



STARFLEX

Annual Report 2025

(56-1 One Report)

Starflex Public Company Limited

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Message from the Chairman of the Board of Directors



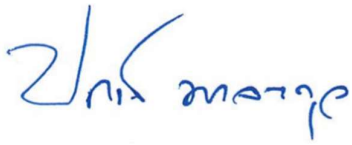
During the past year, the world economy had to face many risky factors, especially the import duties imposed by the United States of America which created a negative impact on many industries in many countries. New and ongoing geo-political crises had led to adverse pressure on trade and investment in many regions. Fortunately, the price of raw materials used by our company remained relatively stable during most of the year and as such was a positive factor enabling an efficient cost management. In order to manage the energy cost, our company installed solar energy units resulting in a significant decrease in energy payment. While interest rate might have a declining trend, it was not strong enough to support the effort of raising new capital through the bond market. The investment market also faced continuous pressure from investors' lack of confidence resulting in stock indices not fully reflecting the true performance potential of listed companies.

Although the Thai economy remained relatively stable, there was a clear sign of an expansion of fast-moving consumer goods (FMCG) and growth in the demand for soft plastic packaging. This reflected the strength of basic demand and the change in consumers' behavior. However, during the last half of the year, the border conflict between Thailand and Cambodia unfortunately caused a decrease in demand for packaging of one of our main customers due to its inability to export goods at a usual level. The conflict did not end quickly and our company had to adjust its earnings projection while searching to find new markets for the lost sale.

Within this context, we have proceeded to adjust our business strategy continuously and carefully in order to increase our competitive ability and risk mitigation. Our company has coinvested in a factory for producing high quality paper packaging in Vietnam to expand our business opportunity and income base. During the past year, more investment was made to increase production area, machinery and the production system in order to meet future market expansion. As for our domestic investment with a leading food manufacturing group, commercial production started during the third quarter. This has expanded our ability to produce soft packaging for food for export which is a market with high growth potential.

Concerning the improvement of our competitive ability, the company has bought new machinery, improved existing ones and adjusted production processes to make sustainable products and in response to ever-changing customers' requirement. All of these have resulted in such outstanding development and performance that our company received two awards in 2025, namely the Outstanding Company Performance Awards and the Outstanding CEO Awards, from the Stock Exchange of Thailand (SET). In addition, in an assessment for company governance, our company has received a score of five stars or Excellent CG Scoring. In terms of sustainability assessment, the Company received an ESG Rating of "AA," reflecting its strong commitment to conducting business with due consideration for environmental, social, and governance impacts at a very good level. In addition, the Company was elevated to Change Agent CAC 3-Star status for its role in advancing Thai society toward greater transparency and sustainable anti-corruption practices. This achievement reflects the dedication, commitment, and strong corporate governance demonstrated by the Board of Directors, management, and employees at all levels, as well as the trust and confidence placed in the Company by customers, investors, and all stakeholders.

Finally, STARFLEX would like to reaffirm our commitment to conduct our business under the concept of sustainable growth together with responsibility to the society, environment and all stakeholders. For our stockholders, we emphasize building long term growth. We would like to express our gratitude to our stockholders, customers, suppliers, business partners and all stakeholders for their continuous support and trust. In the future, we sincerely hope that this support and trust will continue so that our company can face and overcome challenges and continue to grow with stability and sustainability.



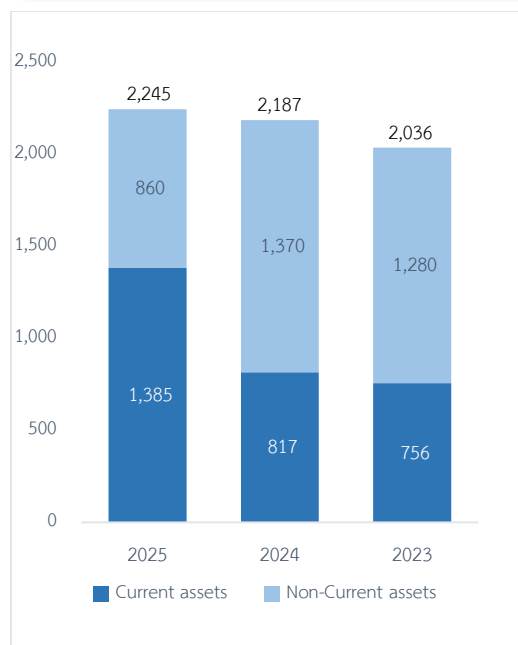
Mr. Pakorn Malakul Na Ayudhya

Chairman of the Board of Directors

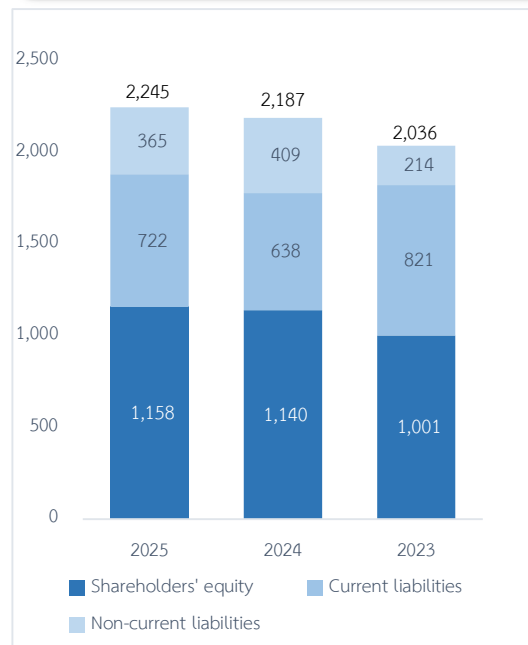
Financial status and operating results 2025

Important financial information

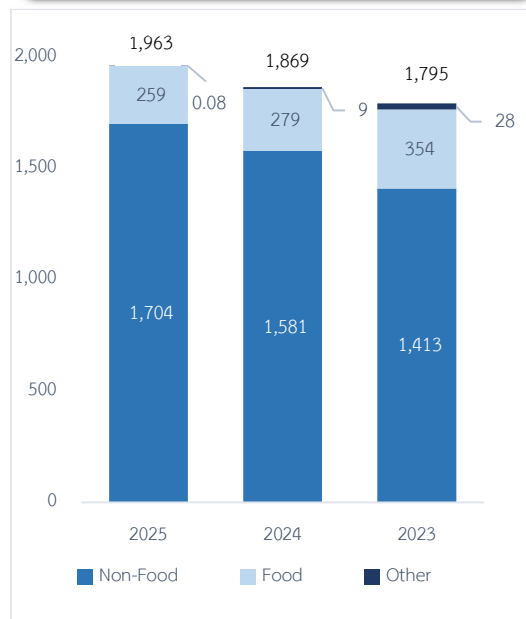
Assets (million)



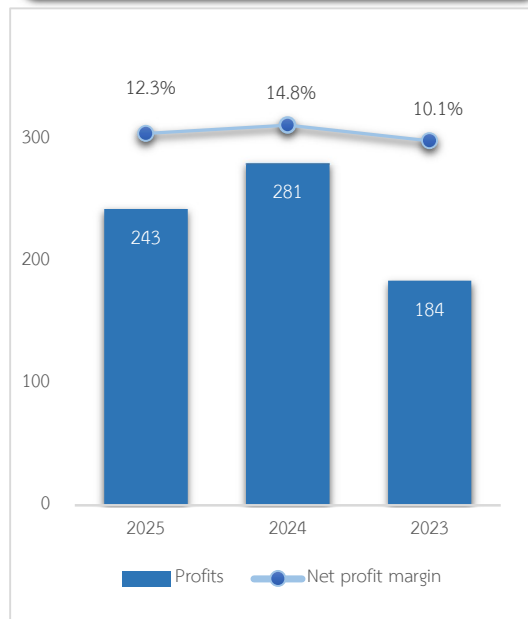
Liabilities and shareholders' equity (million)



Revenues (million)



Profits and Net profit margin (million)



(Unit : Million)

	2025	2024	2023
Statement of comprehensive incomes			
Total assets	2,245.37	2,183.65	2,036.10
Total liabilities	1,087.69	1,046.29	1,035.59
Shareholders' equity	1,157.68	1,140.36	1,000.51
Statement of comprehensive incomes			
Sales revenues	1,962.87	1,869.07	1,794.61
Total revenues	1,985.32	1,898.80	1,820.52
Cost of sale and Expenses	1,723.11	1,602.88	1,587.64
Share of net profit and loss from investments in joint venture and associate	9.15	23.72	(0.05)
Profit before finance cost and income tax expenses	240.56	284.63	223.11
Profit for the year	243.23	280.76	184.25
Ratios			
Net Profit Margin (%) Separate	11.84	13.64	9.97
Net Profit Margin (%) Consolidate	12.25	14.79	10.12
Total Assets Turnover (%)	10.98	13.30	10.13
Current Ratio	1.19	1.28	0.92
Debt Ratio	0.94	0.92	1.04
Dividend Payout Ratio (%)	60.42	29.28	32.26

Awards and Pride



Outstanding Company Performance Award 2025 &
Outstanding CEO Awards 2025
The Stock Exchange of Thailand



การประเมินการกำกับดูแลกิจการ
ในระดับ 5 ดาว หรือ “ ดีมาก ” ปี 2568
สมาคมส่งเสริมสถาบันกรรมการบริษัทไทย

ESG
การประเมินความยั่งยืน
ปี 2568 ระดับ AA

ประกาศนียบัตรเครื่องหมาย
รับรองผลการครบรอบฟุตพริ้นท์ของ
องค์กร (CFO) ปี 2568



Financial Well-being Awards 2024
พัฒนาการสูงสุด
ส่งเสริมให้พนักงานมีวิถีทางการเงินที่ดี
ธนาคารทหารไทยธนชาต จำกัด (มหาชน)

ระบบนิเวศการเรียนรู้กับการพัฒนา
คุณภาพพลเมือง ปี 2568
ศูนย์คุณธรรม

Certificate of Best Supplier
for 2023-2024
กลุ่มมิตรผล



CAC Change Agent Awards 2024

Thai Institute of Directors
Association (IOD)

CAC Certificate of Membership

Thai Institute of Directors
Association (IOD)

Happy Moral Business Award 2024

Happiness and Goodness



Corporate Governance Assessment
Score at a 4-star level or "Very
Good" for the year 2024
Thai Institute of Directors Association



Best Company Performance
Award 2024 & Outstanding
CEO Awards 2024
SET



SET ESG Ratings 2024 Level A



Financial well-being awards 2023

TTB



Happy work place & Moral
learning center

Thai Health Organization



Humanization Organization
Award 2022

the secretariat of the Senate



Moral Business Award 2020
Culture Ministry



Finansia Initial Public Offering 2019
FINANSIA



Happy Family Good Practice Award 2018
Thai Health Promotion Foundation



Happy Workplace Award 2018
Thai Health Promotion Foundation



Green Industry
Ministry of Industry



Certificate of Drug Prevention and
Correction Standards in the
workplace Samutprakarn Province



(GHP)
Good Hygiene Practice



(HACCP)
Hazard Analysis and
Critical Control Point System



(FSSC 22000)
Food Safety System Certification
22000

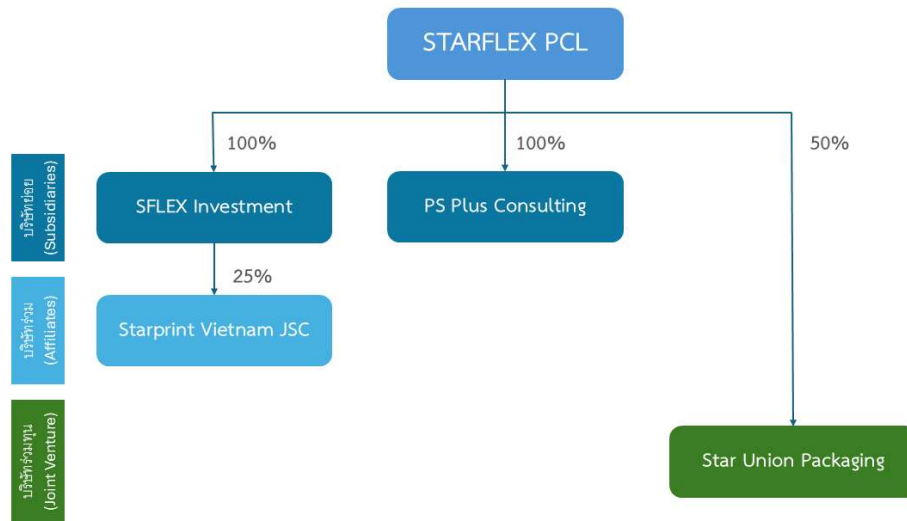
Part 1 Business Operation and Operating Results

Organizational structure and operation of the group of companies

Company Profile

The Company name	STARFLEX PUBLIC COMPANY LIMITED		
Abbreviation	SFLEX		
Head Office	189/48-49 Moo 3, Bangprieng, Bang Bo, Samut Prakarn 10560		
Type of Business	Manufacturing and distribution of flexible packaging for both food and non-food products in the form of made to order. The products can be divided into two forms which are roll form and pre form pouch.		
Registration No.	0107562000092		
Contact	Telephone: 0-2708-2555 Fax number: 0-2708-2355		
Website	www.starflex.co.th		
E-mail	contactus@starflex.co.th		
Registered Capital	Registered Capital:	502,250,000	Baht
	Paid-up Capital:	410,002,536	Baht
	Registered ordinary shares of:	1,004,500,000	shares
	Paid up ordinary shares of:	820,005,072	shares
	Issued and paid up preference shares:	-None-	Par value of Baht 0.5 per share
Registrar	Thailand Securities Depository Company Limited 93 Ratchadaphisek Rd, Khwaeng Din Daeng, Khet Din Daeng, Bangkok 10400 Telephone: 0-2900-9000 Website: www.set.or.th/tsd		

Company Investment Structure



PS+: Holds 100% of the shares in PS Plus Consulting Co., Ltd., with a registered capital of 2 million baht. The company's objectives include trading, manufacturing, importing, exporting, and producing various types of packaging.

SFLEX Investment:

Holds 100% of the shares in SFLEX Investment Pte. Ltd. in Singapore. As of February 9, 2567, the registered capital is 13.42 million Singapore dollars (approximately 350 million baht). The purpose is to act as a representative for foreign investments. In 2566, SFLEX Investment has invested in Starprint Vietnam, holding 25% of the shares jointly with SCG Packaging Public Company Limited, which holds 70%.

Star Union Packaging:

Holds 50% of the shares in StarUnion Packaging Co., Ltd., with a registered capital of 250 million baht. This company is a Joint Venture Company with Thai Union Graphics Co., Ltd. The joint venture aims to be a soft plastic packaging manufacturer to meet the needs of Thai Union Group and customers requiring soft plastic packaging in the Samut Sakhon area.

Starprint Vietnam:

Holds 25% of the shares (via SFLEX Investment Singapore) in Starprint Vietnam JSC. The registered capital is 61.47 billion Vietnamese dong (approximately 90 million baht). Starprint Vietnam is a renowned manufacturer of offset folding carton packaging made from sturdy paperboard in Vietnam.

Policy and Business Overview

The Company initially started its business by manufacturing and distributing flexible plastic packaging in roll film form, primarily serving customers who are consumer goods manufacturers. The Company has been certified with ISO 9001:2005 and GMP standards since the beginning of its production and distribution of flexible plastic packaging for consumer products. This has resulted in continuous business growth.

The Company's manufacturing facility is located at No. 189/48-49, Moo 3, Bang Phriang Subdistrict, Bang Bo District, Samut Prakan Province, on a total land area of approximately 31 rai. The production area consists of the original factory with 12,000 square meters and an additional expansion of 12,000 square meters, totaling 24,000 square meters. In addition, the Company leases nearby warehouses with a total area of over 6,000 square meters for raw material storage to support future business expansion.

The Company has continuously invested in additional machinery with the objective of increasing the variety of packaging formats in pre-formed pouch types, including:

- Stand-up Pouch
- 3-Sided Seal Pouch
- Center Seal Pouch
- 4-Sided Seal Pouch
- Flat Bottom Pouch
- Free Shape Die Cut
- Spouted Pouch Packaging

These capabilities enable the Company to comprehensively meet customer requirements.

The Company places strong emphasis on product quality and has continuously developed its production processes to comply with standards and meet customer specifications. The Company has obtained internationally recognized certifications, including:

- FSSC 22000 V6 (Food Safety System Certification 22000)
- GHPs (Good Hygiene Practice)
- HACCP (Hazard Analysis and Critical Control Point)
- URSA (Understanding the Responsible Sourcing Audit)
- SMETA V6.1 (Sedex Members Ethical Trade Audit)

URSA is a certification related to ethical labor practices, which is a requirement for multinational corporations. Therefore, it serves as strong evidence of the quality of the Company's products. SMETA is an audit framework for evaluating factories and suppliers in terms of labor ethics and social responsibility, based on the principles of the ETI Base Code (Ethical Trading Initiative Base Code) and international labor laws. This demonstrates that the Company operates with strong business ethics and sustainable social responsibility.

Vision Mission and Corporate Culture

Vision

“To become a leader of the flexible packaging business in the CLMV cluster”

Mission

1. Drive new technology and innovations
2. Establish trust for customers through the manufacturing of high quality products that meet international standards
3. Generate returns to shareholders and expand the business for continuous growth
4. Determined to social responsibility, Caring for the environment by Good Governance
5. Develop the potential of employees to drive the Company towards becoming and organization of learning

Targets of the Business Operations

The Company intends to be a leader in the flexible plastic packaging in Thailand and CLMV group with the following essential business strategies:

1. Focus on product development to meet the various demands of customers, develop new innovations to be a market leader in new products that are aligned with market trends of recyclable raw materials and/or using natural biodegradable raw materials to make them more environmentally friendly.
2. Boost production capacity to reinforce future growth, including continuous development of production processes to become more effective and cut losses during production, and magnify efficiency in production cost management.
3. Broaden business to soft plastic packaging used for food products, by developing production processes and technology for food product packaging.
4. Expand market in CLMV group by assigning a sales team to study and analyze the market of soft plastic packaging in CLMV group, including establishing business alliances in the same region.

Values

S P I R I T

- S*** - Sustainable Growth : Sustainable growth and development
- P*** - Passion to Win : Committed to our goals
- I*** - Innovative Thinking : Curious, enterprising, creative for further development
- R*** - Responsibility : Recognizing our roles and responsibilities
- I*** - Integrity : Remaining in a transparent framework
- T*** - Teamwork : Caring for one another. Working as a team

Significant Changes and Development

Significant Changes Developments of the Company within the recent 5 years were listed as follows.

