscal years beginning on or after 1 January 2026. These 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 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 on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns, discounts, allowances and price promotions to customers.

#### ***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.

### **4.2 Cash and cash equivalents**

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

### **4.3 Inventories**

Finished goods and work in process are valued at the lower of cost (under the weighted average 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, chemicals and supplies are valued at the lower of average cost and net realisable value and are charged to production costs whenever consumed.

#### **4.4 Investments in subsidiaries and joint venture**

Investment in joint venture is accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries are accounted for in the separate financial statements using the cost method.

#### **4.5 Property, plant and equipment / 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	-	20	years
Building improvement	-	5 - 20	years
Condominium	-	20	years
Machinery and equipment	-	5 - 10	years
Furniture, fixture and office equipment	-	5	years
Motor vehicles	-	5	years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation and construction.

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.

#### **4.6 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.

#### **4.7 Intangible assets**

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.

Intangible assets with finite lives of the Group are computer software with useful live of 3 - 10 years. No amortisation is provided for computer software under installation.

## 4.8 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 any accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Machinery and equipment	-	2 - 10	years
Motor vehicles	-	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.

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

### ***Lease liabilities***

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the 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.

### **4.9 Related party transactions**

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

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

### **4.10 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.

#### **4.11 Impairment of non-financial assets**

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

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

The obligation under the defined benefit plan and other long-term employee benefit plans is determined by a professionally qualified independent actuary 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 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.

#### **4.13 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.

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

At each reporting date, the 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.

#### **4.15 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, 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 at FVTPL***

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value including interest income 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.

## **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.

### **Regular way purchases and sales of financial assets**

Regular way purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Group commits to purchase or sell the asset.

### **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.

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.

## **4.16 Derivatives**

The Group uses derivatives, such as forward currency contracts and interest rate swaps, to hedge its foreign currency risks and interest rate risks, respectively.

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

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

#### **4.17 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.

#### **4.18 Non-current assets held for sale**

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded as met only when the sale is highly probable, and the asset or disposal group is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification.

Property, plant and equipment and intangible assets are not depreciated or amortised once classified as held for sale.

Assets and liabilities classified as held for sale are presented separately as current items in the statement of financial position.

## **5. Significant accounting judgments and estimates**

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

### **Reduce of inventory cost to net realisable value**

The determination of allowances for diminution in the value of inventory, requires management to make judgements and estimates. The allowance for decline in net realizable value is estimated based on the selling price expected in the ordinary course of business less the estimated costs to complete the sales; and provision for obsolete, slow-moving and deteriorated inventories that is estimated based upon aging profile of inventories, market competition and prevailing economic condition.

### **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.

### **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.

## 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.

(Unit: Million Baht)

	Consolidated		Separate		Transfer pricing policy
	financial statements		financial statements		
	2025	2024	2025	2024	
<b><u>Transactions with subsidiary companies</u></b>					
<i>(Eliminated from the consolidated financial statements)</i>					
Sales of goods	-	-	40	8	Cost plus margin
Management income	-	-	2	2	Contract price
Rental and service income	-	-	20	21	Contract price
Sales of equipment	-	-	-	11	Agreed price
Purchases of goods	-	-	7	11	Cost plus margin
Purchases of services	-	-	23	20	Contract price
Purchases of equipment	-	-	31	-	Agreed price
<b><u>Transactions with related companies</u></b>					
Sales of goods	1	3	1	3	Cost plus margin
<b><u>Transactions with directors</u></b>					
Interest expenses	2.2	1.6	0.5	1.3	Contract price

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

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b><u>Trade and other current receivables - related parties</u></b>				
<b>(Note 8)</b>				
Subsidiary companies	-	-	61,151	22,778
Related companies (related by common directors)	126	12	126	12
Total trade and other current receivables - related parties	126	12	61,277	22,790

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b><u>Trade and other current payables - related parties</u></b>				
<b>(Note 16)</b>				
Subsidiary companies	-	-	565	-
Management and directors	19	-	-	-
Total trade and other current payables - related parties	19	-	565	-

#### Loans from related parties

As at 31 December 2025 and 2024, the balances of loans between the Company, subsidiaries and directors and the movement in loans are as follows

	(Unit: Thousand Baht)			
	Consolidated financial statements			
	Balance as at 31 December			Balance as at 31 December
Short-term loans from	2024	Increase	Decrease	2025
Directors	-	183,560	(78,060)	105,500
Total	-	183,560	(78,060)	105,500

The short-term loans from directors carry interest at the rate of 4.00 per annum.

	(Unit: Thousand Baht)			
	Separate financial statements			
	Balance as at 31 December			Balance as at 31 December
Short-term loans from	2024	Increase	Decrease	2025
Directors	-	115,060	(75,060)	40,000
Total	-	115,060	(75,060)	40,000

The short-term loans from directors carry interest at the rate of 4.00 per annum.

### 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.

	(Unit: Thousand Baht)	
	Consolidated / Separate	
	financial statements	
	2025	2024
Short-term employee benefits	31,695	28,094
Post-employment benefits	592	549
Other long-term benefits	3	4
Total	32,290	28,647

### Guarantee obligation with related party

The Company has outstanding guarantee obligation with a subsidiary company as described in Note 31.5 to the financial statements.

## **7. Cash and cash equivalents**

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cash	4	-	1	-
Bank deposits	4,114	19,091	695	14,376
Total	4,118	19,091	696	14,376

As at 31 December 2025, bank deposits in saving accounts carried interests 0.15% - 0.20% per annum (2024: 0.15% - 0.25% per annum).