2021

- Certified by GHPs (Good Hygiene Practice) from SGS (Thailand)
- Approved the issuance and allocation of warrants to purchase the newly issued ordinary shares of Starflex Public Company Limited No. 1 (SFLEX-W1) 82 million units and No. 2 (SFLEX-W2) 102.5 million units, total not exceeding 184.5 million units
- The Company registered the change in the number of ordinary shares by issuing 184.5 additional ordinary shares pending to the exercise of the warrants SFLEX-W1 and SFLEX-W2.
- PS+, subsidiary company, has increased its registered capital from Baht 2 million to Baht 20 million
- The Board of Directors has approved to set up a joint venture company, where the Company and Thai Union Graphics Co., Ltd., subsidiary of Thai Union Group PLC, will collaborate to manufacture flexible packagings.

2022

- Registered a joint venture company "Star Union Packaging Co., Ltd." registered capital of 1 million baht.
- Registered capital increase Star Union Packaging Co., Ltd. from a registered capital of 1 million baht to 250 million baht to manage and operate the company's business.
- Appoint the Corporate Governance and Sustainability Development Committee
- Participate in declaration of intent "Anti-corruption and corruption"
- Approved the share repurchase project for financial management (Treasury Stock).

2023

- In July, approved to register a new subsidiaried company, named "SFLEX Investment Pte. Ltd.", in Singapore to support future investments.
- In October, approved on the issuance of rated debentures, which its total value would not be over Baht 600 million.
- In November, the company was granted a right to use the carbon footprint logo of the organization.
- In December, invested 25% shares in Starprint Vietnam Joint Stock Company (SPV), a renowned offset folding carton manufacture in Vietnam

2024

- January: Donated "Health Standing Wood" to the Sangha of Mahachulalongkornrajavidyalaya University to promote wellness among monks, extending the "Magic Woods for Magic Life" upcycling project.
- March: Received the TTB Financial Well-Being Awards 2023 from TMBThanachart Bank Public Company Limited.
- April: Provided wooden chairs crafted from factory scrap materials to Bang Bo Hospital, Samut Prakan Province.
- June: 1) Awarded a plaque of honor for drug prevention and solution initiatives in the workplace from Samut Prakan Province during the "Thai Power Against Drugs" event.
- 2) Granted scholarships to students of Pathum Thani Vocational Education College for the 2024 academic year.
- July: Donated guiding white canes and financial support to the Thailand Association of the Blind (Samut Prakan) to assist the visually impaired.
- October: Honored with the SET Awards 2024 for Best Company Performance and the Outstanding CEO Award.
- November: 1) Certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) and achieved a 3-star "CAC Change Agent" rating (the highest level) from the Thai Institute of Directors (IOD).
- 2) Achieved a 4-star ("Very Good") rating in the Corporate Governance Report of Thai Listed Companies (CGR) 2024, supported by the Stock Exchange of Thailand (SET).
- 3) Signed a tripartite agreement between Starflex PCL, the Pathum Thani Juvenile and Family Court, and Pathum Thani Vocational Education College to establish a learning center for the rehabilitation and vocational promotion of youth.
- December: Completed machinery installation at the Star Union Packaging Co., Ltd. factory and commenced trial production, with full commercial operations expected by Q1 2025.

2025

- January: Donated medical equipment worth 4.9 million THB to Pathum Thani Hospital.
- February: 1) Donated learning equipment worth 2.1 million THB to Pathum Thani Vocational Education College for three training centers: Agricultural Machinery Maintenance, Electric Vehicle (EV) Maintenance, and HVAC Installation & Maintenance.
- 2) Launched a Share Repurchase Program for financial management, totaling 20 million shares (2.44% of paid-up capital) with a budget of 50 million THB.
- 3) Approved a dividend payment of 0.073 THB per share (totaling 56.67 million THB) from 2024 net profits, following the Board of Directors' resolution on February 26, 2025.

- April: 1) Received the Learning Ecosystem Award at the "Learning Ecosystem for Citizen Quality Development" academic event.
2) Awarded the TTB Financial Well-Being Awards 2024 from TMBThanachart Bank Public Company Limited.
- May: 1) Donated two Automated External Defibrillators (AED) to the Territorial Defense Command.
2) Received a certificate of appreciation for supporting community development through BOI-CSR sustainability initiatives.
- June: 1) Awarded the Certificate of Best Supplier for 2023-2024 by Mitr Phol Group.
2) Selected by the Stock Exchange of Thailand (SET) for inclusion in the securities index calculation for the second half of 2025 (July 1 – December 31, 2025).
3) Donated consumer goods to low-income families and persons with disabilities in the Bang Phriang community, Samut Prakan.
4) Launched the "New Career Near Me" short-term vocational training project for youth rehabilitation and career promotion.
- July: Received the Carbon Label certification.
- October: Achieved the highest 5-star ("Excellent") rating in the Corporate Governance Report of Thai Listed Companies (CGR) 2025 from the Thai Institute of Directors (IOD).
- November: Won the Outstanding Company Performance Award (Business Excellence group) and the Outstanding CEO Award.
- December: Achieved an "AA" rating in the SET ESG Ratings 2025 (Industrials group) by the Stock Exchange of Thailand, recognizing the company's commitment to sustainable business practices.

Nature of Business

Revenue Structure

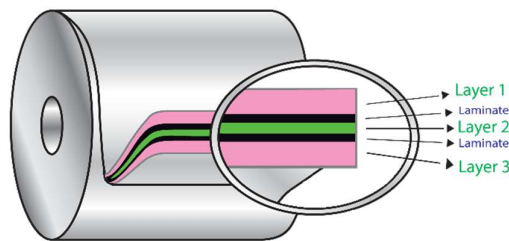
Revenue Types	2025		2024		2023	
	THB (million)	Percent	THB (million)	Percent	THB (million)	Percent
Roll Form Products	1,085.97	54.70	1,166.21	61.42	1,182.95	64.98
Pouch From (Pre Form Pouch)	876.9	44.17	702.86	37.02	611.66	33.60
Total Revenue From sales of soft plastic packaging	1,962.87	98.87	1,869.07	98.43	1,794.61	98.58
Other sales revenue ¹⁾	5.20	0.26	1.99	0.10	4.29	0.24
Total sales revenue	1,968.07	99.13	1,871.06	98.54	1,798.90	98.81
Other revenue ²⁾	17.25	0.87	27.73	1.46	21.62	1.19
Total Revenue	1,985.32	100.00	1,898.79	100.00	1,820.52	100.00

Remarks : 1) Other sales revenue includes revenue from sales of raw materials and revenue from film coating services.

2) Other income is revenue from sales of film scraps, income from sales of trial production (sample for sale), product compensation income, income from rental, profit from exchange rate, etc. In this regard, the product compensation income consists of compensation received from suppliers, concerning damage from using raw materials to produce the Company's products and compensation received from customers in case when the production order exceeds the demand.

Characteristics of our products

The Company produces and distributes soft plastic packaging (flexible packaging), for both liquid and dry goods according to customer orders (Made to Order). Soft plastic packaging is a multilayer film), splicing from 2-5 layers using glue or resin as binding material, resulting in rigid, and resistant to heat and high pressure, lightweight, and available to print graphic patterns on the surface. In addition, the packaging property can prevent air, sunlight, and odor ingress, and to maintain the quality of the products contained in the package efficiently.



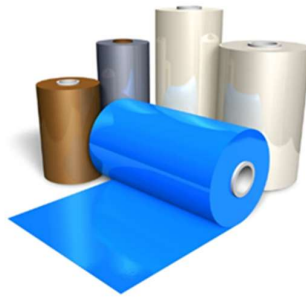
The type of soft plastic packaging under production and distribution of the Company is divided into 2 categories, depending on the needs of customers as follows:

1. Roll form products

The majority of the Company's revenue derives from the distribution of film roll packaging. Our soft plastic packaging is a roll of film processed through printing and laminating. After that, the roll of such film is split up to the width specified by the customer in which the maximum width of the film roll at the Company's slitting machine can be supported up to 1,080 millimeters. The film roll is mainly distributed to consumer product manufacturers that have their own pouch forming machines. The film roll packaging must have the physical properties suitable for the pouch forming machine of the customer i.e. the width, the smoothness of the film surface. Since it affects the operation of the pouch forming machine, the production of film roll packaging requires skills and expertise in adjusting the film formula and other raw materials such as glue and ink, in order to achieve a suitable film roll that meets customer requirements and can be used with each pouch forming machine at the customer's site efficiently. There are several groups of rolls as follows:

Groups in direct contact with the product (first primary packaging) The composition have a single layer (Mono layer film) and 2 or more splicing films, such as a roll of fabric softener, laundry detergent, dishwashing liquid, Instant noodles, ice cream, seasoning and medical equipment.

Groups that do not come into direct contact with internal products (Secondary packaging) are mostly single-layer films. And then be printed such as label rolls on milk bottles, label rolls for drinking water bottles, etc.



2. Pouch Form (Pre Form Pouch)

Pre Form Pouch is produced by forming the printed and coated film roll into a finished pouch ready for packaging. Customers who order Pre Form Pouch are manufacturers of consumer products that do not have their own pouch forming machines or customers who have a pouch forming machine, but cannot properly support the film material used in the production of the pouch. Pre Form Pouch can be produced in various forms depending on the needs of customers which includes the following.

2.1 Stand-up Pouch, Stand-up Pouch with Zip, Stand up pouch with Spout

Packaging in the form of a pouch that can be used to contain products with large volume or weight. It can be placed on a display shelf for product visibility such as fabric softener, laundry detergent, dishwashing detergent, liquid soap, etc. We can also add a zip lock to increase the ease of use such as pet food packaging or food packaging, etc. Included is a sealed envelope with a pour-over top (Spout) that is suited for non-sticky liquids like fabric softener, laundry detergent, cleaning solution and sugar syrup, it can work and sealed well.



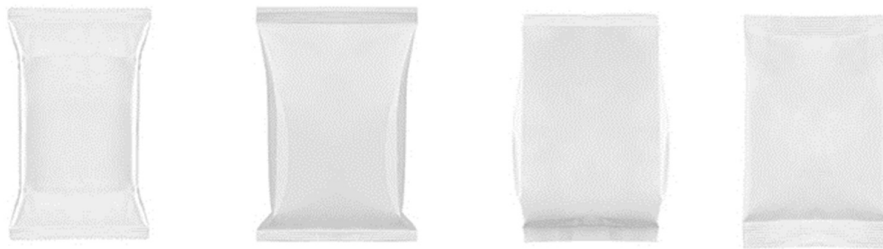
2.2 3-Sided Seal Pouch, 3-Sided Seal Pouch with Zip

This type of packaging is in the form of a pouch with a seal covering either the 3-side of the opening or the bottom of the pouch for inserting the goods and then sealing. It can be added a tear (V-Cut) for easy use, a display hanging bar, or adding a zip lock feature for the convenience in multiple uses of opening and closing. It can also extend the shelf life of products and suitable for food product packaging such as candy.



2.3 Center Seal Pouch, Center Seal & Gusset Pouch

Packaging that is in the form of a pouch with a seal in the center and top of the pouch, with an opening at the bottom of pouch to insert the products. This type of pouch is commonly used in products that are not heavy in food product packaging such as snack, ice cream, candies, frozen food, etc. It can also be made into a pouch with a seal in the middle of the back side. Both sides are folded to enlarge usage space. This type is recommended for heavier products such as animal food packaging, etc.



2.4 4-Sided Seal Pouch

The pouch is sealed on all 4 sides of the product. This is rigid package, suitable for heavy products that required a large space. The 4-sided seal pouch is popular among food products such as roasted coffee, instant coffee, animal food.



2.5 Flat Bottom Pouch

Flat bottom pouch is a stand-up pouch with a flat base with creases on the side, to increase the usage space. Due to the flat base, it allows the product to be placed on a shelf steadily and suitable for light or powder content such as cocoa powder, tea or sugar sachet. It can also be added with zip lock feature.



2.6 Free Shape Die cut

Packaging in the form of a pouch that can be designed in any shapes as customers' desires. As such, it is so varieties and good for running a sales promotion. The packaging is cut by 'Die cut', so it can make so many types of pouchs, for example, stand-up pouch, extraordinary shape of pouch, etc.



2.7 Spout Pouch

Spout pouch packaging is developed to enhance convenience and product safety during storage and use. This packaging integrates a spout and cap into the pouch through a heat-sealing process using specialized machinery. The process requires precise control of temperature, pressure, and sealing time to ensure strong seal integrity, prevent leakage, and maintain product quality. Spout pouches are particularly suitable for liquid and semi-liquid products, as they allow consumers to pour contents easily, reduce spillage, and enable multiple opening and closing cycles. In addition, spout pouches help reduce the use of rigid plastic containers, thereby lowering material consumption and supporting sustainable packaging solutions.

Products commonly packaged in spout pouches include:

- Fabric softeners
- Liquid detergents
- Household cleaning products
- Personal care products
- Beverages
- Liquid and semi-liquid food products
- Wet pet food

The Company has the capability to manufacture spout pouches in various configurations, including top-mounted and corner-mounted spout designs. The Company can also develop customized film structures tailored to specific product requirements, including barrier properties against oxygen, moisture, and light to help extend product shelf life. Furthermore, the Company offers customization of spout design, spout diameter, and cap configuration to meet customer functionality requirements. The Company also supports environmentally friendly packaging development, including recyclable materials and mono-material film structures, in alignment with sustainable business practices.

Research and Development

The organization understands the value of superior product research and development. With effective cost management, be able to adapt to the needs of a wide range of clients. This is a crucial aspect of differentiating the firm and increasing its competitiveness. The Company's research and development Conduct research and development efforts with the product innovation and research department of the organization. and external agency research, which can be characterized as follows:

Research and Development by the Innovation and Development Department

1. Product Development

The Company has developed new products to meet the needs of various customers, which will be developed together with customers. The customer will determine the features. (Specification) of the desired product and the Company will develop the formula and raw material structure. Including procuring raw materials from manufacturers or distributors of raw materials. In addition, in order to reach new clients, the Company has produced new items such as retort pouches (which can be sterilized by a high-pressure boiler), spout pouches (which include a lid).

2. Raw Material Development

In addition to developing new products The Company is also developing new raw material formulas. to expand the range of raw materials available. It also helps reduce production costs. Furthermore, The research and development department is also preparing for the development of raw materials to support the changing trend of plastic packaging in accordance with the trend of environmental conservation, such as the development of organics biodegradable film, which will be degraded by microorganisms in the environment. Formulation of film compositions that are easily recyclable The development of formulations of recycled plastic pellets and resins can be mixed with pure plastic pellets and resins by arranging the film molecules by MDO (Machine Direction Orientation) and Biaxial Orientation, by which the formula is suited for the product structure, etc.

Research and Development with Outside Organizations

Besides the research and development by the Innovation and Development Department, the Company also collaborates with The Office of National Higher Education Science Research and Innovation Policy Council (NXPO). To fund research and development for the development of high technology in the biorefinery process for the production of bio-innovative goods from agricultural biomass and agro-industry, Kasetsart University's Faculty of Agro-Industry, with the goal of developing packaging from agricultural and industrial waste materials, adding value to agricultural products, notably waste materials from agriculture and agro-industry, and developing compostable packaging.

The below table shows the spending budget of the Company's R&D within the past 3 years

(Unit: Bath million)

Year	Spending budget in R&D
2023	5.74
2024	5.76
2025	6.07

Competitive Strategy

1. Creating business partnership with customers

The key to our business is to establish relationships as a business partnership with customers. The Company has a policy to build long-term relationships, by collaborating under business alliance concepts. In addition to trading products, the Company will work closely with customers to develop and design packaging that responds to customers' needs and the changing market situation promptly and efficiently. The Company prepared together with customers the pre-delivery plan. There is a pre-delivery plan concerning the quantity of products and delivery schedules to assure the customers of punctual deliver of products. In addition, sales and marketing staff will attend the meeting with customers on a monthly basis to exchange news and business plans in accordance with customer needs as well as providing prompt services to customers. Such relationship will create benefits for both parties, resulting in a stable and long-term business relationship with partners. All of the above actions result in trust and acceptance the Company that has been given by customers. Especially the customers that are leading organizations in the country and has given the opportunity to develop new products. The Company also continuously developing new product offerings for its customers. This also result in the Company's sales growth proven by the SSQR Awards (Superior Supplier Quality Relationship Award), which is considered from 3 aspect including Cost Competitive, Excellence Service and Innovation from Unilever Thai Holding Ltd. who has been our major long-time client.

2. Quality Control of the Products

The Company focuses on quality of the products to meet the demand of customers, by implementing a product quality control system in every production process starting from the selection and procurement of raw materials from quality manufacturers and distributors. The Company will check the main suppliers of raw materials annually. When receiving the raw materials, the Quality Assurance Department will check the certificate of analysis from sellers, including checking quality of raw materials in the Company's analysis room. In addition, the Company also inspects and controls the quality of the product in every process from printing, laminating, slitting, and bag making. All of the operations as mentioned above are to ensure that

the manufactured products are of high quality and standards, and meet customer needs. Various standards that the Company has received is a proof of our quality. For example, FSSC 22000 (Food Safety System Certification), Good Hygiene Practice; General Principles of Food Hygiene, HACCP (Hazard Analysis and Critical Control Point).



In addition to the quality of the products mentioned above, the appearance of packaging is another significant factor that attracts consumers to purchase. Therefore, the Company gives attention to the presence of the printed images on film, both in terms of the sharpness of the lines, distinctive colors and shades that perfectly match the needs of customers. The printing appearance depends on several processes: design printing color steps, mold production, and printing processes. Our technicians are skilled in analyzing and arranging color groups using in the mold production process. Furthermore, they are also skilled at color-mixing for the appropriate proportion as well as controlling all machine operations.

3. Efficient management of production cost

Production costs are the main expenses that will affect the Company's profitability and competitiveness therefore, the Company puts great importance to the raw material selection process by assigning a team that has an expertise in selecting raw material manufacturers. The manufacturers must pass the inspection of the production process to ensure the quality standards of the raw materials and minimize the loss of production resulting from the use of non-standard raw materials. This supports the Company's policy to control the rate of loss from production (waste) at an appropriate level.

In addition, the Company has developed and improved machinery or equipment that will enhance production efficiency. For example, installing an ink dispensing to assure fast and precise color mixing process as demanded by customers, installing CCTV to track waste generated in the production area. Furthermore, the product development research department is responsible for the development of new film formulas to offer more options and support competent cost management.

4. Continued development of products

The Company rates the importance of persistent development of new types of packaging and being able to produce soft plastic packaging to meet the varied request among customers, both the form and purpose of use such as shrink film, packaging that can be sterilized with a high-pressure boiler (Retort Pouch), pouches with lid (Spout Pouch). The Company has purchased flat bottom pouch forming machine to produce a pouch with flat base which be placed steadily on the display shelf despite of the light weighted contents or a small quantity. Flat Bottom Pouch is suitable for placing products in a well visible area that and easy to store. It also saves the shelf space in the supermarket by having the shape of a tall bag and narrower compared to other types of packaging.

Customer types and target groups

The Company distributes soft plastic packaging which is mainly used in consumer products packaging therefore, the main customer are a manufacturer of consumer products. Our major customers who are leading manufacturers of consumer's products in Thailand are such as Neo Factory Company Limited, Perfect Companion Group Company Limited, Unilever Thai Holding Company Limited, Lion (Thailand) Company Limited, IP Manufacturing Company Limited and Taokaenoi Food & Marketing Public Company Limited.

When considering the proportion of revenue from the sales of soft plastic packaging, the main revenue of the Company is from packaging for consumer products which accounts 75%-80 % while packaging for food products accounts 20%-25%.

Sales Revenue	2025		2024		2023	
	THB (million)	Percent	THB (million)	Percent	THB (million)	Percent
Packaging for Consumer Products	1,703.50	86.79	1,581.15	84.60	1,441.02	80.29
Packaging for Food Products	259.29	13.21	279.06	14.93	353.59	19.71
Others	0.08	0.00	8.86	0.47	28.16	1.57
Total Revenue	1,962.87	100.00	1,869.07	100.00	1,794.61	100.00

The types of products for soft plastic packaging are as follows

Non-Food Packaging	Food Packaging
<ul style="list-style-type: none"> ● Fabric softener ● Dish washing detergent ● Laundry detergent ● Liquid laundry detergent ● Floor cleaner ● Liquid soap ● Shampoo ● Medical equipment 	<ul style="list-style-type: none"> ● Ice-cream ● Vermicelli ● Frozen food ● Snack ● Sauces and seasoning ● Flour ● Coffee ● Pet Food ● Instant noodles ● Rice

Pricing policy

The Company has in place a cost plus margin policy to determine selling price based on factors such as product type, order quantity, and competitive conditions in the market. The Company reviews selling price every 6 months to ensure that it is appropriate and competitive. When the cost is increased significantly, the Company will negotiate with both the raw material distributors and customers to adjust the price to accommodate the increased cost.

Distribution and distribution channels

Mainly, the products are distributed within Thailand through sales and marketing team who is responsible for contacting customers directly. In general, packages of consumer products are constantly adjusted to be more attractive and to promote the image of the product. Therefore, our sales and marketing staff will closely follow the situation and discuss with customers concerning the request in order to present the samples for consideration without delay. The sales and marketing department conduct customer satisfaction assessment on a quarterly basis concentrated on 3 factors namely punctual delivery of products, product quality, and overall service performance to develop and improve services and create highest satisfaction among customers.

	2025		2024		2023	
	THB (million)	Percent	THB (million)	Percent	THB (million)	Percent
Revenue from domestic sales	1,957.06	99.70	1,868.96	99.99	1,794.61	100.00
Revenue from international sales	5.81	0.30	0.11	0.01	0.00	0.00
Total Sales Revenue	1,962.79	100.00	1,869.07	100.00	1,794.61	100.00

Flexible plastic packaging industry outlook

The flexible packaging industry is expected to experience rapid and continuous growth. According to research by Future Market Insights¹, global flexible packaging sales are projected to reach USD 196.4 billion in 2026, representing a year-on-year (Y-o-Y) growth of 4.9% from USD 187.2 billion in 2025.

Furthermore, global flexible packaging sales are forecast to increase to USD 316.8 billion by 2036, with a compound annual growth rate (CAGR) of 4.9% during the period from 2026 to 2036.

This projected average growth rate is supported by expansion trends within the industry across key countries, as illustrated in the following table.

Countries	CAGR (2569-2579)	Key Growth Drivers
U.S.A.	4.4%	Consumption patterns of flexible packaging place strong emphasis on convenience and shelf appeal. The trend of substituting rigid packaging with flexible packaging continues, particularly in the household chemical and pet food segments.
EU	2.5%	In many European Union countries, the use of flexible packaging continues to grow steadily. For example, the compound annual growth rate (CAGR) for the period 2026–2036 is projected at 3.6% for Germany, 3.9% for the United Kingdom (UK), and 3.5% for France. However, European Union regulations play a crucial role in determining the direction of material selection and applicable packaging structures. As a result, packaging converters must accelerate the development of mono-material structures in order to obtain certification and enable commercial application.
China	6.2%	The Ministry of Ecology implemented packaging thickness reduction standards in 2025, resulting in merchants on the Alibaba platform shifting toward the use of ultra-thin shipping mailers and accelerating the transition from rigid packaging to flexible packaging, particularly within the e-commerce sector.
India	6.8%	This segment has experienced the highest growth, driven by increasing demand for flexible packaging due to its cost-effectiveness, lightweight properties, and environmental friendliness—particularly in the Fast-Moving Consumer Goods (FMCG) and retail sectors. In late 2025, Mondi Group inaugurated a large-scale manufacturing facility in Pune to directly serve domestic snack producers.
Japan	3.2%	Strict municipal waste segregation regulations have led to a 12% increase in the use of fully recyclable mono-PET films in 2025. The market is expected to grow at a compound annual growth rate (CAGR) of 3.2%, supported by an aging population that prioritizes easy-to-open and convenient packaging.

Source: Future Market Insights Global and Consulting Pvt. Ltd.

Flexible packaging rescued the worldwide E-commerce business during the covid-19 pandemic, and post-pandemic demand for flexible packaging has skyrocketed. This shift has expanded the printing and packaging industry's business opportunities and growth. The demand for flexible plastic packaging is growing rapidly, driven by its lightweight nature, durability, cost-effectiveness, and ability to enhance product shelf life. Industries such as food and beverages, pharmaceuticals, personal care, and e-commerce are increasingly adopting flexible packaging due to its superior barrier properties and convenience.

Beside the rapid expansion of e-commerce and the online food delivery services, the food and beverage industry remains the primary driver of flexible plastic packaging demand, accounting for 58.3% of total sales. The preference for high-barrier films and Modified Atmosphere Packaging (MAP) in fresh meat, frozen foods, and ready-to-eat meals has fueled this expansion. The beverage segment, particularly juices, dairy, and energy drinks, relies heavily on spouted pouches and shrink films for lightweight and portable solutions that meet evolving consumer preferences for convenience and sustainability.

Looking ahead, sustainability will be a key focus in the flexible plastic packaging industry. The shift towards recyclable, compostable, and biodegradable materials is shaping the market as consumers and regulatory bodies push for environmentally friendly alternatives. Companies are investing in bio-based plastics and mono-material structures to enhance recyclability. Advances in digital printing and smart packaging technologies, including QR codes and RFID tracking, are also influencing the industry by improving traceability and customer engagement.

Furthermore, the integration of automation and AI in manufacturing processes is expected to enhance efficiency, reduce waste, and lower production costs. Emerging markets, particularly in Asia and Latin America, present significant growth opportunities due to rising disposable incomes and expanding retail sectors. Brands are also focusing on flexible packaging innovations that cater to single-serve and on-the-go consumption trends. As circular economy principles gain prominence, collaboration between manufacturers, recyclers, and policymakers will be crucial in shaping the future of the industry. In response to these evolving trends, companies that adopt sustainable practices, leverage technological advancements, and adapt to shifting consumer preferences will remain competitive in the flexible plastic packaging sector.

Plastic packaging industry in Thailand

The flexible packaging industry in Thailand continues to exhibit strong and sustained growth. According to a report by Mordor Intelligence², the flexible packaging market in Thailand was valued at USD 2.56 billion in 2025 and is projected to grow from USD 2.83 billion in 2026 to USD 4.64 billion by 2031, representing a compound annual growth rate (CAGR) of 10.39% during the period 2026–2031.

This growth is driven by the continued expansion of e-commerce and logistics, government policies supporting the use of bioplastics, and the ongoing relocation of manufacturing bases under the China+1 strategy. These factors are contributing to increasing demand for pouch packaging, sachets, and mailer packaging.

At the same time, brand owners' commitment to recyclable packaging has led packaging converters to shift toward mono-material structures, such as machine direction oriented polyethylene (MDO-PE). Nevertheless, high-barrier multilayer laminates continue to play a critical role in packaging for oxygen-sensitive food products.

In addition, the market is supported by the growth of halal food exports and ready-to-eat meals, the recovery of the tourism sector—which drives demand for portion-controlled sachets—and industrial investment in the Eastern Economic Corridor (EEC), supported by government initiatives.

The competitive landscape remains at a moderate level. Multinational companies are focusing on investments in chemical recycling technologies and automated production systems (Industry 4.0), while more than 200 small and medium-sized enterprises (SMEs) continue to play a significant role in short-run production.

Key Report Takeaways

- **By product type:** Pouches held the largest market share at 36.71% in 2025, while sachets and stick packs are expected to grow at a CAGR of 11.54% through 2031.
- **By material type:** Plastics accounted for 54.89% of the market in 2025, while bioplastics are projected to grow at a CAGR of 11.36% through 2031.
- **By end-use industry:** The food industry represented the largest share at 47.33% in 2025, while the e-commerce and logistics segment is expected to record the highest growth at a CAGR of 11.74% through 2031.
- **By material structure:** Multilayer laminate structures accounted for 62.48% of the market in 2025, while mono-material structures are projected to grow at a CAGR of 10.77% through 2031.

Table Revenue from Sales and Services of Major Operators in the Flexible Packaging Industry

Companies/Group of companies	2024	2023	2022
1. Hutamaki Company Limited (Thailand)	6,114.4	6,222.4	6,137.4
2. Amcor Group ^{1), 2)}	5,189.3	6,018.6	5,672.0
3. Fuji Seal Packaging (Thailand) Limited ³⁾	3,378.3	3,375.9	3,379.1
4. Dai Ichi Packaging Company Limited	2,750.3	2,612.2	2,533.2
5. Prepack Company Limited (Thailand)	2,613.3	2,486.6	2,335.5
6. Starflex Public Company Limited	1,860.2	1,766.4	1,650.9
7. Film Master Company Limited	1,580.9	1,532.6	1,519.6
8. Print Master Company Limited	1,219.7	1,165.8	1,283.9
9. Others companies in Flexible packaging industry	10,582.7	9,908.3	10,151.2
Total revenues in Flexible packaging	35,289.2	35,088.9	34,662.8

Source : Information about manufacturers of flexible plastic packaging is collected from Business Online

Remarks: 1) The Amcor Group consists of Amcor Flexible Bangkok PCL, Amcor Flexible Chonburi, Amcor Flexible Petchaburi, and Amcor Flexible Rayong

2) Accounting period beginning as of 1 July and ending as of 30 June

3) Accounting period beginning as of 1 April and ending as of 31 March

Product Procurement

Production

At present, the our plant is located at no. 189/48-49, Village No. 3, Bangpriang sub-district, Bang Bor district, Samut Prakarn on an area about 18 rai, 3 ngarn. Flexible plastic packaging are made to order and all machines are imported from abroad such as Taiwan, Italy, China. With the Rotogravure printing process which can create 10 colors, which involves engraving the image onto an image carrier. In gravure printing, the image is non-printing surface is flat and smooth. Because gravure is capable of transferring more ink to the paper than most other printing processes, it is noted for its remarkable density range. With computerized detection and camera that detect waste during printing process, the system helps reducing waste from production process and quality control perfectly and

Raw material supply

The Company considers the following factors for procuring raw materials for production process.

1. Quality of raw materials

The Company focuses on quality of products, and purchases only fine quality raw materials from potential manufacturers or distributor with potential to deliver the raw material as requested in scheduled time. The Company has in place the approved vendor list to screen quality manufacture and distributor. In addition, the Company have quality inspection procedures of raw materials, including the visit to a new vendor before approval. Every 6 months, the Company will review the assessment result based on quality and delivery record. The Quality Assurance Division will random test raw materials at every deliver from manufacturer and/or distributor to ensure the quality of raw material.

2. Lead time for delivery of raw materials

Purchase of raw materials in the country will have 20-30 days for deliver, depending on types of raw materials. The purchase of raw materials from abroad will have approximately 45-90 days due to the varied transportation time from each original country.

3. Price and trend of raw material prices

In particular film, the main raw materials for packaging production which the price is varied by oil price in the world market. Therefore, in each purchase of raw material, the Company will consider quantity of raw materials to purchase and the duration while monitors the situation and trend of raw material closely to effectively manage the cost of raw material.

4. Independence from a certain manufacturer

The Company has in place the policy to procure raw materials which include film, ink, glue from at least 2 manufacturer or distributor to reduce risk from relying on a certain manufacturer and/or distributor. This also enhance negotiation power with them in terms of prices and delivery time.

Proportion of raw materials purchased from Thailand and abroad

Raw materials purchased	2025	2024	2023
Thailand	84.83	86.21	84.43
Abroad	15.17	13.79	15.57
Total	100.00	100.00	100.00

Details of main raw materials of the Company is as follows.

1. Film

Film is a main raw materials used in printing and laminating process, which account 66.57 percent, 69.99 percent and 66.78 percent of total raw materials purchased in 2023 – 2025 respectively. The Company orders films from manufacturers/distributors in Thailand and abroad, depending on types of the film and specification and purpose of usage. STARFLEX has collaborated with many manufacturers in developing of films to meet the different demand of each customer. At present, the film used in flexible plastic packaging is divided in 3 groups by its properties as follows.

1.1 The printable film can absorb ink well, resulting in vivid color without staining from the mold. This type of film are such as OPA, PET and OPP.

1.2 The film with barrier contain featured property for protection product inside from the sunlight, moisture and air, help preserving and maintain product quality inside. This film type are such as MPET and aluminum foil. Sealant film is the most used by the Company. With low melting point when exposed to the heat 100 -200 Celsius, the film is easily sealed and formed. Such property is applied as the innermost layer contact to the product inside. Therefore, the film must be food grade or the type that allowed to have direct contact to the food which are such as LLDPE, WLLDPE, CPP, MCPPE and MOPP

2. Ink

All inks are ordered from 6-8 manufacturers and distributors in Thailand. The specifications of ink from each manufacturer is different. For instance, viscosity, pigment resolution, adhesion. Hence, when purchasing inks, the Company will consider the proper viscosity level for the film and required properties for each work to create a product that meet customers' demand.

3. Adhesive

Adhesive is a raw material used for bonding between film layers in lamination process. The Company orders adhesive from 7-10 local manufacturer and distributors. Each vendor can supply adhesive with similar properties and in the standard acceptable by the Company

4. Solvent

Solvent is a chemical mixed with ink to create viscosity in required level. The solvent we use are such as Ethyl Acetate, Toluene, IPA. At present, the Company orders solvents from 6-7 main manufacturers and distributors.

Other than the raw materials mentioned above, the cylinder is the production equipment that significantly affect quality of printing. From the file received from customers, the image development department will divide color group into layers by using computer program. Each layer, when put together will create the image as set by customer. The printing model from such process is then used as a mold. The Company hires external company to manufacture mold. At present, there are 7 mold manufacturers that the Company has ordered based on delivery time and price.

Impacts to environment

Flexible plastic packaging process contains chemical contamination waste which are ink, adhesion and solvent. These are generated when using solvent in rinsing the ink and adhesion from equipment. The waste is treated in refinery process and resulted in liquid and solid solution. For liquid solution, the Company reuses for cleaning equipment and tools. For solid solution, the Company hires Better World Green PCL for disposal service proceeded under the law.

In addition, the Company has prepared occupational health annually by hiring C.E.M. Technology (Thailand) Co., Ltd., for monitoring environment quality which includes air quality monitoring, impurities in the air released from the chimney, light concentration monitoring, noise level monitoring and inspecting the heat level in establishment. According to the result, all fields are under standard as stipulated by law.

Assets Used in Business Operations

As December 31, 2025, the Company has major fixed assets that it uses for its business and its subsidiaries' business operations as follows.

Assets	Type of Ownership	Encumbrance	Net book value (THB million)
Land - Company's factory Title Deed No. 35455 35456 35457 35460 35461, Bang Bo District, Samut Prakan Province. Total area 18 rai 3 ngan 86 square wah	Owned	Loan collateral	98.62
Land (beside the factory) Title deed no. 35458 35459 35462 35463 Bang Bo District, Samut Prakan Province. Total area 13 rai 28 square wah	Owned	Loan collateral	64.00
Building	Owned	Loan collateral	198.58
	Lease	Right of Use	0.40
Building improvement	Owned	Loan collateral	17.36
	Owned	-	13.54
Machinery and equipment	Owned	Loan collateral	176.60
	Owned	-	133.65
	Hire purchase	Financial lease	-
	Lease	Right of Use	6.23
Furnishings and office equipment	Owned	-	29.01
Computer	Owned	-	4.23
	Hire purchase	Financial lease	-
Vehicle	Owned	-	4.05
	Hire purchase	Financial lease	4.92
	Lease	Right of Use	0.06
Construction in progress	Owned	-	83.82
Total			835.07

Securities and Shareholder Information

Major shareholders as at 29 December 2025 are as following:

Major Shareholders	Number of shares	Shareholding (%)
1. Mr. Printhorn Apithanasriwong	161,834,900	19.74
2. Starflex Public Company Limited ¹⁾	69,244,800	8.44
3. Mr. Ek Picharnchitra	68,974,500	8.41
4. Ms. Kotchakorn wanichanuwat.	35,330,800	4.31
5. Ms. Chanyaporn Valyasevi ²⁾	20,983,600	2.56
6. BTS Group Holdings Public Company Limited	20,579,600	2.51
7. Ms. Panniphas Taithongchai	13,493,200	1.65
8. USB AG LONDON BRANCH	12,908,100	1.57
9. Mrs. Chantip Vanich	12,850,000	1.57
10. Ms. Kalyanee Kongsomjit	10,860,000	1.32
11. Other minority shareholders	392,945,572	47.92

Remarks: 1) Starflex Public Company Limited is the Share Repurchase Project for financial management purposes (Treasury Stock)

2) Ms.Chanyaporn Valyasevi is the older sister of Mr. Sompote Valyasevi.

Subsidiary Shareholders

1.PS Plus Consulting Company Limited

Major Shareholders 31 December 2025	Number of shares	Shareholding (%)
Starflex Public Company Limited	200,000	100%

Shareholders' agreements in matters affecting the issuance and offering of securities or the Company's management.