## 8. Trade and other current receivables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<u>Trade receivables - related parties</u>				
Aged on the basis of due dates				
Not yet due	-	12	8,266	4,344
Past due				
Up to 1 month	126	-	7,136	1,016
1 - 2 months	-	-	4,917	868
2 - 3 months	-	-	5,045	897
3 - 6 months	-	-	8,689	3,726
6 - 12 months	-	-	8,205	1,507
Total trade receivables - related parties	126	12	42,258	12,358
Less: Allowance for expected credit losses	-	-	-	-
Total trade receivables - related parties, net	126	12	42,258	12,358
<u>Trade receivable - unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	138,632	180,097	138,631	180,097
Past due				
Up to 1 month	28,275	58,892	27,768	57,634
1 - 2 months	1,402	7,607	1,258	7,607
2 - 3 months	4,750	5,850	4,750	5,331
3 - 6 months	360	596	360	415
6 - 12 months	333	2,535	333	2,360
Over 12 months	12,003	11,432	11,590	11,430
Total	185,755	267,009	184,690	264,874
Less: Allowance for expected credit losses	(11,728)	(12,334)	(11,728)	(12,334)
Total trade receivables - unrelated parties, net	174,027	254,675	172,962	252,540
Total trade receivables, net	174,153	254,687	215,220	264,898
<u>Other current receivables</u>				
Other current receivables - related parties	-	-	19,019	10,433
Other current receivables	1,147	1,583	601	1,089
Accrued income	3,804	3,804	3,804	3,804
Total	4,951	5,387	23,424	15,326
Less: Allowance for expected credit losses	(3,874)	(3,874)	(3,874)	(3,874)
Total other current receivables, net	1,077	1,513	19,550	11,452
Total trade and other current receivables, net	175,230	256,200	234,770	276,350

The normal credit term is 7 to 60 days.



## 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	382,870	276,696	(23,370)	(23,537)	359,500	253,159
Work in process	1,247,573	972,360	(3,989)	(4,190)	1,243,584	968,170
Raw materials	106,165	129,624	(16,880)	(15,173)	89,285	114,451
Supplies	21,049	18,987	-	-	21,049	18,987
Raw materials in transit	77,541	148,913	-	-	77,541	148,913
Total	<u>1,835,198</u>	<u>1,546,580</u>	<u>(44,239)</u>	<u>(42,900)</u>	<u>1,790,959</u>	<u>1,503,680</u>

(Unit: Thousand Baht)

Separate financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2025	2024	2025	2024	2025	2024
Finished goods	317,885	274,438	(22,277)	(22,393)	295,608	252,045
Work in process	1,240,551	967,592	(3,989)	(4,190)	1,236,562	963,402
Raw materials	98,694	107,985	(16,838)	(14,395)	81,856	93,590
Supplies	19,248	16,854	-	-	19,248	16,854
Raw materials in transit	77,541	146,478	-	-	77,541	146,478
Total	<u>1,753,919</u>	<u>1,513,347</u>	<u>(43,104)</u>	<u>(40,978)</u>	<u>1,710,815</u>	<u>1,472,369</u>

During the current year, the Group reduced cost of inventories by Baht 15.5 million (2024: Baht 22.5 million) (The Company only: Baht 15.3 million and 2024: Baht 20.5 million), 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 by Baht 14.1 million (2024: Baht 19.6 million) (The Company only: Baht 13.2 million and 2024: Baht 17.9 million), and reduced the amount of inventories recognised as expenses during the year.

## 10. Investments in subsidiaries

Details of investments in subsidiaries as presented in separate financial statements are as follows:

							(Unit: Thousand Baht)	
Company's name	Paid-up share capital		Percentage of		Cost		Dividend received	
			shareholding				during the year	
	2025	2024	2025	2024	2025	2024	2025	2024
			percent	percent				
Inter Green Company Limited	200,000	200,000	100	100	200,000	200,000	-	-
Zhuhai Interhides Leather								
Company Limited	5,067	5,067	100	100	5,067	5,067	-	-
Total					205,067	205,067	-	-
Less: Allowance for impairment					(33,000)	(17,000)		
Net					172,067	188,067		

### Inter Green Co., Ltd. ("IG")

Key assumptions used in value in use calculations are as follows:

	(Unit: percent per annum)
Terminal growth rate	1.9
Pre-tax discount rate	16.1

Management has considered terminal growth rate from expected long-term market growth rate and discount rate as a pre-tax rate to reflect the risks specific to the subsidiary.

During the year 2025, the Company recognises an impairment loss for investment in subsidiary amounting to Baht 16 million in the statement of comprehensive income to reduce the carrying amount of the asset to its recoverable amount.

The reasonably possible change in the key assumptions on which the units' recoverable amount including an increase in the pre-tax discount rate and a decrease in the terminal growth rate would result in increase in loss on impairment.

## 11. Investment in joint venture

(Unit: Thousand Baht)

Company	Shareholding percentage		Consolidated financial statements			
			Carrying amounts based		Cost	
			on equity method			
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
	(%)	(%)				
Next Gen Gelatin						
Company Limited	-	49.98	-	166	-	250

On 17 April 2025, the Extraordinary General Meeting of Shareholders of Nextgen Gelatin Company Limited ("Nextgen"), a joint venture held by Inter Green Company Limited ("Inter Green"), passed a resolution to dissolve the company and Nextgen registered its dissolution with the Ministry of Commerce on 18 April 2025.

Subsequently, in July 2025, Nextgen registered the liquidation completion with the Ministry of Commerce and returned its capital to Inter Green amounting to Baht 0.07 million. The Group recognised a loss from the dissolution of the joint venture amounting to Baht 0.09 million in the consolidated statement of comprehensive income.

## 12. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements										
					Right-of-use						
	Land	Land improvement	Buildings and improvement	Condominium	Machinery and equipment	assets - machinery and equipment	Furniture, fixture and office equipment	Motor vehicles	Right-of-use assets - motor vehicles	Assets under installation and construction	Total
Cost:											
As at 1 January 2024	809,908	50,574	1,281,441	14,635	2,215,572	5,673	53,652	23,835	7,376	183,947	4,646,613
Additions	-	-	941	-	21,163	17,524	927	6,008	5,816	190,026	242,405
Disposals/written-off	-	-	-	-	(5,425)	(3,452)	(523)	(200)	(6,436)	-	(16,036)
Transfers in (out)	-	-	7,637	-	74,137	-	567	-	-	(82,341)	-
Capitalised interest	-	-	-	-	-	-	-	-	-	3,299	3,299
As at 31 December 2024	809,908	50,574	1,290,019	14,635	2,305,447	19,745	54,623	29,643	6,756	294,931	4,876,281
Additions	-	-	894	-	23,830	2,323	1,135	416	8,049	156,074	192,721
Disposals/written-off	-	-	-	-	(8,473)	(1,426)	(5,720)	(8)	-	-	(15,627)
Transfers in (out)	(101,640)	-	24,372	-	121,126	-	530	43	1,439	(147,510)	(101,640)
Capitalised interest	-	-	-	-	-	-	-	-	-	4,605	4,605
As at 31 December 2025	708,268	50,574	1,315,285	14,635	2,441,930	20,642	50,568	30,094	16,244	308,100	4,956,340