-None-

Persons presenting a potential conflict of interest if they hold shares in subsidiaries or associated companies adding up to more than 10% of the votes in that company.

-None-

2.SFLEX Investment Pte. Ltd.

Major Shareholders 31 December 2025	Number of shares	Shareholding (%)
Starflex Public Company Limited	13,419,367	100%

Shareholders' agreements in matters affecting the issuance and offering of securities or the Company's management.

-None-

Persons presenting a potential conflict of interest if they hold shares in subsidiaries or associated companies adding up to more than 10% of the votes in that company.

-None-

Amount of registered and paid-up capital

As of 31 December 2025, the Company has a registered capital of Baht 461.25 million and has issued and paid-up capital of Baht 410 million, divided into (1) 820 million³⁾ ordinary shares with a par value of 0.5 Baht per share and (2) ordinary shares 102.50 million shares that have not yet been issued (SFLEX-W2).

Convertible securities

1.Warrants to purchase ordinary shares of Starflex Public Company limited No. 2 (SFLEX-W2)

Issuance Date	21 January 2022
Expiration Date	20 January 2026
Exercise Ratio	1 unit of Warrants shall be entitled to purchase 1 new ordinary shares
Exercise Price	Baht 10 per share
Exercise Date	On 20 January 2026
Notification Period for the Intention period to Exercise the Warrants	During 8:30 hrs. until 15:30 hrs. within the of 15 Business Days prior to Exercise.
Number of warrants issued	102,499,398 units
Number of the newly issued ordinary shares reserved to accommodate the exercise of Warrants	102,499,398 shares

Remarks: 3) In 2023 SFLEX-W1 warrants has been converted 5,072 shares and expired on 13 July 2023.

Subsidiary Investment Policies

Starflex Public Company Limited ("the Company") will consider investing in businesses that share its major business objectives, or businesses that invest in a profitable or business that can help the Company's main business operations become more comprehensive. To boost the firm's competitiveness. The Board of Directors may decide to invest in firms that are not related to the Company's primary business or in other operations. The investment will be made if the Board of Directors believes that such a firm has potential and that such an investment will benefit the Company and its shareholders as a whole.

Company's Dividend Policy

The Company has a policy to pay dividend at a rate of not less than 40% of net profit after deducting corporate income tax and legal reserve based on the Company's separates financial statement. Such dividend payment is subject to change due to performance, financial status, its liquidity and necessities in using working capital, investment plan, and economic situation.

For the year 2025, the Company has paid dividends to shareholders 2 time as follows:

On 24 April 2025, the meeting of shareholders has a resolution to approve the dividend payment. From the operating results from 1 January - 31 December 2024 to shareholders at the rate of Baht 0.073 per share, totaling Baht 56.67 million.

On 13 August 2025, the Board of Directors, in its meeting passed a resolution approving to pay the interim dividend for the period 1 January to 30 June 2025 of Baht 0.054 per share, totaling Baht 40.30 million, and from the operating results of 2024 of Baht 0.060 per share, totaling 50.00 million baht. The total interim dividend payment is 90.30 million baht. The Company will pay the interim dividend on 12 September 2025.

Dividend Policy of Subsidiaries

The dividend policy for subsidiaries must be considered and approved by the Board of Directors every year. The exception is for interim dividend payments, which the Board of Directors of the subsidiary can approve from time to time if the Board believes that the subsidiary has sufficient profits to do so under the legal framework of the country in which the subsidiary or associated company is located. In addition, the Board of Directors of the subsidiary must report the decision at the next shareholders' meeting of the subsidiary. When considering the dividend payment, the Board of Directors of the subsidiary needs to consider various factors, mainly for the shareholders' benefit. These factors include operating results, financial structure and financial position, liquidity, additional investment needs, investment plans, business expansion, provision for repayment of borrowings or working capital within subsidiaries, the conditions and limitations stipulated in any loan agreement, and other factors involved in the management of the subsidiary, determined by the Board of Directors and/or the shareholders of the subsidiary company, as appropriate.

Investments in Subsidiaries and Associates

As at 31 December 2025, the Company has investments in subsidiaries and associates directly as following:

Remarks: 1) On February 9, 2024, an increase in capital was made in SFLEX Investment Pte. Ltd., with the registered capital amounting to 13.42 Singapore dollars.

Name	Principal Business	Head office	Telephone	Type of Shares	Issued and Paid-up Shares (Baht million)	Number of Paid-up Shares(Shares)	Name of Shares Held by the Company(Shares)	Total Direct /Indirect Holding (Percent)
Subsidiaries								
PS Plus Consulting Company limited	Production and distribution of raw materials and soft packaging	189/48-49 Moo 3, Bangprieng, Bang Bo, Samut Prakarn	02-7082555	Ordinary share	15.50	200,000	200,000	100
SFLEX Investment Pte. Ltd.	Holding company	8 Marina Boulevard #05-02 Marina Bay Financial Centre SINGAPORE 018981	-	Ordinary share	355.85 ¹⁾	13,419,367	13,419,367	100
Associates								
Star union packaging Company limited	Production and distribution of raw materials and soft packaging	255 Samae Dam Road, Samae Dam	-	Ordinary share	125.00	1,250,000	1,250,000	50

Risk Management

Amidst the rapidly changing trends of the world, they have affected the business operations of the company both in terms of volatility and uncertainty. Risk management is therefore an important mechanism for driving the organization and expanding the businesses with steady, stable, creating appropriate returns for shareholders. Starflex Public Company Limited, therefore, has provided a risk management structure and announced the risk management policy to ensure that the company has an efficient and effective risk management system throughout the organization and applies the risk management system in line with international standards. Risk Management Committee (RMC) had been set up in order to govern a risk management plan that covers all activities, including promoting knowledge, continuously creating awareness of risk management among officers, having a risk tracker, and setting various measures to manage the risk to be at the appetible level.

1. Risk Management Policy

Starflex Public Company Limited has given precedence to and supported the establishment of a concrete risk management system. The board of directors assigned the RMC to supervise the risk management of the organization. They are responsible for considering and reviewing policies, guidelines, and risk management frameworks to supervise and support the implementation of enterprise risk management in line with business strategies and goals so that the risk management system is effective in a concrete manner. Risk management plan has been considered on the suitability for both external and internal environments that cause risks and affect the company and continuously has been applied to assess, monitor and supervise risks. To achieve the above objectives, the company has established the following enterprise risk management policies:

- Executives and all officers are aware and responsible to manage operational risks in their departments and organization by participating in the development of risk management processes to prevent and mitigate potential impacts to be at the adequate and appropriate level.
- The RMC defines risk management processes by considering the appetite risk level of each important risk of the organization, supports and promotes efficient risk management, including applying the risk management system as part of the decision-making in strategic planning, work plans, investments, and business operation of the organization.
- The RMC determines guidelines for preventing and mitigating risks that affect business operations, monitors, and summarizes the results of risk management, and evaluates the results of risk management, including reviews and improvements to achieve the goals.

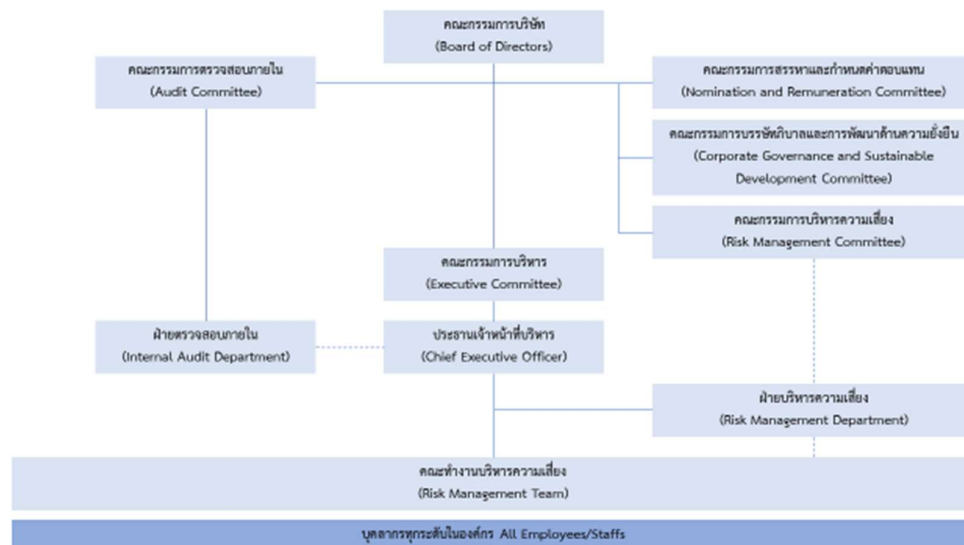
- Encourage executives and all officers to access information sources for improving the enterprise risk management process to meet international standards, and to develop a system for reporting the results of risk management to the executives, the RMC, and the board of directors efficiently and effectively.

2. Risk Management Framework

The Company has the Enterprise Risk Management Framework under the COSO Enterprise Risk Management; Integrating with Strategy and Performance; 2017 edition to reduce the likelihood and impact of risks which consists of:

2.1 Supervision of corporate culture

The company has set up a risk management structure chart as shown in the diagram. The RMC is responsible for defining and reviewing the policy framework and risk management guidelines of the Company appropriately according to international standards, in line with the direction and strategic plans of the organization as the changing circumstances, and supervising and monitoring the results of risk management in line with business operations constant change to ensure that risk management is carried out effectively covering all processes of the organization and ability to manage significant risks to be at an acceptable level.



2.2 Strategies and Objectives

The company has established an organizational strategy that considers internal risk factors, business environment, and related risk factors according to the scope and type of risk associated with the organization, which have been determined from criteria and level of appetible risk in all 8 types of risk.



2.3 Risk Management

The company's operations have followed the Enterprise Risk Management Manual. The process can be divided into 4 steps as follows:

- (1) **Risk Identification** The department, which is the risk owner, assesses the level of risk by identifying sources or causes that are likely to lead to risk events from various sources considering Risk Factors, Internal Factors, and External Factors.
- (2) **Risk Assessment** Considering the severity of the risk by applying the risk assessment criteria to assess both the impact and the likelihood of each risk, which considers both the current risk level and the risk level expected.
- (3) **Risk Response and Control Activities** Providing a risk treatment plan that is significant level to keep those risks at an appetible level and the risk assessment is reviewed periodically by coordinating with department management or risk managers to improve the risk database and record to be up-to-date and accurate.
- (4) **Implementation and follow-up** This has to be done on a regular basis due to the fact that risks. and risk plans or management measures include objectives that can be changed at any time. Therefore, the risk management process must be reviewed, monitored, and assessed on a regular basis to ensure that risk management and risk plans or management measures still responding effectively to change.

2.4 Risk Information, Communications, and Reports

The company has reported risk reporting and results of risk management on a regular basis following the risk management structure, i.e., the board of directors' meeting, executives meeting, risk working team meeting, and department meeting, and has provided training continuously to raise awareness of risk management activities.

2.5 Measurement of risk management effectiveness

The Risk Management Committee has supervised the reporting of major risk management progress and the results of reviewing the effectiveness of the risk management system and has monitored the risk management plan from the risk owner or the person assigned to report the results periodically to monitor progress and review the suitability of the plan. If the risk factors change or are likely that the plan will not be successful, including the event of a new risk event appearing, the risk owner must review the risk assessment and work plans to be appropriate.

3. Risk factors for business operations and risk management

The company has identified emerging risks including the risks that the company manages present in accordance, and has identified potential impacts and guidelines for risk management so that the risk is at an appetible level. That will affect operation and company reputation as the following details.

3.1 Risk factors for the company's business.

(1) Strategic Risk

- **Risk from reliance on major customers**

The company is engaged in the manufacturing and distribution of flexible plastic packaging for both consumer and non-consumer products, primarily supplying large-scale consumer goods manufacturers and distributors domestically. The loss of these key customers would significantly impact the company's revenue. In 2024, the company has established the following management measures:

- Developing the company plans to retain existing customers and expanding the market by targeting new clients in the consumer and non-consumer packaging segment. This includes exploring new markets such as packaging for medical devices, and others. Additionally, the company plans to expand its market presence in the consumer goods packaging sector to cater to clients primarily in the consumer goods industry.
- Providing the service, along with the development of new packaging formats to meet the customers needs and diverse of the consumer market, such as Shrink

Film, Retort Pouch, Spout Pouch, etc. The company also collaborates with academic institutions on research projects to develop innovative packaging designs and products, ensuring they remain modern and competitive. This approach will also help the company expand its customer base further.

- Developing a plan to innovate new products in collaboration with customers and partners, such as through the SRM Program (Supplier Relationship Management Program), among other initiatives.

- **Risk from volatility in the prices of key raw materials.**

In 2024, the prices of raw materials in the global market remain volatile due to the uncertainty of the economy and foreign exchange rates, leading to fluctuations based on the situation. The volatility in the prices of petrochemical raw materials and plastic pellets has caused film prices to fluctuate as well, impacting the company's ability to control raw material costs. Therefore, the company has established the following management measures:

- Establishing a policy to purchase raw materials directly from manufacturers or major suppliers, which helps foster good relationships with suppliers and provides negotiating power on pricing. Additionally, the company closely monitors various situations to continuously assess the risks, which are fluctuations in the prices of key raw materials.
- Planning raw material procurement by estimating customer order volumes 3-6 months in advance, etc. Currently, the company is able to maintain sufficient reserves of critical raw materials for production.
- The company has also started implementing the SRM Program (SMI project) to control the volume of raw material supply. Currently, pilot testing has been conducted with key materials from selected partners.

(2) Operational Risk

- **Risk from maintaining high inventory levels and supply chain management.**

The company's high inventory levels or delayed product deliveries to customers may result in product degradation. To better manage and control inventory levels, the company has established the following management measures:

- Developing an inventory management control plan for both raw materials and finished goods, aligned with the annual sales plan. Additionally, reports are created to analyze inventory aging and the movement of finished goods at the end of each month.

- Implementing a Dashboard system as a tool for executives to monitor real-time inventory data. This allows for data analysis, informed decision-making, and appropriate sales planning to prevent product deterioration and obsolescence.
- Assigning responsible departments for managing the supply chain, such as the Planning Department and the Warehouse Department, which are responsible for planning the storage of raw materials and inventory based on customer order demands. This approach enables the company to better manage inventory levels.

- **Risk from reliance on key executives or management positions.**

Since the company's business requires specialized knowledge, expertise, and experience from executives to operate effectively, it is crucial to rely on key management with expertise in various areas. The loss of these key personnel could impact the company's future performance. Therefore, the company recognizes the importance of skilled human resources and has prepared measures to manage this risk as follows:

- Establishing a Nomination and Compensation Committee to review compensation and select individuals for managerial, executive, and senior executive roles, ensuring alignment with the company's business strategy. This ensures that appointed individuals possess the appropriate knowledge, skills, and experience for the business.
- Preparing a succession plan for key executive positions in the event of vacancies due to transfers, resignations, or retirements.
- Implementing human resource management processes for key positions in accordance with policies aimed at developing quality personnel with the necessary skills and expertise, ensuring employees are equipped for succession into key roles.
- Evaluating performance and compensation, including considering appropriate benefits to create motivation for employees to remain with the company for the long term.

- **Risk from reliance on skilled labor**

The production of flexible plastic packaging requires highly skilled labor, especially for tasks like analyzing and sorting primary colors, mixing colors to meet customer specifications, and controlling machinery in the printing process. These steps directly affect the quality of the printed design on the film. If the company faces a shortage of skilled workers, finding replacements quickly becomes challenging. The company has implemented the following management strategies:

- Skill development and expertise through training from both internal and external experts, along with continuous on-the-job training.

- Creating Supervision/IDP/Succession Plans, which are tailored employee development strategies aimed at enhancing individual skills and knowledge across various areas beyond their specific duties (Multi-Skill). This ensures employees have the required competencies and encourages growth and long-term stability within the organization.
- Providing a strong benefits system with clear objectives to motivate employees to stay with the company over the long term.
- Developing operation manuals and machinery usage policies to support maintaining product standards, such as with the ink dispensing machine, which ensures faster, more accurate color mixing according to customer specifications. This reduces dependency on individual skills and expertise.

(3) Financial Risk

- **Risk from foreign exchange rates**

The company's operations involve importing machinery, equipment, technology, and raw materials from abroad, as well as conducting business in various countries. This leads to exposure to exchange rate fluctuations, which may result in foreign exchange losses and affect the company's operations. To mitigate foreign exchange risk, the company has implemented the following strategies:

- Establishing a pricing policy that considers the risks from fluctuations in foreign exchange rates, allowing the company to set product prices appropriately in line with the cost of goods.
- Using forward contracts to purchase foreign currencies in advance, based on market conditions and global market fluctuations.
- Closely monitoring foreign exchange rate news and movements to identify tools and methods to manage risks in a timely manner.

(4) Ethic and Compliances Risk

- **Risk from government measures regarding environmentally friendly plastic packaging**

Currently, the government has introduced regulations, measures, and laws addressing climate change. Additionally, consumers are increasingly interested in environmentally friendly products. This affects the company's ability to generate revenue, and operational costs may increase due to the required investments. The company recognizes the importance of environmental issues and is preparing to adapt to the changing behaviors of both product manufacturers and environmentally conscious consumers as follows:

- The company's Research and Development (R&D) department is focused on developing new environmentally friendly products, including biodegradable materials and those made from the same type of material that can be recycled.
- The company supports research and development at the Faculty of Agricultural Industry, Kasetsart University, to create biodegradable packaging, demonstrating the company's readiness to develop flexible plastic packaging that meets customer needs while continuously aligning with government environmental policies.

(5) Environmental, Social, Corporate governance and Reputation Risk

- **Risk from climate change**

Climate change has caused damage to businesses, and stakeholders within the value chain are affected by natural disasters such as droughts, floods, and wildfires. As the company is part of the economy and society, it is difficult to avoid these impacts. To reduce risks and promote sustainability within the economy and society as a whole, the company has established the following management measures:

- Establishing policies and a management structure to address climate change, along with activities focused on energy management, water management, waste management in production through process improvements, and waste recycling.
- Raising environmental awareness and responsibility among employees.
- Monitoring potential disaster situations to develop preventive measures and reduce risks to the production process and product delivery without disruption.
- Conducting regular BCP (Business Continuity Plan) drills to prepare for disaster scenarios, with continuous practice held every year.

- **Risk from Health Safety Environmental and Social Risk**

The company's operations may involve internal and external factors that could lead to accidents or serious incidents affecting employees, company assets, the environment, and society. Without proper prevention and mitigation of risks, it may harm the company's reputation and image. Creating a safe and healthy working environment is a priority for the company to ensure that employees can work in a happy and safe manner, while also preventing negative impacts on the surrounding society and community. To reduce the risk and impact of accidents and operational safety issues, the company has implemented the following measures:

- Assigning responsible departments with professional safety officers and establishing a safety, occupational health, and environmental committee to promote and supervise operations in compliance with laws and regulations continuously.
- Setting operational rules, measures, and work manuals to prevent potential accidents.
- Building a safety and environmental culture by training employees, creating emergency response plans for safety, establishing emergency response teams, preparing equipment, and conducting drills.
- Conducting and implementing scenario drills according to the Business Continuity Plan (BCP), simulating both routine and extreme scenarios, and continuously updating the BCP to align with current conditions to prepare for both short-term and long-term crisis management.

- **Risk of Human rights**

The company is committed to social responsibility and all stakeholders, placing importance on promoting human rights and addressing risks that could lead to the promotion or support of human rights violations both within the company and throughout the business supply chain. The company has established the following measures to prevent and manage these risks:

- Development of a Human Rights Policy and Labor Practice Policy.
- Human Rights Due Diligence Process: Establishing a process to assess actual impacts, define risk management measures, and monitor human rights performance.
- Whistleblowing Channels: Providing channels for reporting human rights violations, with appropriate measures for investigating facts and remedying any impacts.
- Implementation of Human Rights and Fair Labor Practices Support Programs and Activities, such as the Happy Workplace Index across 8 dimensions, etc.

- **Risk from Corruption and Fraud**

The company is aware of the risk of corruption and fraud, which is a serious issue and an obstacle to the company's development. It can result in both monetary and non-monetary damage, such as harm to the reputation, credibility, and image of the company. With a strong commitment to conducting business with transparency, the company emphasizes the prevention of all forms of corruption and fraud. The company encourages

the business to be operated in accordance with the law, beneficial to society, and supports employees to work with integrity and ethics. The company has implemented the following measures:

- The creation of a Business Code of Conduct (SFLEX's Code of Conduct), an anti-corruption policy, and other related policies to serve as guidelines for the board of directors, executives, and employees, and has communicated these policies to all employees.
- The company has joined the Thai private sector anti-corruption collective action coalition (Collective Action Coalition: CAC).
- The company has set up a whistleblowing channel to allow stakeholders to report tips, suggestions, or complaints regarding corruption directly to the audit committee or the internal audit department via email: auditcom@starflex.co.th. In 2024, the company "did not receive any complaints regarding corruption within the company."

(6) Emerging Risks

- **Risk from competition in the flexible packaging industry and changing consumer behavior**

Currently, environmental issues are becoming increasingly personal. Consumers are becoming more aware and are trying to adjust their daily routines to help reduce the impact and severity of environmental problems. This includes reducing or eliminating the use of disposable packaging, choosing products or packaging made from biodegradable natural materials, separating waste, recycling, and using energy-efficient devices. The company places great importance on environmental issues and has adjusted its operations to respond to the consumer behavior trend, which leans toward purchasing environmentally friendly products. The company has implemented management measures to continuously meet customer demands and stay updated with the changes that occur as follows:

- Collaboration between various departments (CO-PROJECT): This includes Sales and Marketing, Innovation, Research and Product Development, Production, Purchasing, and Quality Assurance, as well as key raw material suppliers, to develop new products that can be more easily recycled, reduce plastic usage, and use recycled materials such as mono-material, down gauging, post-consumer recycling (PCR), and post-industrial recycling (PIR).
- Monitoring customer needs and market trends: Closely tracking customer demand and market trends to ensure relevant departments are prepared to study and develop products that meet the changing needs of customers or market

regulations related to environmentally friendly plastic packaging, which may significantly impact the company's revenue.

- Emphasizing fast and close customer service: Continuously tracking customer satisfaction and adjusting business strategies to align with market competition that may change promptly, in line with the company's quality policy:

"The company is committed to continuously developing products and services of high quality, safety, and compliance with laws, to ensure customer satisfaction and appropriately respond to stakeholders."

3.2 Risks from investment of the securities holders

(1) Risks from fluctuation of the Company's ordinary share prices

The price of the Company's ordinary shares may increase or decrease may cause significant losses that are not as expected by shareholders. However, It depends on many factors that may affect the price of the Company's ordinary shares, some of which are beyond the Company's control, including:

- The Company's business operation methods, attitude and behaviour of consumers towards the Company's business operations.
- Economic conditions, crisis from abnormal situation, i.e., epidemic, trade wars, fuel-price wars, trade barriers, and etc.
- Differences between actual financial performance and performance and the investors' and analysts' expected financial performance and performance.
- The announcement of performance of the companies in the same industry with the Company or the companies operating business similar to the Company.
- Changes pursuant to the policies, rules, regulations or conditions which may affect industry, general economic situations, investment atmosphere in the Stock Exchange of Thailand.
- Fluctuation of ordinary share prices traded in the Stock Exchange of Thailand.

In addition, there may be other factors, apart from those mentioned above, which may significantly impact to prices of the Company's ordinary shares, so the investors should conduct study before investment to limit their risks.

(2) Risk from inability to meet the investors' expectation on dividend payment

The Company's ability to pay dividends depends on many factors such as operating results and economic conditions, etc. However, the company has a policy to pay dividends to shareholders at a rate of not less than 40 percent of net profits from the company's

separate financial statements each year after deducting corporate income tax and allocation of legal reserves. Moreover, the company is determined to pay dividends to shareholders continuously.

3.3 Risks from investment in foreign stock markets

- None

การขับเคลื่อนธุรกิจเพื่อความยั่งยืน Sustainable Development



About this Sustainable Development report

- **Sustainability Report**
 - The Sustainability Report 2025 that was published to the public
- **Objective**
 - The objective of this report is communicate the commitment to conducting business to sustainability, both economic, social and environmental.
- **Scope of Operation**
 - This report has presented the performance of all activities of the company. From 1 January until December 31, 2025
- **Report framework**
 - The company created this sustainability report. According to the sustainability report manual for listed companies, Stock Exchange of Thailand and the standard of the Global Reporting Initiatives (GRI) by revealing data in accordance with the core options
- **The Operation Progress Report**
 - The company has presented continuously the progress of the United Nations Global Compact and upgraded transparency as a progress report 21 items in accordance with the principles of the United Nations world agreement
- **Goal of Sustainable Development Goal: SDGs**
 - The company is committed to operating in accordance with the Sustainable Development Goal (SDGS) goals in all 17 goals continuously
- **Contact Us**
 - STARFLEX PUBLIC COMPANY LIMITED
Address : 189/48-49 Moo 3, Bangprieng, Bang Bo, Samut Prakarn 10560 Telephone : (+66) 2 708-2555, (+66) 2 708-2888
Email : contactus@starflex.co.th
Website : <https://www.starflex.co.th>

Sustainability Management

1. Sustainability Policy and Guideline

Starflex Public Company Limited (“the Company”) is well aware of responsible business operation and taking into account all groups of stakeholders, namely customers, officers, partners, society, and communities, including focusing on business development towards sustainability by integrating and applying Sufficiency Economy Philosophy and Sustainable Development Goals (SDGs) as a good practice in business operations. Also, they are able to reduce environmental, social, and business risks with good governance (Environmental / Social / Governance & Economic or ESG) in all related business processes by integrating into the company's operational strategy that focuses on balancing the development and growth of the company, good corporate governance, risk management, improving operational efficiency and mutual creating value with the company's stakeholders. In this regard, the company has set a management framework as a guideline following international standards with the following operational policies:

Economic Aspects

- (1) Apply good corporate governance and operate ethically the business, respect rights, and be responsible to stakeholders and shareholders in order to make and maintain good profits, and build stability and financial sustainability for the company.
- (2) Commit to the good development of products and services to meet and make a satisfying for customers, focus on managing the relationship with customers.
- (3) Develop the strategy for quality growth by focusing on increasing the efficiency of supply chain management and good internal management, applicable under various changing conditions.

Environmental Aspects

- (1) Manage sustainably the natural resources and environment, give precedence to the use of the natural resources, and take care of the environment throughout the process of business operations by applying the appropriate technologies to prevent impacts on the environment that may arise from business operation.
- (2) Promote the cultivation of consciousness about environmental conservation to officers, allow the officers to participate in managing and taking care of the environment that creates an atmosphere of participation and be a method for officers to show their energies and awareness of environmental conservation.

Social Aspects

- (1) Operate the business with social responsibility through the activities organized effectively with the maximum effectiveness and that leads to living together in society happily along with value creation to the business together with all stakeholders for the better quality of life.
- (2) Give precedence to take care of officers, develop the potential of officers, and promote the potential of human capital to support company's strategy in other fields.

2. Sustainability Governance Structure

To ensure the continuous implementation of corporate governance and sustainability development practices, and to achieve the set goals, the company's Board of Directors has resolved to appoint the Corporate Governance and Sustainable Development Committee. The committee's structure, duties, and responsibilities are as follows:

Sustainable Development Structure



Duties and Responsibilities

- (1) Set goals, policies and operational plans for Sustainable Development (SD) of the company covering environmental aspect, social aspect and business operation with good governance (Environmental / Social / Governance & Economic or ESG), and build a long-termed value to stakeholders, including communication to presentation with board of directors.
- (2) Give advice and support the company's operations to be in line with the sustainable development policy to achieve the goals set, and encourage the board of directors, executives and officers to efficiently comply with the company's sustainable development guidelines.
- (3) Assess and review goals, policies and plans for sustainable development to suit business condition and comply with laws or international best practice and recommendations of various institutions, and consider relevant proposals of shareholders and their responses.
- (4) Supervise, follow up and evaluate the results of sustainable development operations to be balanced and efficient for maximum benefit to the company and its stakeholders, and report intermittently the progress of the action to the board of directors for acknowledgment.
- (5) Set policies on good corporate governance and business ethics and presented to the board of directors for approval along with giving advice and encouraging to action at all levels, and review such policies to be appropriate, compliance with international laws and best practices

annually, and provide the evaluation and reporting of compliance with the policy on good corporate governance and business regularly.

- (6) Supervise the disclosure of information about the sustainable development of the company to stakeholders together with performance result of Corporate Governance and Sustainable Development Committee indicating in the annual report and the company's annual sustainability report.













3. Sustainability goals 2022 - 2032

The sustainability goals were reviewed by the Corporate Governance and Sustainable Development Committee in 2021, setting targets for the years 2022–2035 to monitor the performance of sustainability efforts across the three areas as follows:









3.1 Environmental Dimensions






Important Issue	2022 Goals	2027 Goals	2032 Goals	
1. Climate Change Management				
1.1 Policies and guidelines on climate change have been announced	Announce policies and communicate them to stakeholders			 
1.2 Percentage of energy consumption reduction per production unit compared to the base year 2021	-	20	30	 
1.3 Percentage of greenhouse gas emission reduction per production unit compared to the base year 2021	-	10	20	
2. Environmental Management				
2.1 Announcement of policies and practices related environmental issues	Announce policies and communicate them to stakeholders			 
2.2 Number of complaints from outside communities or events that violate environmental laws	0	0	0	
2.3 Percentage of waste reduction from the total production process compared to the base year 2021	8	15	30	

3.2 Social Dimensions

Important Issue	2022 Goals	2027 Goals	2032 Goals	
1. Human Capital and Development				
1.1 Percentage of Individual Development Plan : IDP	95	97	99	 
1.2 Percentage of leaders and employees who have completed training and development in sustainability knowledge	100	100	100	
2. Human Rights and Labor Practices				
2.1 Human rights policies and guidelines have been announced	Announce policies and communicate them to stakeholders			   
2.2 Comprehensive risk assessment from Human Rights Due Diligence (HRDD) and have preventive measures in place	Assessment and review of risks from violations of human rights annually			
2.3 Lost Time Injury Frequency Rate : LTIFR (cases per 200,000 hours worked)	0	0	0	
3. Product Responsibility				
3.1 Percentage of customer satisfaction assessment	90	95	100	 
3.2 Number of incidents or complaints about consumer rights violations	0	0	0	
4. Stakeholders Engagement and Corporate Social Responsibility				
4.1 Announcement of policies and guidelines for participation with stakeholders	Announce policies and communicate them to stakeholders			 
4.2 Number of disputes or complaints with communities and society surrounding the company	0	0	0	
4.3 Percentage of assessment of the satisfaction of all stakeholders in all groups	90	95	95	

3.3 Governance and Economic Dimensions

Important Issue	2022 Goals	2027 Goals	2032 Goals	
1. Corporate Governance & Risk Management				
1.1 Disclosure of corporate governance and sustainability development through the company's sustainability report	Disclosure of corporate governance performance and sustainability development annually			 
1.2 Percentage of employees who have trained and tested ethics and business ethics	100	100	100	
1.3 Number of cases of violation of business ethics or corruption	0	0	0	
1.4 Assessing risks and opportunities from sustainability issues (ESG risks), including emerging risks	Assessment and Review of Sustainability Risk Issues and new risk issues annually			
2. Innovation Development and eco-friendly Packaging				
2.1 Announcing policies and guidelines for innovation development	Announce policies and communicate them to stakeholders			  
2.2 Percentage of new product sales compared to total product sales	10	10	10	
2.3 Percentage of sales of eco-friendly products compared to total sales	10	60	100	
3. Cyber Security and Data Protection				
3.1 Announcement of cyber security policies and practices	Announce policies and communicate them to stakeholders			 
3.2 Percentage of employees who received cyber security training	100	100	100	
3.3 The number of incidents or cases where the company has been attacked by cyber attacks	0	0	0	
3.4 Number of incidents or cases of personal data leakage	0	0	0	

4. Supply chain Management				
4.1 Announcement of Business Partner's Code of Conduct	Declaration of Supplier Code of Conduct and communicated to stakeholders			    
4.2 Percentage of key suppliers who have signed the Code of Conduct and have been assessed for sustainability	-	100	100	
4.3 Percentage of new suppliers who pass the sustainability assessment	-	100	100	

4. Materiality Assessment Process

Starflex Public Company Limited has determined the content and quality of this report on the basis of the organization's operations and important issues that affect the economy, society and environment under the perspective of stakeholders to be one of the channels for communicating with stakeholders to acknowledge the commitment and performance result according to the strategic sustainability framework. The company has adopted the international sustainability report providing guideline, i.e., GRI Sustainability Reporting Standards, Core Option, as a framework for preparing report by considering both internal and external factors related to operation to assess important sustainability issues. Various processes and procedures to assess sustainability issues under the 10 key principles of the GRI Standards which consist of:

- (1) Participation in the report process for stakeholders (Stakeholder Inclusiveness)
- (2) Consideration of sustainability context (Sustainability Context)
- (3) Evaluation of important sustainability issues (Materiality)
- (4) Completeness of information (Completeness)
- (5) Review of reporting quality; auditing the accuracy of the disclosed information (Accuracy)
- (6) Balance of performance result for both positive and negative (Balance)
- (7) Clarity and easy understanding of information to all groups of stakeholders (Clarity)
- (8) Availability of comparable information to show trends of previous operations (Comparability)
- (9) Reliability of information and content (Reliability)
- (10) Scope of reporting time as the information for stakeholders' decision-making (Timeliness)

The important processes and procedures to assess sustainability issues consist of:

4.1 Identification of key points

Study, analyze, collect and identify important issues related to business sustainability of Starflex Public Company Limited by taking into account the diversity of related industries. The procedures to identify important issues comprising the important issues from:

- (1) Holding the Corporate Governance and Sustainability Development Committee's meeting and board of directors' meetings including gathering information of business partners to mutually consider.
- (2) Comparison of sustainability issues of companies in related industries which comprises the Stock Exchange of Thailand, Sustainable Development Goals (SDGs), UN Global Compact, Business Council for Environment World Business Council for Sustainable Development (WBCSD), Dow Jones Sustainability Index.
- (3) Identification of stakeholder groups based on business partner survey, information of the company's stakeholders and the stakeholder group information from the standard system of social responsibility (CSR) which divided into 8 groups.
- (4) Gathering important issues of the company in the same industry where the sustainability report is provided and the addition forum to listen to opinions with stakeholders other than survey is arranged.

4.2 Prioritization

Holding the Corporate Governance and Sustainability Development Committee's meeting to consider information on important issues on sustainability by classifying based on stakeholder groups which is the information of survey result, and significant issues of the company. Providing online survey for opinions of officer's representatives, executives and stakeholder's representatives. Prioritizing the significant issues of the meeting and opinion polls by stakeholders as the following processes:

- (1) Fix weighted mean of the company
- (2) Fix weighted mean for each of stakeholder group
- (3) Calculate score for the important of stakeholders
- (4) Calculate score for the important of business operation
- (5) Provide Materiality Matrix

4.3 Auditing the accuracy and reliability

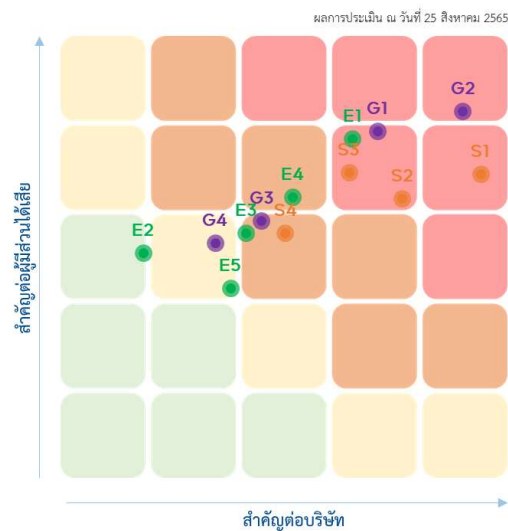
Auditing the sustainability report preparation process according to the principles of reporting on the key issues of the GRI standard completely for all 4 processes. The processes for auditing the accuracy and reliability comprise:

- (1) Interview the external stakeholders about the company's sustainability issues includes other comments to develop a sustainability report.
- (2) Consider and approve significant issues and priorities by the executives, the Corporate Governance and Sustainability Development Committee includes the Board of Directors.

4.4 Continuous development

Due to the fact that the company is ready to hear everyone's opinions for the sustainability reporting development in the future to meet the expectations of stakeholders, the various contact channels is available.