## Consolidated financial statements

	<div> <div>Land</div> <div> <div>Buildings and</div> <div> <div>Land</div> <div>improvement</div> </div> <div> <div>building</div> <div>improvement</div> </div> <div>Condominium</div> <div>Machinery</div> <div>and equipment</div> </div> <div> <div>Right-of-use</div> <div>assets -</div> <div>machinery and</div> <div>equipment</div> </div> <div> <div>Furniture,</div> <div>fixture and office</div> <div>equipment</div> </div> <div> <div>Motor</div> <div>vehicles</div> </div> <div> <div>Right-of-use</div> <div>assets -</div> <div>motor vehicles</div> </div> <div> <div>Assets under</div> <div>installation and</div> <div>construction</div> </div> </div>										Total
<b>Accumulated depreciation:</b>											
As at 1 January 2024	-	-	847,950	3,779	1,601,425	1,957	45,891	22,228	5,629	-	2,528,859
Depreciation for the year	-	-	56,563	732	134,067	7,935	2,429	6,704	2,099	-	210,529
Depreciation on disposals/ written-off	-	-	-	-	(1,770)	(1,445)	(453)	(197)	(6,436)	-	(10,301)
As at 31 December 2024	-	-	904,513	4,511	1,733,722	8,447	47,867	28,735	1,292	-	2,729,087
Depreciation for the year	-	-	51,217	732	137,653	7,583	2,220	752	2,680	-	202,837
Depreciation on disposals/ written-off	-	-	-	-	(8,200)	(1,426)	(5,695)	(7)	-	-	(15,328)
Transfers in (out)	-	-	-	-	-	-	-	(145)	145	-	-
As at 31 December 2025	-	-	955,730	5,243	1,863,175	14,604	44,392	29,335	4,117	-	2,916,596
<b>Net book value:</b>											
As at 31 December 2024	809,908	50,574	385,506	10,124	571,725	11,298	6,756	908	5,464	294,931	2,147,194
As at 31 December 2025	708,268	50,574	359,555	9,392	574,123	6,038	6,176	759	12,127	312,732	2,039,744
<b>Depreciation for the year:</b>											
2024 (Baht 198 million included in manufacturing cost, and the balance in administrative expenses)											210,529
2025 (Baht 193 million included in manufacturing cost, and the balance in administrative expenses)											202,837

	Separate financial statements										
					Right-of-use	Furniture,			Right-of-use	Assets under	
	Land	Buildings and		Machinery and	assets -	fixture and			assets - motor	installation and	
	improvement	improvement	Condominium	equipment	machinery	office	Motor		vehicles	construction	Total
Cost:	Land				and equipment	equipment	vehicles	vehicles			
As at 1 January 2024	803,662	50,574	1,252,051	14,635	2,106,542	5,673	52,130	23,835	7,376	116,105	4,432,583
Additions	-	-	699	-	19,956	17,524	642	5,998	4,581	119,327	168,727
Disposals/written-off	-	-	-	-	(14,886)	(3,452)	(519)	(199)	(6,436)	-	(25,492)
Transfers in (out)	-	-	7,538	-	61,525	-	519	-	-	(69,582)	-
Capitalised interest	-	-	-	-	-	-	-	-	-	3,299	3,299
As at 31 December 2024	803,662	50,574	1,260,288	14,635	2,173,137	19,745	52,772	29,634	5,521	169,149	4,579,117
Additions	-	-	898	-	23,283	2,323	1,134	388	7,450	139,905	175,381
Disposals/written-off	-	-	-	-	(8,459)	(1,426)	(5,721)	(8)	-	-	(15,614)
Transfers in (out)	(101,640)	-	24,372	-	55,907	-	510	43	-	(80,832)	(101,640)
Capitalised interest	-	-	-	-	-	-	-	-	-	4,605	4,605
As at 31 December 2025	702,022	50,574	1,285,558	14,635	2,243,868	20,642	48,695	30,057	12,971	232,827	4,641,849

	Separate financial statements										
	Land	Land improvement	Buildings and improvement	Condominium	Machinery and equipment	Right-of-use assets - machinery and equipment	Furniture, fixture and office equipment	Motor vehicles	Right-of-use assets - motor vehicles	Assets under installation and construction	Total
Accumulated depreciation:											
As at 1 January 2024	-	-	835,177	3,779	1,522,613	1,957	45,248	22,227	5,629	-	2,436,630
Depreciation for the year	-	-	54,936	732	126,219	7,935	2,137	6,703	1,596	-	200,258
Depreciation on disposals/ written-off	-	-	-	-	(1,764)	(1,445)	(453)	(196)	(6,436)	-	(10,294)
As at 31 December 2024	-	-	890,113	4,511	1,647,068	8,447	46,932	28,734	789	-	2,626,594
Depreciation for the year	-	-	49,565	732	122,791	7,583	1,903	603	1,958	-	185,135
Depreciation on disposals/ written-off	-	-	-	-	(8,199)	(1,426)	(5,695)	(7)	-	-	(15,327)
As at 31 December 2025	-	-	939,678	5,243	1,761,660	14,604	43,140	29,330	2,747	-	2,796,402
Net book value:											
As at 31 December 2024	803,662	50,574	370,175	10,124	526,069	11,298	5,840	900	4,732	169,149	1,952,523
As at 31 December 2025	702,022	50,574	345,880	9,392	477,576	6,038	5,555	727	10,224	237,459	1,845,447
Depreciation for the year:											
2024 (Baht 188 million included in manufacturing cost, and the balance in administrative expenses)											200,258
2025 (Baht 178 million included in manufacturing cost, and the balance in administrative expenses)											185,135

As at 31 December 2025, the Company had an outstanding balance of building and equipment amounting to Baht 235 million (2024: Baht 169 million). Construction and installation of the assets has been financed with loans from several financial institutions. Borrowing costs amounting to Baht 4.6 million were capitalised during the year 2025 (2024: Baht 3.3 million). The weighted average rate of 3.67% (2024: 3.99%) has been used to determine the amount of borrowing costs eligible for capitalisation.

As at 31 December 2025, certain items of plant and equipment were fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation) of those assets amounted to approximately Baht 1,525 million (2024: Baht 1,383 million) (the Company only: Baht 1,517 million, 2024: Baht 1,375 million).

During the current year, the Group has sold and leaseback machinery and equipment, at the cost price plus value-added tax, amounting to Baht 36 million (2024: Baht 68 million) (the Company: Baht 26 million, 2024: Baht 18 million).

As at 31 December 2025, The Group had machinery and equipment under sale and leaseback contracts with a net book value of Baht 132 million (2024: Baht 122 million) (the Company only: Baht 61 million, 2024: Baht 41 million).

The Group has pledged its property, plant and equipment amounting to approximately Baht 781 million (2024: Baht 1,029 million) as collateral against credit facilities which the Group received from financial institutions.



### 13. Intangible assets

Net book value of intangible assets as at 31 December 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements			Separate financial statements		
	Computer software			Computer software		
	Computer software	under installation	Total	Computer software	under installation	Total
As at 31 December 2025:						
Cost	37,329	5,288	42,617	37,252	5,288	42,540
Less: Accumulated amortisation	(21,581)	-	(21,581)	(21,544)	-	(21,544)
Net book value	15,748	5,288	21,036	15,708	5,288	20,996
As at 31 December 2024:						
Cost	36,449	846	37,295	36,372	846	37,218
Less: Accumulated amortisation	(18,724)	-	(18,724)	(18,695)	-	(18,695)
Net book value	17,725	846	18,571	17,677	846	18,523

A reconciliation of the net book value of intangible assets for the years 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements						Separate financial statements					
	Computer software						Computer software					
	Computer software		under installation		Total		Computer software		under installation		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Net book value at beginning of year	17,725	15,502	846	3,818	18,571	19,320	17,677	15,446	846	3,818	18,523	19,264
Acquisition	34	-	5,288	1,904	5,322	1,904	34	-	5,288	1,904	5,322	1,904
Transfers	846	4,876	(846)	(4,876)	-	-	846	4,876	(846)	(4,876)	-	-
Amortisation	(2,857)	(2,653)	-	-	(2,857)	(2,653)	(2,849)	(2,645)	-	-	(2,849)	(2,645)
Net book value at end of year	15,748	17,725	5,288	846	21,036	18,571	15,708	17,677	5,288	846	20,996	18,523

As at 31 December 2025, certain items of computer software were fully amortised but are still in use. The gross carrying amount before deducting accumulated amortisation of those assets amounted to approximately Baht 10 million (2024: Baht 10 million) (the Company only: Baht 10 million, 2024: Baht 10 million).

#### 14. Non-current assets held for sale

On 27 November 2025, the Company's Board of Directors passed a resolution approving the plan to dispose of the Company's non-current assets. The Company expects that these assets disposal will be completed within one year after the reporting date. Therefore, as at 31 December 2025, the Company classified these assets as non-current assets held for sale.

#### 15. Bank overdraft and short-term loans from financial institutions

	(Unit: Thousand Baht)					
	Interest rate		Consolidated		Separate	
	(% per annum)		financial statements		financial statements	
	2025	2024	2025	2024	2025	2024
Overdraft	6.44 - 7.60	7.20 - 7.73	56,113	3,175	48,848	-
Promissory notes	3.15 - 4.00	3.70 - 5.81	905,000	776,175	890,000	758,000
Trust receipts	1.71 - 4.90	2.80 - 3.21	712,183	747,211	712,183	747,211

As at 31 December 2025, short-term credit facilities of the Group which have not yet been drawn down amounted to Baht 863 million (2024: Baht 705 million).

#### 16. Trade and other current payables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Trade payables - related parties	-	-	565	-
Trade payables	146,973	222,619	142,449	220,559
Other current payables - related parties	19	-	-	-
Other current payables	18,104	45,469	14,715	38,279
Payables for purchase of machinery	25,465	23,334	15,779	13,967
Accrued expenses	37,847	79,558	37,677	79,251
Total trade and other current payables	<u>228,408</u>	<u>370,980</u>	<u>211,185</u>	<u>352,056</u>

## 17. Lease liabilities

### 17.1 The Group as a lessee

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Lease payments	130,077	123,569	64,534	50,173
Less: Deferred interest expenses	(9,459)	(9,878)	(4,464)	(3,142)
Total	120,618	113,691	60,070	47,031
Less: Portion due within one year	(39,656)	(33,303)	(21,941)	(17,957)
Lease liabilities - net of current portion	80,962	80,388	38,129	29,074

Movements 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	
	2025	2024	2025	2024
Balance at beginning of year	113,691	56,502	47,031	28,227
Additions	43,476	86,359	33,618	38,123
Accretion of interest	4,931	3,696	2,098	1,795
Repayments	(41,480)	(30,826)	(22,677)	(19,074)
Contract cancellation	-	(2,040)	-	(2,040)
Balance at end of year	120,618	113,691	60,070	47,031

A maturity analysis of lease payments is disclosed in Note 33.2 to the financial statements under the liquidity risk.

Expenses relating to leases that are recognised in profit or loss are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Interest expense on lease liabilities	4,901	3,662	2,086	1,763
Expense relating to leases of low-value assets	3,250	3,430	3,250	3,430

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 45 million (2024: Baht 34 million) (the Company only: Baht 26 million, 2024: Baht 22 million), including the cash outflow related to short-term lease and leases of low-value assets.

## 17.2 The Group as a lessor

The Company has entered into lease contract in respect of the lease of building and the lease of a equipment with subsidiary. The terms of the agreements are generally 1 - 3 year.

The Company has future minimum rentals receivable under these non-cancellable operating lease contracts as at 31 December 2025 and 2024 as follows:

(Unit: Million Baht)		
Separate financial statements		
	2025	2024
In up to 1 year	2	2
In over 1 year and up to 2 years	2	2

## 18. Long-term loans

(Unit: Thousand Baht)						
Loan	Interest rate (%)	Repayment schedule	Consolidated		Separate	
			financial statements	financial statements	financial statements	financial statements
			2025	2024	2025	2024
1	THOR + 1.50 for the period	Monthly installments as from				
	1 to 60	December 2019	-	54,510	-	54,510
2	THOR + 2.20 for the period	Monthly installments as from				
	1 to 60	November 2021	-	33,000	-	33,000
4	MLR - 1.25 for the period	Monthly installments as from				
	1 to 60	August 2022	15,380	25,220	-	-
5	MLR - 1.75 for the period	Monthly installments as from				
	1 to 60	July 2024	173,000	191,000	173,000	191,000
6	MLR - 3.25 for the period	Monthly installments as from				
	1 to 60	March 2025	93,050	-	93,050	-
7	THBFIX + 4.5 for the period	Monthly installments as from				
	1 to 24	August 2025	25,136	-	25,136	-
Total			306,566	303,730	291,186	278,510
Less: Current portion			(101,081)	(115,350)	(91,241)	(105,510)
Long-term loans, net of current portion			205,485	188,380	199,945	173,000

Movement of the long-term loan account during the year ended 31 December 2025 are summarised below:

	(Unit: Thousand Baht)	
	Consolidated	Separate
	financial statements	financial statements
Beginning balance	303,730	278,510
Increase	130,000	130,000
Repayment	(127,164)	(117,324)
Ending balance	306,566	291,186

Certain loans of the Company are secured by the mortgage of certain land with structures, machines and equipment of the Company.