Sustainability Materiality Assessment Results



Environmental Dimensions

- E1 Energy Management and Efficiency
- E2 Green House Gas Emission
- E3 Pollution Prevention
- E4 Waste Management
- E5 Water Stewardship

Social Dimensions

- S1 Human Capital and Development
- S2 Human Rights and Labor Practices
- S3 Product Responsibility
- S4 Stakeholders Engagement and Corporate Social Responsibility

Governance and Economic Dimensions

- G1 Corporate Governance & Risk Management
- G2 Innovation and Sustainable Packaging
- G3 Cyber Security and Data Protection
- G4 Supply chain Management

The material sustainability issues have been reviewed, and the results of the assessment have been approved by the Corporate Governance and Sustainable Development Committee.

Management of impact on stakeholders in the business value chain

1. Value Chain

The company has realized the importance of all processes to increase value to the production factors by use of raw materials, production, distribution, delivery, including after-sales service to make the customers to make the highest satisfaction for customers. Main activities, therefore, is divided into 5; each of which has a relationship with each group of stakeholders as follows:



Primary Activities

- (1) **Raw material process and supply chain management** is a process that the company has given precedence to. There are the procedures for procurement of raw materials that focuses on products or services with eco-friendly, the creation of relationship and strengthening together with business partners, includes a warehouse system that stores in FIFO format with a warehouse that controls the quality of raw materials to maintain the best condition ready for production. There are management system to store data into the system to calculate the age of raw materials and system for assessing the turnover of the warehouse (Inventory Turnover) by managing the warehouse to the most rotation of raw materials in order to achieve the efficient cost which effect to the competitive price in the market.

Environmentally Friendly Procurement Policy

Starflex Public Company Limited (the “Company”) recognizes its environmental responsibilities in the flexible packaging business, as products are disposable and affect ecosystems throughout their lifecycle. Accordingly, the Company has established an environmentally friendly procurement policy to concretely reduce environmental impacts as follows:

1. Objective

The Company is committed to conducting business with environmental responsibility across the supply chain. This policy provides guidance for selecting goods and services with minimal environmental impact, aiming toward sustainable packaging and supporting a circular economy.

2. Scope

This policy applies to all procurement activities of the Company, with particular emphasis on key raw materials, chemicals, logistics packaging, and energy management in the production process.

3. Criteria for Selecting Goods and Services (Green Criteria)

3.1 Raw Materials

3.1.1 Films and Resins

- **Mono-material Focus:** Priority is given to films or materials made from a single polymer type to facilitate post-use recycling (e.g., MDO-PE, BOPE).
- **Recycled Content:** Support the use of recycled resin or films:
 - Post-Industrial Resin (PIR) from in-house LLDPE/WLLDPE and suppliers of OPP, PET, MPET, etc.
 - Post-Consumer Recycled Resin (PCR) for LLDPE films, etc.
- **Bio-based Materials:** Consider bioplastics that are biodegradable or made from renewable resources for specific products.
- **Down-gauging:** Select innovative materials that maintain strength while reducing plastic use (e.g., reducing corrugated cardboard from 5 to 3 layers; PET film from 12u to 10u; LLDPE from 100u to 90u).
- **Upcycling Projects:** For example, repurposing scrap films into handbags.

3.1.2 Chemicals, Inks, and Solvents

- **Reused Content:** Support circular packaging, e.g., solvent drums, ink liners.
- **Green Materials:**
 - Solvents free of MEK and Xylene to reduce carcinogens and air pollution.
 - PFAS-free products with minimal residual PFAS according to standards.
 - White inks to reduce hydrocarbon-based chemical usage.

- **VOCs Reduction:** Use low-VOC inks and adhesives, solvent-free or EA-reduced flexo inks, and white inks to minimize chemical impact.
- **Heavy Metal Free:** Products must be free from heavy metals and prohibited substances per international standards (RoHS, REACH).

3.2 Logistics Packaging

- Lease wooden pallets and purchase recyclable plastic pallets.
- Reduce stretch film use by selecting thinner, high-performance variants.

3.3 Energy Management

- Install rooftop solar panels.
- Use electric forklifts.
- Reduce carbon footprint in production (e.g., replace LPG with electricity).

4. Green Vendor Assessment

The Company evaluates suppliers based on environmental performance:

- **Certifications:** ISO 14001 and/or Green Industry certifications, or products with recognized eco-labels.
- **Green Transportation:** Suppliers with optimized transport planning to reduce fuel consumption.

5. Procurement Guidelines

5.1 Factory Machinery & Equipment

- **Life Cycle Costing (LCC):** Evaluate total lifecycle costs including durability, energy savings, and disposal costs, rather than just lowest purchase price.

5.2 Raw Materials

5.2.1 Supplier Managed Inventory (SMI):

- Bulk purchasing of key raw materials (films, adhesives, solvents) based on forecasted production schedules and delivered as needed to control inventory and avoid overstock.

5.2.2 Consignment for Printing Inks:

- Suppliers maintain ink stock at the Company's factory, retaining ownership until used, with payment only for actual consumption. This improves production flexibility, reduces working capital, and optimizes inventory management.

5.2.2.1 Innovation & R&D:

- Focus on circular use of natural resources along the value chain, transforming expired materials back into reusable resources via 3R principles.

- Collaborate with customers and raw material suppliers to develop products meeting customer needs and establish an innovation center for packaging excellence.

5.2.2.2 Production Process:

- Use modern machinery capable of meeting specifications, with energy-efficient and fully monitored systems. Skilled staff are trained continuously to innovate and support automated production. Quality is assured via a Quality Management System.

5.2.2.3 Logistics & Delivery:

- Implement optimized loading and space simulation in trucks to maximize efficiency and reduce damage.
- Accurate vehicle tracking and focus on alternative energy for transportation.

5.2.2.4 Sales & Marketing:

- Deliver high-quality products with standardized and efficient services, ensuring fair and responsible customer care. Continuously analyze competitors to improve products and services.

Stakeholders involved in each business value chain

Business value chain	Stakeholders	
Process of raw material and supply chain management	<ul style="list-style-type: none"> • Supplier • Customer • Business Partner 	<ul style="list-style-type: none"> • Competitor • Employee
Process of innovation development and research and development	<ul style="list-style-type: none"> • Customer • Employee • Financial Institution 	<ul style="list-style-type: none"> • Government authority • Supplier • Business Partner
Process of production	<ul style="list-style-type: none"> • Customer • Employee • Supplier 	<ul style="list-style-type: none"> • Community • Financial Institution • Business Partner
Process of logistics and delivery	<ul style="list-style-type: none"> • Customer • Business Partner 	<ul style="list-style-type: none"> • Employee • Community
Process of sales and marketing	<ul style="list-style-type: none"> • Customer • Employee • Business Partner 	<ul style="list-style-type: none"> • Shareholder and Investor • Financial Institution

Support Activities

It is an activity that supports the main activities to achieve the goals set. The company has given precedence to and carried out to develop continually and comply with rules, regulations appropriately for human resource management, information technology system development, internal audit and the preparation of accounting and financial systems.

2. Analysis of stakeholders in the business value chain

Starflex Public Company Limited (“the Company”) has always precedence to the treatment of the Company's stakeholders as considered by commitment for operating the business with moral and clinging to social responsibility, includes being a good citizen, having principles of good governance that guide the management of the organization and having guidelines for the sustainability of the company, and respecting for the rights and treating stakeholders fairly, hearing the opinions or concerns, includes building understanding with stakeholders, promoting constructive cooperation in areas that stakeholders are interested to, includes mutual developing society and environment to sustainable business operation of the company. The guideline for treating with stakeholders comprises:

- (1) **Defining, Classifying and Analyzing Stakeholders:** Identify, classify and group stakeholders clearly according to the company's relevance to be able to analyze risks and impacts, both direct and indirect, on each group of stakeholders completely and clearly, develop a stakeholder mapping to identify stakeholders and those related, recognize the perspectives of stakeholders, potential impact, includes the expectations of each group of stakeholders.
- (2) **Defining communication strategies:** Communicate closely and build regularly understanding with stakeholders to achieve a correct understanding by setting communication strategies, methods, formats, and sequences of steps appropriate to stakeholder groups, situations, period, and cultures, which may be considered from the degree of damage that may occur or benefits that may be lost if ignored.
- (3) **Disclosure:** Disclose information with accurate, unambiguous, transparent, and covering to ensure that the information is sufficient, regular, and up-to-date. There is a transparent process for reporting information to stakeholders. In this regard, it must be considered to the suitability and compliance with the company's information disclosure policy.
- (4) **Participation:** Allow stakeholders to participate in matters that affect them, provide channels for receiving suggestions, matters of problems, and complaints from stakeholders, give precedence to and glad to hear and exchange ideas with stakeholders constructively, includes provide the initial information prior to discussion, prepare a report on the results of the discussion, and be able to collect of received information.
- (5) **Risk management for treating with stakeholders:** Anticipate, identify and prioritize risks based on the treating with stakeholders to prepare contingency plans and deal with risks that may arise from constructively exchanging ideas with stakeholders.

3. Review and report

Examine and evaluate the results of the treating with stakeholders systematically in order to continually improve the treating with stakeholders, includes reports on treating with stakeholders covering what has been affected and the scope of operation, includes showing the linkage between the benefits derived from the treating with stakeholders and the company's operating results.

In 2025, the company reviewed the adequacy of its stakeholder classification, which has been divided into 8 groups, as follows: (1) Employee, (2) Suppliers, (3) Shareholders and Investors, (4) Customers and Consumers, (5) Community and Social, (6) Business Partner, (7) Financial Institute, and (8) Government authority. Each group may be impacted by the company's operations. As such, the company has analyzed the needs, expectations of stakeholders, communication channels, and response strategies, with the details outlined as follows:

Stakeholders	Expectation	Communication channel	Response
Employee	<ul style="list-style-type: none"> - Remuneration, benefits and welfare - Career advancement - Working environment safety and hygiene - Development of Reskill / Upskill - Human rights and equal treatment 	<ul style="list-style-type: none"> - Joint meeting between executives and employees - Suggestion box or get comments - Employee happiness assessment form in the organization - Email / Social Media / Website - Open a receiving channel complaints or suggestions 	<ul style="list-style-type: none"> - Treat employees according to human rights principles and Thai labor standards - Continuously develop the potential of employees - Retain skilled employees and good system development - Define policies and guidelines for safety, occupational health and working environment.
Supplier	<ul style="list-style-type: none"> - Operate business with transparency - Equality in doing business - Promotion of business partners' potential - Human rights and labor practices throughout the supply chain - Security of personal information 	<ul style="list-style-type: none"> - Meeting with partners - Training courses for partner development - Collaborative project co-creating innovation - Assessment, consulting and academic services - Open a receiving channel complaints or suggestions - Email / Social Media / Website - Annual Report 56-1 One Report 	<ul style="list-style-type: none"> - Continuously develop cooperation projects with partners by organizing courses to enhance potential in partner development - Develop supplier audit requirements in line with sustainable sourcing policy - Communicate to partners to understand the various requirements - Treat all trading partners with equality according to the agreement and business ethics
Shareholder and investor	<ul style="list-style-type: none"> - Good Corporate Governance - Disclosure of information completely, transparently and quickly - Increase business competitiveness and business direction 	<ul style="list-style-type: none"> - Shareholders meeting 1 time/year - Email / Social Media / Website - Annual Report 56-1 One Report 	<ul style="list-style-type: none"> - Conduct business according to the law, good governance and articles of association - Listen to opinions from shareholders and investors, cooperate with related agencies to improve operational efficiency.

Stakeholders	Expectation	Communication channel	Response
Customer and consumer	<ul style="list-style-type: none"> - Good product quality and reasonable price - Product safety - Product traceability - product information and after sales service - Security of personal information 	<ul style="list-style-type: none"> - Customer service center - Open a receiving channel complaints or suggestions - Satisfaction survey and interview - Meet customers, visit the area - Email / Social Media / Website - Annual Report 56-1 One Report 	<ul style="list-style-type: none"> - Develop products and services that meet both quality and safety standards - Communicate to customers and consumers to understand the product and services through product labels and maintain customer confidentiality - Develop product traceability system
Community and Social	<ul style="list-style-type: none"> - The impact of business operations on the community and environment - Participation in promoting community quality of life - Fair complaints process - Fast and transparent operational communication 	<ul style="list-style-type: none"> - Listen and poll opinions 1 time/year - Open a receiving channel complaints. - Social Media / Website - Annual Report 56-1 One Report 	<ul style="list-style-type: none"> - Supervise the efficiency of the pollution prevention system - Support to increase the quality of life and generate income for the community - Leverage company capabilities as a tool to create positive impact and mitigate negative effects. - Support and participate in various activities with people in the community
Business Partner	<ul style="list-style-type: none"> - Operate business with transparency - Equality in doing business 	<ul style="list-style-type: none"> - Joint development projects - Open a receiving channel complaints. - Email / Social Media / Website - Annual Report 56-1 One Report 	<ul style="list-style-type: none"> - Follow the rules/ethics of good competition - Organize a course to increase potential in developing business alliances

Stakeholders	Expectation	Communication channel	Response
Financial Institute	<ul style="list-style-type: none"> - Complete and on time payments - Accurate and discreet financial information 	<ul style="list-style-type: none"> - Letter to the financial institution - Open a receiving channel complaints. - Email / Social Media / Website - Annual Report 56-1 One Report 	<ul style="list-style-type: none"> - Provide complete and accurate financial information - Strictly comply with contract conditions - Pay debts on time
Government authority	<ul style="list-style-type: none"> - Impact of business operations on society, community and environment - Comply with conditions, rules and laws 	<ul style="list-style-type: none"> - Meeting , meet on various occasions - Collaborate and support to develop projects and activities that benefit - Open a receiving channel complaints. - Email / Social Media / Website - Annual Report 56-1 One Report 	<ul style="list-style-type: none"> - Follow up and strictly comply with relevant laws and regulations - Cooperate and support development initiatives projects and activities - Communicate and disclose operational information completely, transparently, quickly, listen to suggestions to improve operational plans

Environmental sustainability management

Starflex Public Company Limited has realized the importance of environmental sustainability by operating the business under the concept of using natural resources for the benefit with appreciating the value along with natural and environmental resources in order to achieve the mission for commitment to social responsibility, conserving the environment through good governance under the environmental policy framework and management for energy and efficiency enhancement. Therefore, environmental sustainability goals are set with the following details:



Climate Change Management



Environmental Management



Water Stewardship

In 2024, the company had carried out continuously in the environmental dimension. The performance result for 2024 can be summarized by comparing with the following goals:

Important Issue	Performance 2028	Goals 2027	Goals 2032
1. Climate Change Management			
1.1 Announcement of policies and guidelines on climate change	Announce policies and communicate them to stakeholders		
1.2 Percentage of energy consumption reduction per production unit compared to the base year 2021	- 8.56	5	10
1.3 Percentage of greenhouse gas emission reduction per production unit compared to the base year 2021	On Process	10	20
2. Environmental Management			
2.1 Announcement of relevant environmental policies and practices	Announce policies and communicate them to stakeholders		
2.2 The number of complaints from the outside community or environmental law violations	0	0	0
2.3 Percentage of waste reduction from the total production process compared to the base year 2021	0.41	10	10

1. Climate Change Management

Under the challenge of climate change impact, Starflex Public Company Limited has foreseen the opportunity from change to create a driving force and support management to reduce the amount of greenhouse gas from using energy and resources throughout the business chain which is a major cause of climate change and global warming and may affect business operations in the future.

The company is committed to reduce greenhouse gas emissions and have continuous measures for monitoring and participate in reducing the impact on the environment on a large scale, adhere to relevant international principles, integrate into business operating principles that focus on impact of climate change.

Currently, the company is in the process of preparing a report on the scope of greenhouse gas emissions, including Scope 1, 2, and 3, in order to apply for certification to use the Carbon Footprint of Organization label from the Thailand Greenhouse Gas Management Organization - GTO (Public Organization).

Guidelines for climate change management

Starflex Public Company Limited has realized and given precedence to global climate change due to various activities. Climate change is regarded as a global agenda and tends to significant impacts in terms of economy, society and environment. Therefore, the following guidelines have been established to protect, prevent, mitigate, and adapt to the impacts that may cause climate change and make the temperature of the world higher (Global Warming):

- (1) Set the short-term and long-term target for reducing the emission of greenhouse gas along with cooperating with business partners and business alliances for manufacturing includes transportation and distribution in order to reduce greenhouse gas emissions throughout the value chain.
- (2) Control, prevent and reduce environmental impacts by using sustainably resources according to eco-efficiency principles (Eco-Efficiency) to maintain biodiversity and ecosystems, focus on pollution prevention at source, improve efficiency for using the energy, mitigate and adapt to support the impacts of climate change, increase the proportion of renewable energy and clean energy by moving towards a low carbon society, and follow up continuously on operation to evaluate the effectiveness.

Key Performance

2025

“Expanding the scope of reporting greenhouse gas emissions, including Scope 1, 2, and 3 to the Thailand Greenhouse Gas Management Organization - GTO (Public Organization)”

- (3) Promote and drive all sectors to improve the efficiency for using the energy and carrying out various activities related to business operation along with promoting the use of natural resources with appreciating the value for maximum efficiency, and developing new innovations or measures to reduce overall energy consumption.
- (4) Study, analyze and evaluate risks arising from climate change and provide plan for mitigating the impact that may arise in order to cope with those risks.
- (5) Communicate with company's officers to make them having knowledge and understanding for creating the awareness and participation in reducing greenhouse gas emissions from operation, includes promote the exchange of related knowledge at all levels.
- (6) In case of natural disaster, prepare the plan for business continuity in order to operate business continuously and get the least impact.
- (7) Disclose climate change performance result through the international sustainability index comparing to the target in order to report the status of the progress of operation to the stakeholders.
- (8) Collaborate with external agencies, e.g., government sectors, private sectors, educational institutes, communities and other agencies, to jointly solve national or global climate change problems.

Starflex Public Company Limited has realized that energy conservation is important and that is the duty of all employees for cooperating to manage energy continuously and sustainably. Therefore, the energy management system has been applied and energy conservation policies have been established as a guideline for energy operation to promote efficient use of energy for maximum benefit. In this regard, the company has established the following policies:

- (1) The company will operate and develop an appropriate energy management system complying with laws and other related regulations by defining energy conservation as part of the company's operation.
- (2) The company will improve continuously the efficiency for energy resource utilization of the organization to suit the business, applied technologies, and best practices.
- (3) The company will set plans and targets for energy conservation each year and communicated with all officers to understand and perform correctly.
- (4) The company has considered that energy conservation as the duty and responsibility of the executives and all levels officers of the company to cooperate in compliance with the specified measures, monitor, examine, and report to the energy management working team.

- (5) The company will support personnel resources, budget, working time, training and participation in presenting ideas to develop energy work.
- (6) The management and the energy management working team will review and update annually the policy, targets and plans about energy.