Certain loan of a subsidiary is secured by the mortgage of certain land, machines and equipment, and guaranteed by the Company.

The loan agreements contain several covenants which, among other things, require the Group to maintain debt-to-equity ratio, debt service coverage ratio, percentage shareholding in subsidiary and including restrictions on transfer and disposals of assets as prescribed in the agreements.

#### 19. Non-current provision for employee benefits

Provision for long-term employee benefits, which are compensation payable to employee after they retire and other long-term employee benefits as detailed below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Post-employment benefits	23,902	24,443	23,821	24,384
Other long-term employee benefits	1,203	1,294	1,174	1,272
Total	25,105	25,737	24,995	25,656

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, was as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b>Provision for long-term employee</b>				
<b>benefits at beginning of year</b>	24,443	26,287	24,384	26,287
Included in profit or loss:				
Current service cost	1,667	1,588	1,647	1,570
Interest cost	636	588	634	587
Past service cost	-	40	-	-
Included in other comprehensive income:				
Actuarial (gain) loss arising from				
Financial assumptions changes	-	(1,010)	-	(1,010)
Experience adjustments	-	(2,676)	-	(2,676)
Benefits paid during the year	(2,844)	(374)	(2,844)	(374)
<b>Provision for long-term employee</b>				
<b>benefits at end of year</b>	23,902	24,443	23,821	24,384

Line items in profit or loss under which long-term employee benefit expenses are recognised are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cost of sales	1,494	1,492	1,473	1,468
Selling and administrative expenses	808	724	808	689
Total expenses recognised in profit or loss	2,302	2,216	2,281	2,157

The Group expects to pay Baht 1.5 million of long-term employee benefits during the next year (2024: Baht 3 million)

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

Significant actuarial assumptions are summarised below:

	Consolidated/Separate financial statements	
	2025	2024
	(% per annum)	(% per annum)
Discount rate	2.6	2.6
Salary increase rate	3.0 - 4.5	3.0 - 4.5

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation are summarised below:

(Unit: Thousand Baht)

	As at 31 December 2025			
	Consolidated / Separate financial statements			
	Increase 0.5%	Increase 1%	Decrease 0.5%	Decrease 1%
Discount rate	(503)	(981)	529	1,087
Salary increase rate	752	1,538	(721)	(1,412)

(Unit: Thousand Baht)

	As at 31 December 2024			
	Consolidated / Separate financial statements			
	Increase 0.5%	Increase 1%	Decrease 0.5%	Decrease 1%
Discount rate	(556)	(1,086)	584	1,199
Salary increase rate	692	1,413	(665)	(1,303)

## 20. Statutory reserve

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

## 21. Revenue from contracts with customers

(Unit: Thousand Baht)

	For the year ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b>Type of goods or service:</b>				
Sale of leather and other products	2,172,556	2,549,242	2,185,170	2,536,583
Tanning services	19,577	72,861	19,577	72,861
Total revenue from contracts with customers - recognised at a point in time	<u>2,192,133</u>	<u>2,622,103</u>	<u>2,204,747</u>	<u>2,609,444</u>

## 22. Other income

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Rental income	-	-	1,934	1,934
Management fee income	-	-	2,400	2,400
Utility income	-	-	9,619	6,013
Gain (loss) on disposal/ written-off of assets	739	(1,840)	751	(1,828)
Interest income	3	4	95	-
Others	1,780	4,410	9,849	17,347
Total	<u>2,522</u>	<u>2,574</u>	<u>24,648</u>	<u>25,866</u>

## 23. Finance cost

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Interest expenses on loans	68,389	68,688	64,565	65,833
Interest expenses on lease liabilities	4,901	3,663	2,085	1,762
Total	<u>73,290</u>	<u>72,351</u>	<u>66,650</u>	<u>67,595</u>



## 24. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Salaries and wages and other employee benefits	252,901	256,498	252,901	256,498
Expenses related to leather tanning and dyeing	326,199	470,242	326,199	470,242
Depreciation	202,849	210,457	185,135	200,258
Amortisation	2,857	2,653	2,849	2,645
Utility expenses	54,457	62,176	54,457	62,176
Raw materials and consumables used	1,213,149	1,362,045	1,213,149	1,362,045
Changes in inventories of finished goods and work in process	381,387	(251,721)	316,406	(264,845)
Reduction cost of inventories to net realisable value	1,339	2,824	2,126	2,672
Impairment loss on investment in subsidiary	-	-	16,000	-

## 25. Income tax

Income tax expenses for the years ended 31 December 2025 and 2024 are made up as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b>Current income tax:</b>				
Current income tax charge	19,242	30,517	19,234	30,517
<b>Deferred tax:</b>				
Relating to origination and reversal of temporary differences	12,197	(4,195)	12,197	(4,195)
<b>Income tax expenses (benefits) reported in the statement of comprehensive income</b>	<b>31,439</b>	<b>26,322</b>	<b>31,431</b>	<b>26,322</b>

Reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Accounting profit before tax	144,443	83,600	167,152	123,117
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by income tax rate	28,889	16,720	33,430	24,623
Effects of elimination entries on the consolidation financial statements	632	827	-	-
Reversal of deferred tax assets	3,329	493	3,329	493
Unrecognised temporary difference as deferred tax assets	7,175	7,555	3,107	281
Effects of:				
Promotional privileges (Note 26)	(7,372)	-	(7,372)	-
Share loss from investment in joint venture	-	15	-	-
Non-deductible expenses	464	2,033	389	2,032
Additional expense deductions allowed	(1,322)	(1,349)	(1,142)	(1,169)
Others	(356)	28	(310)	62
Total	(8,586)	727	(8,435)	925
Income tax expenses (benefits) reported in the statement of comprehensive income	31,439	26,322	31,431	26,322

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	
	2025	2024	2025	2024
<b>Deferred tax assets</b>				
Allowance for diminution in value of inventories	8,621	8,196	8,621	8,196
Provision for long-term employee benefits	4,999	5,131	4,999	5,131
Loss on fair value measurement of derivatives	128	1,404	128	1,404
Others	629	7,877	629	7,877
Total	14,377	22,608	14,377	22,608
<b>Deferred tax liabilities</b>				
Leases	(5,546)	(1,580)	(5,546)	(1,580)
Total	(5,546)	(1,580)	(5,546)	(1,580)
<b>Deferred tax assets - net</b>	<b>8,831</b>	<b>21,028</b>	<b>8,831</b>	<b>21,028</b>

As at 31 December 2025, the Group has deductible temporary differences and unused tax losses totaling Baht 154 million (2024: Baht 97 million), on which deferred tax assets have not been recognised.

The unused tax losses amounting to Baht 105 million will expire by 2026 to 2030.

## 26. Promotional privileges

The Company received promotional privileges from the Board of Investment for the manufacture of finished leather and split leather for the acquisition of machinery to enhance production efficiency and support the use of renewable energy, pursuant to the investment promotion certificate No. 67-0151-2-04-1-0 issued on 23 January 2024. Subject to certain imposed conditions, the privileges include an exemption from import duties on the machinery and corporate income tax exemption on profits derived from the promoted operation, equivalent to 50% of the investment in efficiency improvement for a period of 3 years from the date revenue is first generated after the issuance of the investment promotion certificate (24 January 2024).

Inter Green Company Limited (a subsidiary) received promotional privileges from the Board of Investment for the manufacture of collagen peptides, pursuant to the investment promotion certificate No. 65-0330-1-00-1-0. Subject to certain imposed conditions, the privileges include an exemption from corporate income tax for a period of 8 years from the date the promoted operations begin generating revenues (5 August 2022) to the extent that the amount of tax exempt does not exceed the amount of investment (excluding land cost and working capital). The Group's operating revenues for the years ended 31 December 2025 and 2024, divided between promoted and non-promoted operation, are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements					
	Promoted operations		Non-promoted operations		Total	
	2025	2024	2025	2024	2025	2024
Sales and services income						
Domestic	178,254	294	728,285	928,716	906,539	929,010
Export	78,407	393	1,207,187	1,692,700	1,285,594	1,693,093
Total sales and services income	<u>256,661</u>	<u>687</u>	<u>1,935,472</u>	<u>2,621,416</u>	<u>2,192,133</u>	<u>2,622,103</u>

## 27. 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.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Profit for the year (Thousand Baht)	113,004	57,278	135,721	96,795
Weighted average number of ordinary shares (Thousand shares)	592,806	592,806	592,806	592,806
Earnings per share (Baht)	0.19	0.10	0.23	0.16

## 28. 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 managing director.

For management purposes, the Group is organised into business units based on its products and services and have two reportable segments as follows:

- Manufacturing and distribution of leather and other products consisting of leather coverings for car seat, shoe leather and other by products from production
- Servicing segment, which provides bleaching, dyeing finishing service and other services

No operating segments have been aggregated to form the above reportable operating segments.

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 on a basis consistent with that used to measure operating profit or loss in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The following table presents revenue and profit (loss) information regarding the Group's operating segments for the years ended 31 December 2025 and 2024.

(Unit: Million Baht)

	For the year ended 31 December					
	Manufacturing and distribution of leather and other products		Services		Consolidated	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Revenues from external customers	2,172	2,595	20	73	2,192	2,622
Segment operating gross profit	451	440	2	-	460	433
Unallocated income (expenses):						
Other income					3	2
Net gain (loss) on derivatives					6	(6)
Selling and distribution expenses					(76)	(96)
Administrative expenses					(172)	(177)
Loss on exchange					(4)	(1)
Finance cost					(73)	(72)
Profit before income tax					144	83
Income tax					(31)	(26)
Profit for the year					113	57

## Geographic information

Revenue from external customers is based on locations of the customers are as follow.

	(Unit: Million Baht)	
	<u>2025</u>	<u>2024</u>
Revenue from external customers		
Thailand	913	929
China	445	638
Vietnam	263	424
Others	571	631
Total	<u>2,192</u>	<u>2,622</u>

Non-current assets other than financial instruments, deferred tax assets, net defined benefit assets and rights arising under insurance contracts are disaggregated based on locations of the assets as follows:

	(Unit: Million Baht)	
	<u>2025</u>	<u>2024</u>
Non-current assets		
Thailand	2,163	2,165

## Major customers

For the year 2024, the Group has revenue from one major customer in amount of Baht 757 million, arising from the manufacturing and distribution of leather and other products segment. (2024: Baht 731 million, one major customer arising from the manufacturing and distribution of leather and other products segment).

## 29. Provident fund

The Group and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Group contribute to the fund monthly at the rate of 2% of basic salary. The fund, which is managed by CIMB-Principal Asset Management Company Limited, will be paid to employees upon termination in accordance with the funds' rules. For the year 2025, the Group recognized the contribution as an expense amounting to Baht 1 million.

### 30. Dividends

Dividends	Approved by	Total dividends (Thousand Baht)	Dividend per share (Baht)
Interim dividends for 2024	Board of Director's meeting of the Company held on 13 August 2024	35,568	0.06
Total dividends for the year 2024		35,568	0.06
Final dividends for 2024	Annual General Meeting of Shareholders on 22 April 2025	11,856	0.02
Interim dividends for 2025	Board of Director's meeting of the Company held on 14 August 2025	47,424	0.08
Total dividends for the year 2025		59,280	0.10

### 31. Commitments and contingent liabilities

#### 31.1 Service commitments

The Group has entered into several contracts in respect of the service contracts. The terms of the agreements are generally 1 - 3 years. These contracts are non-cancellable.

The Group has future service payments required under these non-cancellable service contracts as follows:

	(Unit: Million Baht)	
	2025	2024
Payable:		
In up to 1 year	6	5
2 to 3 year	-	1

#### 31.2 Capital commitments

As at 31 December 2025, the Group had capital commitment of approximately Baht 8 million and RMB 0.1 million (2024: Baht 3 million, USD 0.1 million, EUR 0.1 million and RMB 2.4 million) (the Company only: Baht 8 million, and RMB 0.1 million, 2024: Baht 2 million, USD 0.1 million, EUR 0.1 million and RMB 0.2 million) relating to construction of factory building and purchase of machinery.