Projects and activities to support climate change response operations

Solar Rooftop installation project, size 999 kw.	
Project Objectives	<ol style="list-style-type: none"> 1. To save electricity and reduce the cost of electricity of the company 2. To comply with company policy on energy conservation
Project Plan	<ol style="list-style-type: none"> 1. Determine the size of the system to be installed 2. Provide operators and compare prices 3. Choose a provider and install it 4. Test the system and deliver 5. Follow up after delivery and compare electricity costs after installation
Project Measurement	<ol style="list-style-type: none"> 1. Compare the electricity cost after installation 2. Follow the recommended system



Printer installation project with energy saving heating system (E-Saver)	
Project Objectives	Install a printer with energy saving heating system (E-Saver) or dual heat-cooling system
Project Plan	<ol style="list-style-type: none"> 1. Study the operation of the energy-saving heating system (E-Saver) or dual heating-cooling system 2. Summary the specifications of the energy-saving heating system (E-Saver) 3. Proceed to order printers from the machine manufacturers (Caida No. 1) 4. Install the printer and test the operation

Coating machine 2 systems installation project : Solvent-Based and Solvent-Free	
Project Objectives	Installed 2 coating machines, Solvent-Based and High Speed Solvent-Free to increase the flexibility of coating especially the Solvent-Free system. And increase the efficiency of the coating work
Project Plan	<ol style="list-style-type: none"> 1. Study the operation of 2 high-speed coating machines 2. Summary the specifications of 2 high-speed coating machines: Solvent-Based and Solvent-Free 3. Proceed to order the coating machine from the machine manufacturer (Bobst) 4. Install the machine and test the operation

2. Environmental Management

Starflex Public Company Limited is well aware that guaranteeing for manufacturing and consuming the products of people is absolutely necessary due to the fact that the company's products contribute to driving the country's economy and enhancing the well-being of the people. Therefore, the company must strictly monitor the use of resources in the right way with environmental management measures, applying management concepts based on the 3R (Reduce, Reuse, Recycle) and the Circular Economy Principles, for planning the business operation, decision making process to improve improvement of manufacturing processes and creation of

innovations with a goal for reducing environmental impacts throughout the supply chain by reducing the chance of pollution from the beginning of surveillance and following up to prevent problems with consciousness of “adherence to social responsibility”

Key Performance 2025

Development of projects and activities to support the continuous implementation of environmental management operations.

**“No environmental complaints”
from community**

Guidelines for environmental management and pollution prevention

Starflex Public Company Limited is committed to operate the business with ecologically sound for sustainable development by focusing on the development and improvement of the manufacturing process and continuous environmental management, includes responsibility to communities and society both internal and external of the organization. To increase the potential to control pollution from the activities of the company, therefore, the following environmental policies are announced:

- (1) Commit to prevent and reduce the impact of products and manufacturing processes on the environment by adhering to standard practices and applying best technology.
- (2) Review, develop and continuously improve in order to reduce the impact on the environment.
- (3) Conserve natural resources and energy, including reduce the amount of waste by finding ways to recycle or reuse or convert into energy or other materials.
- (4) Comply with environmental laws and other related regulations.
- (5) Coordinate with government agencies and relevant organizations, includes the community to improve the environment.
- (6) Prepare a plan to deal with emergency conditions from operation which has an impact on the environment and can be operated effectively.

- (7) Cultivate all officers to be aware of their responsibility towards the environment by providing training and participation in various activities related to the environment.
- (8) Raise awareness to use of energy and resources with economical, effective and maximize benefits.

Waste Management

Starflex Public Company Limited places great importance on the management of industrial waste and waste within the factory. The waste management system within the organization is well-structured, applying the 5Rs principles (Reduce, Reuse, Recycle, Reinvent, Reeducate) to its practices. In addition, the company complies with the current legal requirements and has been continuously implementing the electronic permit system (for the management of unused materials), which includes the S.K.1, S.K.2, and S.K.3 permits. As a result, the organization has received no environmental complaints from surrounding communities.

Environmental Management Support Projects and Activities

(1) Activities: Turning Waste into Funds, Turning Paper Waste into Income

The company fosters awareness among employees to maximize resource usage and establish discipline in waste management by applying the 3Rs principle:

Reduce: Minimize the usage and generation of waste.

Reuse: Reuse items to extend their lifecycle.

Recycle: Recycle materials for reuse.

Employees are encouraged to segregate waste such as glass bottles, plastic bottles, cans, and paper (used on both sides). These materials are then sold, generating income for the Starflex family.

Results from Activities in 2025

Activities	Saleable Value
Turning Waste into Funds	10,000 THB
Turning Paper Waste into Income	6,000 THB



1.1. Improve the landscape and relaxation corner inside the organization

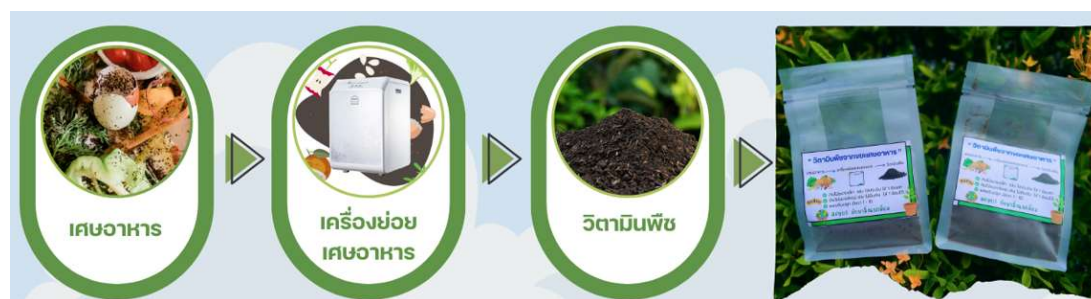
Plant trees, arrange gardens and Sufficiency Farmhouse, make a shady, improve the relaxation corner for officers.



Upcycling Project	
Project Objectives	<ol style="list-style-type: none"> 1. Transforming Waste Film into Valuable Products 2. Reducing Waste and Promoting Environmental Sustainability 3. Promoting Resource Efficiency 4. Aligning with Environmental Management Policies
Project Plan	<ol style="list-style-type: none"> 1. Collecting Film Waste from the Production Process 2. Creating Bags from Film Waste and Developing Other Products 3. Delivering the Finished Products
Project Measurement	<ol style="list-style-type: none"> 1. Production of Products Made from Film Waste 2. Delivering Bags to Employees, Customers, and the Community



Food Waste to Plant Vitamin Project	
Project Objectives	<ol style="list-style-type: none"> 1. Reduce Food Waste: To minimize the amount of food waste that needs to be disposed of, addressing issues such as clogged drains caused by food scraps 2. Convert Waste into Plant Nutrients: To turn food waste into plant vitamins, which can be used as natural fertilizers for plants, enriching the soil. 3. Raise Awareness on Waste Management 4. Align with Environmental Management Policies
Project Plan	<ol style="list-style-type: none"> 1. Collect Food Scraps and Process Them Daily 2. Extract Plant Vitamins from the Machine Monthly 3. Distribute Plant Vitamins
Project Measurement	<ol style="list-style-type: none"> 1. Compare Waste Reduction After Project Implementation 2. Use Plant Vitamins to Enrich Soil for Organic Vegetables in the Self-Sufficient Greenhouse 3. Distribute Plant Vitamins to Employees, Customers, and the Community



3. Water Management

The half of world's population are experiencing water shortages, if the use of extravagant water is continued. Moreover, World Economic Forum stated that issues about water resources is the important environmental issues in 2017. Therefore, Natural Resource Security, especially clean water, is the issue required the private sectors to focus on. Charoen Pokphand Produce Company Limited and its group companies have given precedence to the management of

water resources which is an important fundamental factor for running a business and also support to the 6th goal of the Sustainable Development

Key Performance 2025

Water reduction project and continually build up the mindset continuously

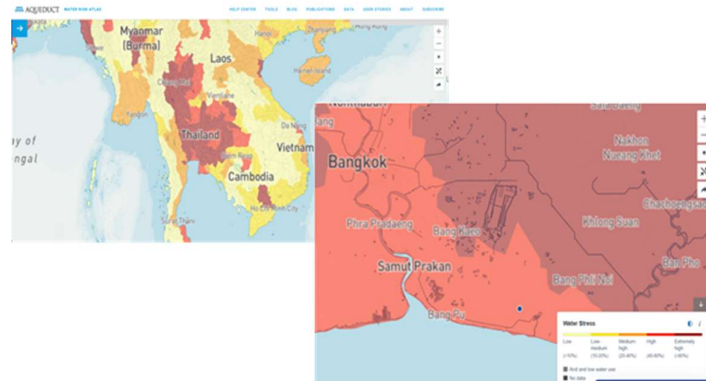
Guidelines for integrated water risk evaluation to plan for water management throughout the supply chain

Starflex Public Company Limited has applied a water risk assessment framework as a guideline for water resource management. The assessment considers multiple risk factors, including the volume of water used by each department and baseline water stress. The internationally recognized Aqueduct Water Risk Atlas from the World Resources Institute (WRI) is used as the assessment tool.

Based on the results, water scarcity risks are categorized into three levels, which are then used to develop targeted water management plansudes monitoring the water usage inside the company continually.



The water risk assessment results indicate that Bang Phriang Subdistrict, Bang Bo District, Samut Prakan Province falls within a high water stress category (40–80%). In response, the Company has implemented projects to reduce water consumption in operations and employee use, applying the 3Rs principle (Reduce, Reuse, Recycle). Additionally, water usage is continuously monitored within the Company to ensure efficiency and conservation.



Projects and activities to support environmental management operation

(1) Reused Air Conditioner Water for Vegetable Garden Care

Promote Awareness of Resource Optimization By reusing wastewater from air conditioning units, approximately 800 liters per day, for beneficial purposes such as watering vegetables in the self-sustaining greenhouse, irrigating the lawn, cleaning bathrooms, washing cars, and other uses. This initiative helps reduce costs in a tangible and sustainable way.



No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Environmental Dimension												
E1 Policies and compliance with environmental management standards												
1	E1.1C	GRI 103	-	Policies and compliance with environmental management standards	Policies and guidelines for environmental management	Yes/No	Core	Yes	Yes	Yes	Yes	
2	E1.2C				The number of cases or incidents that violated the law or creating environmental impacts along with explaining the corrective measures	Number of cases	Core	0	0	0	0	
E2 Energy management												
3	E2.1C	GRI 302	Goal 7: Affordable and Clean Energy	Energy management	Energy management plan	Yes/No	Core	Yes	Yes	Yes	Yes	
4	E2.2C				Energy consumption (electricity)	Kilowatt hours (kWh)	Core	9,196,000	12,998,911	14,217,834	13,504,000	
5	E2.3C				Energy consumption (Replacement)	kilowatt hours (kWh)	Core	1,132,440	1,392,911	767,615	1,045,989	
6	E2.4R				Energy Management Goals	kilowatt hours (kWh)	Recommended	-	Decrease 0.2%	Decrease 0.2%	Decrease 0.2%	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
E3 Water management												
8	E3.1C	GRI 303	Goal 6: Clean Water and Sanitation	Water management	Water management plan	Yes/No	Core	No	Yes	Yes	Yes	
9	E3.2C				Water consumption	Cubic meter	Core	14,712	11,354	14,440	16,057	
10	E3.3R				Water management Goals	Cubic meter	Recommended	-	Decrease 60 m³	Decrease 60 m³	Decrease 60 m³	
E4 Garbage and waste management												
11	E4.1C	GRI 306	Goal 12: Responsible Consumption and Production	Garbage and waste management	Garbage and waste management plan	Yes/No	Core	No	Yes	Yes	Yes	
12	E4.2C				Amount of garbage and waste - hazardous waste	Ton	Core	186.12	168.98 201	164.64	159.55	
13	E4.2C				Amount of garbage and waste – non hazardous waste	Ton	Core	1,620.56	1,720.89	2,139.10	1,800	
14	E4.3R				Garbage and waste management goal	Kilogram	Recommended					
E5 Greenhouse gas management												
15	E5.1C	GRI 305	Goal 13: Climate Action	Greenhouse gas management	Greenhouse gas management plan	Yes/No	Core	Yes	Yes	Yes	Yes	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
16	E5.2C				Total greenhouse gas emissions of Scope 1 and Scope 2	Tons of carbon dioxide equivalent (tCO ₂ e)	Core	5,802	-	7,685	Under development	
17	E5.3C				Verification of greenhouse gas emissions data by external agencies	Yes/No	Core	Yes	-	Yes	Yes	
18	E5.4R				Greenhouse gas management Goals	Tons of carbon dioxide equivalent (tCO ₂ e)	Recommended	-	-	-	-	
19	E5.5R				Total greenhouse gas emissions of Scope 1, Scope 2 and Scope 3	Tons of carbon dioxide equivalent (tCO ₂ e)	Recommended	-	-	55,344	Under development	
20	E5.6R				Greenhouse gas emissions per unit (Carbon Intensity)	Tons of carbon dioxide equivalent (tCO ₂ e)	Recommended	-	-	1.9226	Under development	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Environmental Dimension												
PAC-E2 Environmentally friendly products												
1	PAC-E2.3	Disclosure 416-1	Goal 12: Responsible Consumption and Production	Environmentally friendly products	Percentage of sales of eco products to total product sales	%	Recommended	6.37	6.36	5.62	5.87	
					- Number of environmentally friendly products	Item	-	101	105	98	80	
					- Sales value of environmentally friendly products	Million baht	-	103.91	112.75	105.24	114.80	
					- Sales value of all product	Million baht	-	1,630.33	1,771.69	1,871.70	1,955.84	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Environmental Dimension												
PAC-E2 Environmentally friendly products												
2	PAC-E5.1	Disclosure 305-7	Goal 12: Responsible Consumption and Production	Air pollution	Amount of air pollution from business operations at 6 measurement points		Recommended	-	-			
					(1) Measuring point PT 02-03 (value shown is the average of 3 points)							
					- Carbon dioxide (CO2)	%	-	0.19	1.11	2.11	0.10	
					- Oxygen (O2)	%	-	18.38	19.75	16.57	20.80	
					- Total Suspended Particulate (TSP)	mg/m3	-	10.41	3.44	23.44	2.70	
					- Xylene	ppm	-	0.18	0.22	4.11	8.84	
					- Toluene	ppm	-	0.11	0.28	3.42	38.37	
					- Ethyl acetate (EA)	ppm	-	0.03	0.48	1.38	15.69	
					(2) Extrusion measuring point							
					- Carbon dioxide (CO2)	%	-	0.14	1.16	2.41	0.10	
					- Oxygen (O2)	%	-	18.61	18.61	16.51	20.80	
					- Total Suspended Particulate (TSP)	mg/m3	-	10.29	7.11	22.51	3.40	
					- Xylene	ppm	-	0.18	0.41	4.66	9.24	
					- Toluene	ppm	-	0.14	0.55	3.86	35.62	
					- Ethyl acetate (EA)	ppm	-	0.06	0.65	1.51	14.07	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Environmental Dimension												
PAC-E2 Environmentally friendly products												
					(3) Laminate 01-04 measurement points (values shown are mean of 4 points)							
					- Carbon dioxide (CO2)	%	-	0.18	1.35	1.83	0.10	
					- Oxygen (O2)	%	-	18.8	17.98	17.63	20.80	
					- Total Suspended Particulate (TSP)	mg/ m3	-	10.38	7.46	21.61	3.00	
					- Xylene	ppm	-	2.69	0.68	5.3	12.35	
					- Toluene	ppm	-	0.15	0.74	4.86	55.10	
					- Ethyl acetate (EA)	ppm	-	0.1	0.6	1.56	22.27	
					(4) Caida measuring point							
					- Carbon dioxide (CO2)	%	-	0.19	1.66	2.41	0.10	
					- Oxygen (O2)	%	-	18.47	18.61	16.51	20.8	
					- Total Suspended Particulate (TSP)	mg/ m3	-	10.24	8.61	16.11	2.50	
					- Xylene	ppm	-	0.14	0.82	4.21	9.84	
					- Toluene	ppm	-	0.1	0.86	3.11	41.28	
					- Ethyl acetate (EA)	ppm	-	0.06	0.95	1.12	17.54	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Environmental Dimension												
PAC-E2 Environmentally friendly products												
					(5) measuring point 1PG-07(01-02) (Measurement start in 2023)							
					- Carbon dioxide (CO2)	%	-	-	1.54	2.46	0.10	
					- Oxygen (O2)	%	-	-	18.58	15.11	20.80	
					- Total Suspended Particulate (TSP)	mg/m3	-	-	3.91	25.06	16.15	
					- Xylene	ppm	-	-	0.32	7.11	11.53	
					- Toluene	ppm	-	-	0.36	5.68	43.25	
					- Ethyl acetate (EA)	ppm	-	-	0.59	1.82	24.32	
					(6) measuring point Laminate (Extension Area) (Measurement start in 2023)							
					- Carbon dioxide (CO2)	%	-	-	1.28	3.15	0.10	
					- Oxygen (O2)	%	-	-	18.91	14.61	20.80	
					- Total Suspended Particulate (TSP)	mg/m3	-	-	3.55	17.11	3.20	
					- Xylene	ppm	-	-	0.45	4.51	14.27	
					- Toluene	ppm	-	-	0.52	1.86	57.54	
					- Ethyl acetate (EA)	ppm	-	-	0.72	1.12	31.78	

Social sustainability management

Starflex Public Company Limited has recognized the importance of social sustainability. We have operated the business under the concept of officers and social development to connect with the economic dimension of the organization by giving rights and opportunities to be taken care and to receive the fair benefits, providing communication channels with stakeholders, having the transparency with verifiability, creating surrounding societies to be a quality society that is accepted by society and communities. Indoctrination existing in the activities for people in organization is communicated through the brand and products of the organization. To achieve the vision of being a leader in the Flexible Packaging business in CLMV countries under the visions, missions and policies, therefore, the social sustainability goals are also set.