### 31.3 Purchase of raw materials commitments

As at 31 December 2025, the Group had commitments of approximately Baht 15.8 million and USD 4 million (2024: Baht 21 million, USD 15 million) (the Company only: Baht 11 million and USD 4 million (2024: Baht 22 million and RMB 15 million) relating to purchase of raw materials.

### 31.4 Commitments from partnership agreement

The Company entered into a partnership agreement with an overseas company, which the Company has commitment to pay compensation to the partner based on the quantity of goods sold in the future to the specified group of customers at rates and conditions specified in the agreement.

### 31.5 Guarantees

- 1) As at 31 December 2025, there were outstanding bank guarantees of Baht 16 million (2024: Baht 16 million) issued by banks on behalf of the Group in respect of certain performance bonds as required in the normal course of business. These included letters of guarantee amounting to Baht 3 million (2024: Baht 3 million) to guarantee payments due to government agencies, Baht 12 million (2024: Baht 12 million) to guarantee electricity uses and Baht 1 million (2024: Baht 1 million) to guarantee others.
- 2) As at 31 December 2025, the Company has guaranteed bank credit facilities of a subsidiary, amounting to Baht 89 million (31 December 2024: Baht 89 million).

## 32. Fair value hierarchy

As at 31 December 2025 and 2024, the Group had the assets and liabilities that were measured at fair value using different levels of inputs as follows:

	(Unit: Thousand Baht)	
	Consolidated / Separate	
	financial statements	
	2025	2024
	Level 2	Level 2
<b>Liabilities measured at fair value</b>		
Derivatives		
Foreign exchange forward contracts	639	6,999
Interest rate swap contracts	-	19



### 33. Financial instruments

#### 33.1 Derivatives

		(Unit: Thousand Baht)	
		Consolidated / Separate	
		financial statements	
		<u>2025</u>	<u>2024</u>
<b>Derivative liabilities</b>			
Derivatives liabilities not designated as hedging instruments			
Foreign exchange forward contracts		639	6,999
Interest rate swap contracts		-	19
<b>Total derivative liabilities</b>		<b>639</b>	<b>7,018</b>
Current		639	6,999
Non-current		-	19

#### Derivatives not designated as hedging instruments

The Group uses foreign exchange forward contracts to manage some of its transaction exposures. The foreign exchange forward contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions.

Foreign exchange contracts outstanding are summarised below.

As at 31 December 2025					
Foreign currency	Bought amount	Sold amount	Contractual exchange rate		Contractual maturity date
			Bought	Sold	
	(Million)	(Million)	(Baht per 1 foreign currency unit)		
US dollar	2.0	-	31.41 - 31.75	-	June 2026

As at 31 December 2024					
Foreign currency	Bought amount	Sold amount	Contractual exchange rate		Contractual maturity date
			Bought	Sold	
	(Million)	(Million)	(Baht per 1 foreign currency unit)		
US dollar	6.1	-	33.60 - 35.53	-	January - May 2025

### **33.2 Financial risk management objectives and policies**

The Group's financial instruments principally comprise cash and cash equivalents, trade and other current receivable, trade and other current payables, short-term loans, trust receipts, derivatives and long-term loans from financial institutions. The financial risks associated with these financial instruments and how they are managed is described below.

#### **Credit risk**

The Group is exposed to credit risk primarily with respect to trade and other current receivable, deposits with banks and financial institutions and other financial instruments. Except for derivatives, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position. The Group's maximum exposure relating to derivatives is noted in the liquidity risk topic.

#### ***Trade and other current receivables***

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade and other current receivables are regularly monitored.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

#### ***Financial instruments and cash deposits***

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties.

The credit risk on debt instruments and derivative financial instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

## Market risk

There are two types of market risk comprises interest rate risk and currency risk. The Group enters into a variety of derivative financial instruments to manage its risk exposure, including:

- foreign exchange forward contracts to hedge the foreign currency risk arising on the export or import of goods and machines
- interest rate swap contracts to mitigate the risk of rising interest rates

## Foreign currency risk

The Group's exposure to the foreign currency risk relates primarily to purchase and sales of goods and services and purchase of machinery that are denominated in foreign currencies. The Group seeks to reduce this risk by entering into foreign exchange forward contracts when it considers appropriate. Generally, the forward contracts mature within one year.

As at 31 December 2025 and 2024, the balances of financial assets and liabilities denominated in foreign currencies are summarised below.

Consolidated / Separate financial statements						
Foreign currency	Financial assets		Financial liabilities		Average exchange rate	
	2025	2024	2025	2024	2025	2024
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US dollar	3.1	4.9	2.2	4.0	31.58	33.99
RMB	0.8	-	2.7	0.4	4.51	4.66

## Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Group's profit and loss before tax to a reasonably possible change in USD exchange rate, with all other variables held constant. The impact on the Group's profit and loss 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.

Currency	2025		2024	
	Effect on profit		Effect on profit	
	Increase/	before tax	Increase/	before tax
	(decrease)	increase (decrease)	(decrease)	increase (decrease)
	(%)	(Million Baht)	(%)	(Million Baht)
Baht per USD	5.0	1	5.0	2
	(5.0)	(1)	(5.0)	(2)
	10.0	3	10.0	3
	(10.0)	(3)	(10.0)	(3)

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 cash at banks, short-term loans, trust receipts and long-term loans from financial institutions. Most of the Company's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate except for trade and other current receivables and trade and other current payables with no interest charged.

The Group manages its interest rate risk by entering into interest rate swap contracts, in which it agrees to exchange, at specified intervals, between variable rate and fixed rate interest amounts calculated by reference to an agreed-upon notional principal amount.

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	Interest rate (% p.a.)	
Within 1 year	1 - 5 years	Over 5 years					
<u>Financial assets</u>							
Cash and cash equivalents	-	-	-	4	-	4	Note 7
<u>Financial liabilities</u>							
Short-term loans from financial							
institutions	961	-	-	-	-	961	Note 15
Trust receipts	712	-	-	-	-	712	Note 15
Short-term loans from related							
parties	106	-	-	-	-	106	Note 6
Long-term loans from financial							
institutions	-	-	-	307	-	307	Note 18
Lease liabilities	40	81	-	-	-	121	Note 17
Other financial liabilities	-	-	-	-	1	1	-

(Unit: Million Baht)

## Consolidated financial statements

As at 31 December 2024

	Fixed interest rates			Floating interest rate	Non- interest bearing	Total	Interest rate (% p.a.)
	Within 1 year	1 - 5 years	Over 5 years				
<u>Financial assets</u>							
Cash and cash equivalents	-	-	-	19	-	19	Note 7
<u>Financial liabilities</u>							
Short-term loans from financial institutions	776	-	-	-	-	776	Note 15
Trust receipts	747	-	-	-	-	747	Note 15
Long-term loans from financial institutions	-	-	-	304	-	304	Note 18
Lease liabilities	33	80	-	-	-	113	Note 17
Other financial liabilities	-	-	-	-	7	7	-

(Unit: Million Baht)

## Separate financial statements

As at 31 December 2025

	Fixed interest rates			Floating interest rate	Non- interest bearing	Total	Interest rate (% p.a.)
	Within 1 year	1 - 5 years	Over 5 years				
<u>Financial assets</u>							
Cash and cash equivalents	-	-	-	1	-	1	Note 7
<u>Financial liabilities</u>							
Short-term loans from financial institutions	939	-	-	-	-	939	Note 15
Trust receipts	712	-	-	-	-	712	Note 15
Short-term loans from related parties	40	-	-	-	-	40	Note 6
Long-term loans from financial institutions	-	-	-	291	-	291	Note 18
Lease liabilities	22	38	-	-	-	60	Note 17
Other financial liabilities	-	-	-	-	1	1	-

(Unit: Million Baht)

	Separate financial statements						
	As at 31 December 2024						
	Fixed interest rates						
	Within 1	1 - 5	Over 5	Floating	Non- interest		
	year	years	years	interest rate	bearing	Total	Interest rate
							(% p.a.)
<u>Financial assets</u>							
Cash and cash equivalents	-	-	-	14	-	14	Note 7
<u>Financial liabilities</u>							
Short-term loans from financial institutions	758	-	-	-	-	758	Note 15
Trust receipts	747	-	-	-	-	747	Note 15
Long-term loans from financial institutions	-	-	-	277	-	277	Note 18
Lease liabilities	18	29	-	-	-	47	Note 17
Other financial liabilities	-	-	-	-	7	7	-

### *Interest rate sensitivity*

The following table demonstrates the sensitivity of the Group's profit and loss before tax to a reasonably possible change in interest rates on that portion of floating rate loans from financial institutions and derivatives affected as at 31 December 2025 and 2024.

Currency	2025		2024	
	Increase/ (decrease)	Effect on profit before tax increase (decrease)	Increase/ (decrease)	Effect on profit before tax increase (decrease)
	(%)	(Million Baht)	(%)	(Million Baht)
Baht	0.5	(2)	0.5	(2)
	(0.5)	2	(0.5)	2
	1	(3)	1	(3)
	(1)	3	(1)	3

The above analysis has been prepared assuming that the amounts of the floating rate loans from financial institutions and derivatives and all other variables remain constant over one year. Moreover, the floating legs of these loans from financial institutions and derivatives are assumed to not yet have set interest rates. As a result, a change in interest rates affects interest receivable/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 through the use of bank loans. The Group has access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities and derivative financial instruments as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

(Unit: Million Baht)

Consolidated financial statements					
As at 31 December 2025					
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
<b>Non-derivatives</b>					
Short-term loans from financial institutions	-	968	-	-	968
Trust receipts	-	716	-	-	716
Trade and other current payables	-	228	-	-	228
Lease liabilities	-	44	86	-	130
Short-term loans from related parties	-	106	-	-	106
Long-term loans from financial institutions	-	111	216	-	327
<b>Derivatives</b>					
Derivative liabilities: net settled	-	(1)	-	-	(1)

(Unit: Million Baht)

Consolidated financial statements					
As at 31 December 2024					
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
<b>Non-derivatives</b>					
Short-term loans from financial institutions	-	778	-	-	778
Trust receipts	-	749	-	-	749
Trade and other current payables	-	371	-	-	371
Lease liabilities	-	39	86	-	125
Long-term loans from financial institutions	-	127	203	-	330
<b>Derivatives</b>					
Derivative liabilities: net settled	-	(7)	-	-	(7)

(Unit: Million Baht)

Separate financial statements					
As at 31 December 2025					
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
<b>Non-derivatives</b>					
Short-term loans from financial institutions	-	945	-	-	945
Trust receipts	-	716	-	-	716
Trade and other payables	-	211	-	-	211
Lease liabilities	-	24	41	-	65
Short-term loans from related parties	-	106	-	-	106
Long-term loans from financial institutions	-	100	211	-	311
<b>Derivatives</b>					
Derivative liabilities: net settled	-	(1)	-	-	(1)

(Unit: Million Baht)

Separate financial statements					
As at 31 December 2024					
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
<b>Non-derivatives</b>					
Short-term loans from financial institutions	-	760	-	-	760
Trust receipts	-	749	-	-	749
Trade and other payables	-	352	-	-	352
Lease liabilities	-	21	31	-	52
Long-term loans from financial institutions	-	116	187	-	303
<b>Derivatives</b>					
Derivative liabilities: net settled	-	(7)	-	-	(7)



### **33.3 Fair value of financial instruments**

Since the majority of the Company's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The methods and assumptions used by the Grouping estimating the fair value of financial instruments are as follows:

- a) The fair value of open-ended funds has been determined using net assets value at the reporting date.
- b) The fair value of derivatives has been determined using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies, interest rate yield curves and commodity price yield curves. The Group considers to counterparty credit risk when determining the fair value of derivatives

During the current year, there were no transfers within the fair value hierarchy.

### **34. Capital management**

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support their business and maximise shareholder value. As at 31 December 2025, the Group's debt-to-equity ratio was 1.47:1 (2024: 1.44:1) and the Company's was 1.28:1 (2024: 1:29:1).

### **35. Approval of financial statements**

These financial statements were authorised for issue by the Company's Board of Directors on 26 February 2026.

Attachment

## Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0886/2025/1772407469458.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0886/2025/1771379141554.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0886/2025/1771379141557.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0886/2025/1771802983661.pdf>



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

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0886/2025/1771379141559.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0886/2025/1772066951842.pdf>