Human Capital and Development



Human Rights and Labor Practices



Product Responsibility



Stakeholders Engagement
And Corporate Social Responsibility

In 2024, the company has continued to operate in the social dimension. The performance of the year 2024 can be summarized by comparing with the goals as follows:

Important Issues	Performance 2025	Goal 2027	Goal 2032
1. Human Capital and Development			
1.1 Percentage of Individual Development Plan (Individual Development Plan : IDP)	100	97	99
1.2 Percentage of leaders and employees who have completed training and development in sustainability knowledge	100	100	100
2. Human Rights and Labor Practices			
2.1 Announcement of human rights policies and practices	Policies are announced and communicated to stakeholders.		
2.2 Comprehensive Human Rights Due Diligence (HRDD) risk assessment in business operations with preventive measures	Human rights violations are assessed and reviewed annually.		
2.3 Lost Time Injury Frequency Rate : LTIFR (cases per 200,000 hours worked)	0.38	0	0
3. Product Responsibility			
3.1 Percentage of customer satisfaction assessment results	81.52	92	95
3.2 Number of incidents or complaints about consumer rights violations	0	0	0
4. Stakeholders Engagement and Corporate Social Responsibility			
4.1 Announcement of policies and guidelines for participation with stakeholders	Policies are announced and communicated to stakeholders.		
4.2 Number of disputes/complaints with communities and society surrounding the company	0	0	0
4.3 Percentage of satisfaction assessment results of all groups of stakeholders	91	92	95

1. Human Capital and Development

Starflex Public Company Limited has established a missions, visions, directions and strategies to handle changes for stepping to be "Leader of the Flexible Packaging Business in CLMV Countries". We have focused on mainly developing the potential and increasing the competence of "officers". The company has given precedence to make a readiness for the officers in order to handle various changes inside the organization with efficiency and drive the company's human resource strategy to connect with global standards.

The company is committed to creating engagement and channels to participation of increased officers at all levels to retain talented officers staying with the company, becoming the new generation leader, accumulating experience, jointly learning and growing together with the company.

Guidelines for human resource management

Starflex Public Company Limited has believed that "all officers" are the most valuable assets and they are important forces for driving operation to achieve the set aspirations. Especially, nowadays, the company is focusing on business development to grow and expand the investment to new businesses which making a challenge for creating "Leader of the new generation" to carrying on the values of the organization along with the preparation of officers, developing the officers from various departments for knowledge, required skills, and attitude to cope and adapt with changes, promoting experiences for officers to be proud for being a part of the company's success.

Therefore, the company has adopted the "Human Resource Strategy Workforce 4.0" as the core of human resource management, consisting of 5 main strategies, which focusing on creating new generation leaders through experiential learning, covering the recruitment of good talented people, learning from consultants in various practices, developing and planning the professional for good talented people, and adjusting the organization to be an organization with a flexible structure to be in line with the changes in business and the changes that appear on generation difference for people.

Key Performance 2025

100 Percentage

of Individual Development Plan

5.44 hours/person/year

Average training hours of all employees

Guidelines for human developing management

Building an effective team is the another matter that the company has given precedence. The effective team is considered as a key driving force for leading the organization to achieve its set goals. The principles for instructing people are as follows:

- (1) Behave as a role model to demonstrate commitment to the company's values and business ethics.
- (2) Develop the team through coaching to bring out the highest potential of the team to for working towards achieving goals and living with a successful life.
- (3) Communicate effectively to build trust and relationship with people in the organization includes key stakeholders.
- (4) Build an atmosphere for success at work.

Projects and Activities to Support Employee Development Operations

The Successor (3 rd generation) Project	
Project Objectives	To develop skills and knowledge in critical thinking, decision-making, communication, leadership, planning, task delegation, presentation, work follow-up, and systematic team development. Foster a sense of quality consciousness and organizational loyalty to ensure the achievement of the organization's objectives.
Project Plan	<ol style="list-style-type: none"> 1. Conduct meetings to assess the target groups and analyze the course to close the skill gap. 2. Request approval for the training budget. 3. Source trainers and arrange training venues. 4. Monitor and evaluate the training outcomes. 5. Summarize the results and present to the management.
Project Measurement	<ol style="list-style-type: none"> 1. Evaluate the performance of trainers. 2. Assess the quality of the training delivery. 3. Follow up and evaluate the actual job performance by the respective supervisors.



2. Human Rights And Labor Practices

Starflex Public Company Limited has given precedence to and focused on promoting human rights to all groups of people by adhering to the basic principles of equality, rights and liberties, for both thoughts and actions that cannot be violated, and respecting the local laws of each country in order to be in line with the way of life, traditions, culture and compliance with good governance by avoiding involvement in all forms of human rights violations

The company expects equal treatment in all aspects of labor rights for its business partners or stakeholders in the supply chain, particularly in relation to human rights. This includes periodically assessing human rights risks. Furthermore, the company is committed to fostering engagement and involvement opportunities for employees at all levels, with a focus on retaining talented personnel to stay with the company, grow into future leaders, accumulate experience, and learn and develop alongside the company.

Guidelines for managing the human rights and fairly treating with labors

Starflex Public Company Limited (“the Company”) has an ideology in conducting business with integrity, adhering to social responsibility and all groups of stakeholders in accordance with corporate governance and business ethics. In terms of human rights protection, the company has strictly complied with the law and has committed to respect human rights according to internationally accepted standards, especially supporting and complying with the Universal Declaration of Human Rights (UDHR), (United Nation Global Compact (UNCG), United Nations Guiding Principles on Business and Human Rights (UNGP) and the International Labor Organization Declaration on Fundamental Principles and Rights at Work Right at Work (ILO), including has committed to comply with the code of conduct and various policies that the Company has announced and the following practices about the labors:

- (1) Respect human rights, treat each other with respectful, respect each other, and treat each other equally with all stakeholders and vulnerable groups without discriminating to physical, mental, nationality, origin, ethnic group, religion, gender, language, age, skin color, education, social status, culture, custom or any other matter.

Key Performance 2025

Review the comprehensive human rights assessment manual and conduct a human rights impact assessment.

There have been **no complaints** regarding human rights violations arising from the company's operations.

- (2) Exercise caution in performing duties to prevent risks arising from human rights violations in business operations and commit to preventing all forms of harassment, whether it be sexual harassment or other forms of harassment. The company is committed to non-discrimination, anti-harassment and will not tolerate any form of harassment, whether sexual or non-sexual harassment. Any complaints received by the company will be considered seriously, kept them the confidential, will have sympathy. If the such allegation is confirmed, remedial measures, disciplinary action, termination of employment, or legal prosecution will be taken.
- (3) Communicate, disseminate policies, educate, understand, set guidelines and provide any other support to employees, partners/business partners in the value chain in order to participate in business with ethics. respect for human rights and treat everyone as human rights principles, and regularly recheck their understanding, and training on human rights includes discrimination and harassment in the workplace to all employees and those involved.
- (4) Supervise the respect for human rights, not neglect or ignore. When finding an action that violates human rights related to the company, report to supervisors or responsible persons and cooperate in investigating various facts. If there is any questions or inquiries, consult with the supervisor or the person responsible to the various channels specified.
- (5) Provide fashionable and efficient channels for whistleblowing and have a process to raise the level of incidence reporting to be higher, provide fairness and protection to those who report human rights violations by taking measures to protect complainants or those who cooperate in reporting human rights violations as whistleblowing policies the company has defined.
- (6) Continuously develop and implement the Human Rights Due Diligence Process starting from investment or mergers and partnership in order to identify and assess the risks and impacts of human rights abuses, define affected groups or individuals that cover all stakeholder groups, plan and determine solution and preventive measures, resolve and prevent human rights violations to be in line with corporate risk management guidelines which covers risks in related industries and countries, and follow-up by providing appropriate remedies and mitigation processes, in case of human rights violations.
- (7) The company is committed to creating and maintaining an organizational culture that adheres to respect for human rights.
- (8) For human rights violations includes discriminatory behavior or harassment is an offense against the business ethics. The company will have to take a solution or consider taking disciplinary action as the company's regulations, if the action is illegal.

- (9) The company is committed to communicating, reporting and disclosing the information about human rights performance, relief and remedy includes incidences of discrimination and harassment publicly and transparently.

Guidelines for management of employee

As quoting that “People are the souls that make an organization alive.”, Starflex Public Company Limited has respected and appreciated the value of all persons in the organization. We have cultivated and developed to be good and talented people in an excellent team which will be a role model for those surrounding at workplace, family and society as a whole that leading to love, relationship with nation and the organization with the following operational guidelines:

Creating a working society	Mental and spiritual care	Building stability in life
<ul style="list-style-type: none"> - Value officers, focus on capabilities, assign valuable and challenging task - Make people in the organization understand their roles, treat colleagues with respect, understand the difference, respect and build good relationships with each other in the team. - Encourage to form club groups based on the interest to build good relationships with each other. - Encourage people in the organization to be generous, help and care for each other, both on-and-off work, includes sharing knowledge, experience and others with those in need appropriately, create a feeling of belonging to one family. 	<ul style="list-style-type: none"> - Encourage virtue in the mind. - Promote mindfulness for living (Mindfulness) - Promote Gratitude (Grateful and Repaying a favor) 	<ul style="list-style-type: none"> - Encourage officers to have good mental and physical health. - Encourage people to apply “rationality, moderation, immunity, knowledge together with virtue” to create stability in life and family - Extend the approach for building a stability in life to families and communities of people in the organization.

Guidelines for managing the occupational safety, health and environment

Starflex Public Company Limited has realized and given precedence to Occupation Safety, Health and Environment (SHE) of officers, which is an important human resource that helps the company to achieve its objectives or goals, includes apply it as a guideline which be in line with the Occupational Safety, Health and Environment Act B.E. 2554. Therefore, the company has announced the following policies:

- (1) The company provides protection on occupational safety, health and environment by focusing on preventing danger to officers and workplaces are free from incidents that may cause danger from work.
- (2) The company promotes and supports to arrange workplace with safe and hygienic working conditions and working environment, including promotes and supports the performance of employees to be safe in all dimensions.
- (3) Officers at all levels have a duty to cooperate for strict compliance with rules, regulations, official requirements, safety standards and policies and regulations of the company, including maintain the working environment complying with the standards set to ensure the safety for life, physical, mental, and health
- (4) Comply strictly with rules, regulations, announcements, orders and standards on occupational safety, health and environment as specified by the government.
- (5) The company continuously supports and promotes occupational safety, health and environment by allocating the budget sufficiently and appropriately.
- (6) The company promotes safety by providing training to educate, review, and practice as well as organizing various forms of activities to strengthen awareness of safety for officers and enterprise continually and to always be ready.
- (7) The company prepares and procures personal protective equipment to officers for using or wearing to protect as appropriate for the nature of their work and operations.
- (8) Provide a survey for inspection on safety matters and strict officers to comply with safety regulations, including strictly pay attention, supervise officers to wear and use personal protective equipment as defined by the company.
- (9) Always elevate and improve the environment inside the company which is the workplace and the cleanliness around the company to ensure safety, hygienic environment, a good quality of work life and good health.
- (10) Determine the safety in work and have a procedure for correct and safe work operation which is set to be duties of officers and supervisors at all lever to comply and be responsible.

- (11) All officers are required to participate in the prevention of work-related hazards and maintaining a good environment. The company will receive various suggestions and opinions of officers and take them to consider for resolving and adjusting various deficiencies as appropriate in order to create safety and a good environment for officers.

Process for hazard identification and risk assessment

The company has given precedence to manage the occupational safety, health and environment not less than product quality. Therefore, all processes must be safe, not affect the health of officers and not affect the environment. Hence, there are processes for identifying hazards and assessing the risks of all work activities. Also, when there is a new activity or a new machine, hazard identification and risk assessment must be performed before every work start to be aware of the dangers that will occur along with finding ways to improve, resolve and prevent.

- (1) Assign all executives to carry out hazard identification and risk assessment for all activities.
- (2) Cooperate with supervisors and safety officers, engineering officers identify dangers by applying JSA, Fault Tree Analysis, Why Why Analysis.
- (3) Cooperate with supervisors and safety officers, engineering officers to conduct risk assessments according to the specified criteria.
- (4) Assess the risk at level 1-2, providing safe working instructions (WI), educating officers and annual reviewing (OJT). Supervisors have to check for complying with procedures every day.
- (5) Assess the risk at level 3-4, providing a work plan to resolve and decrease a risk to be at level 1-3.

Occupational Accident Reporting and Investigation Process

Due to the fact that the company has given precedence to management for occupational safety, health and environment, a process for reporting incidents and accidents is available by defining that a reporting is the duties of all officers at all levels through various channels. Processes for reporting and investigating accidents are as follows:

- (1) Once the accident appears, have the victims or their supervisors record the information in the accident reporting form or property accident report form or motor vehicle accident report depending on what the cause is and which object, among people, property or vehicles, affected is, then send it to safety officer.

- (2) Division director, division manager and professional safety officers will analyze accidents by applying Fishbone Chart, Why Why Analysis to investigate and record details into the accident analysis report form, then, present to the chairman of the safety committee for consideration.
- (3) Chairman of the Safety Committee will consider to operate by ordering or making suggestions as their discretion and details in report for further action, then, notify division director or division manager to acknowledge and take corrective action.
- (4) Professional safety officers continue to follow up on the progress of improving as the recommendations, which receive from the accident investigation, until completion.

3. Product Responsibility

Starflex Public Company Limited is committed to increasing customer satisfaction by analyzing, researching and understanding customer needs which mainly focusing on the needs of customers. Moreover, the company has also set a method for communicating to officers inside the organization to understand the needs of customers for meeting them completely through the process of collecting, analyzing and measuring customer satisfaction which decides on the basis of facts and efficiency.

Key Performance

2025

81.52 percent

of Customer Satisfaction Assessment Results

No incidents or complaints

about the violation of consumer rights

Guidelines for managing the responsibility to products, goods and services

The company is committed to increasing customer satisfaction by analyzing, researching and understanding customer needs which mainly focusing on the needs of customers. Moreover, the company has also set a method for communicating to officers inside the organization to understand the needs of customers for meeting them completely through the process of collecting, analyzing and measuring customer satisfaction which decides on the basis of facts and efficiency.

The company has set policies and objectives of the organization by considering the needs of all parties and allowing everyone has a participation in set clear and appropriate directions and goals, includes supporting the performance of officers to encourage employees to participate in continuous improvement under the policy defined that:



"The company is committed to developing products and services to be consistently quality as safety criteria specified to create customer satisfaction and return appropriately to stakeholders."

The company still has a policy to conduct business with suppliers to jointly respond the customer needs quickly and use resources for the most value. The company has established a working process to achieve the goals set out efficiently by managing resources and activities in a process to focus and prioritize improvements. The systematic management process is provided in relation to other processes which comprises quality management, leadership, planning, organizational resource management, manufacturing, monitoring, measurement, analysis, and assessment and improvement.

In this regard, the company is committed to take good hygiene management practices for manufacturing (GHPs) as Codex standards applying inside the company with the objectives for ensuring that manufacturing the flexible packaging for packing consumer goods has a quality and safety for users. Therefore, the company will proceed as the following policies:

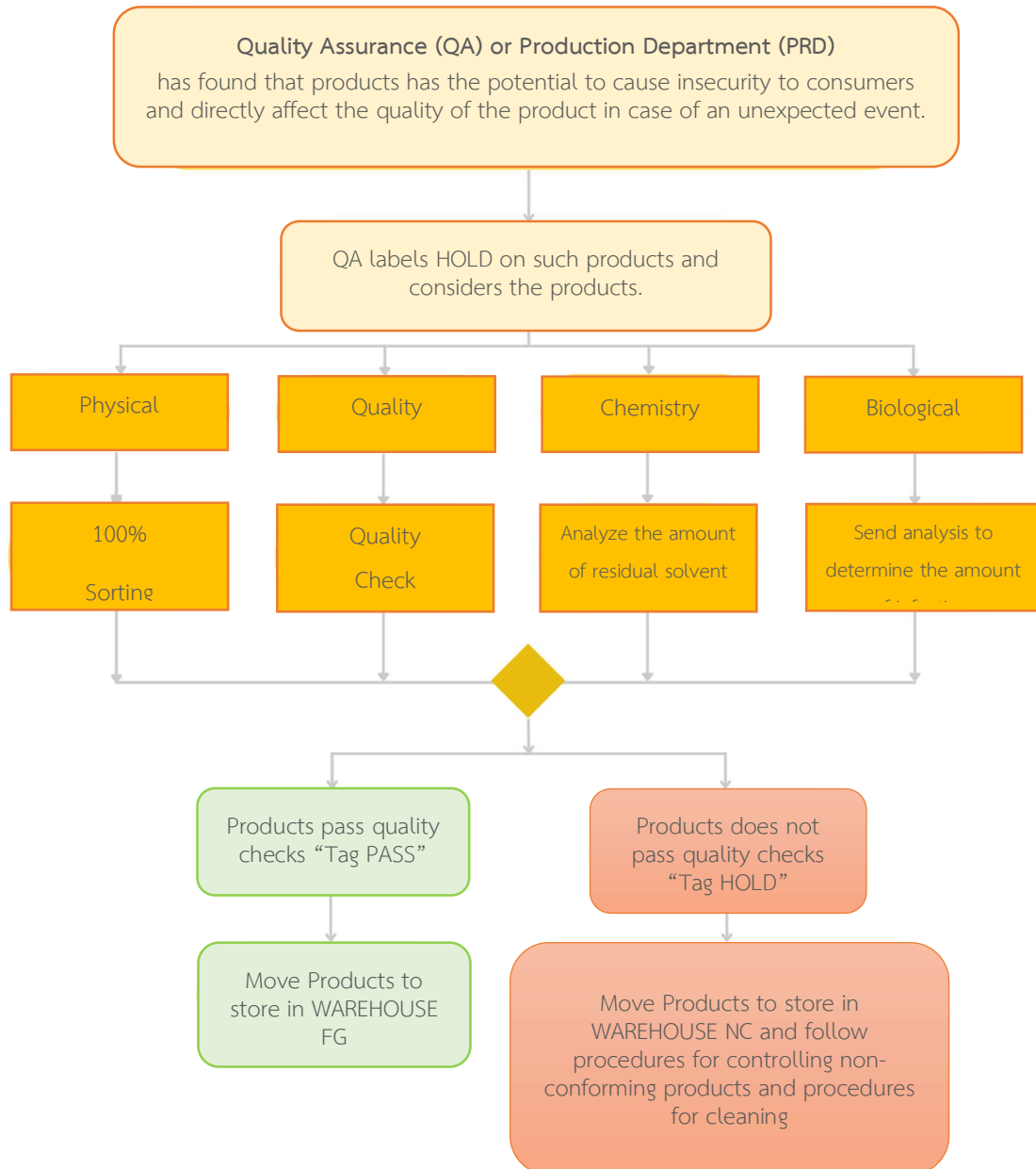
- (1) Comply strictly with the requirements for Good Manufacturing Practices (GHPs) as Codex standards.
- (2) Regularly arrange for inspection, monitoring and corrective action system to prevent problems that may affect to a good hygiene in manufacturing.
- (3) Encourage a training for officers to have knowledge and be able follow correctly

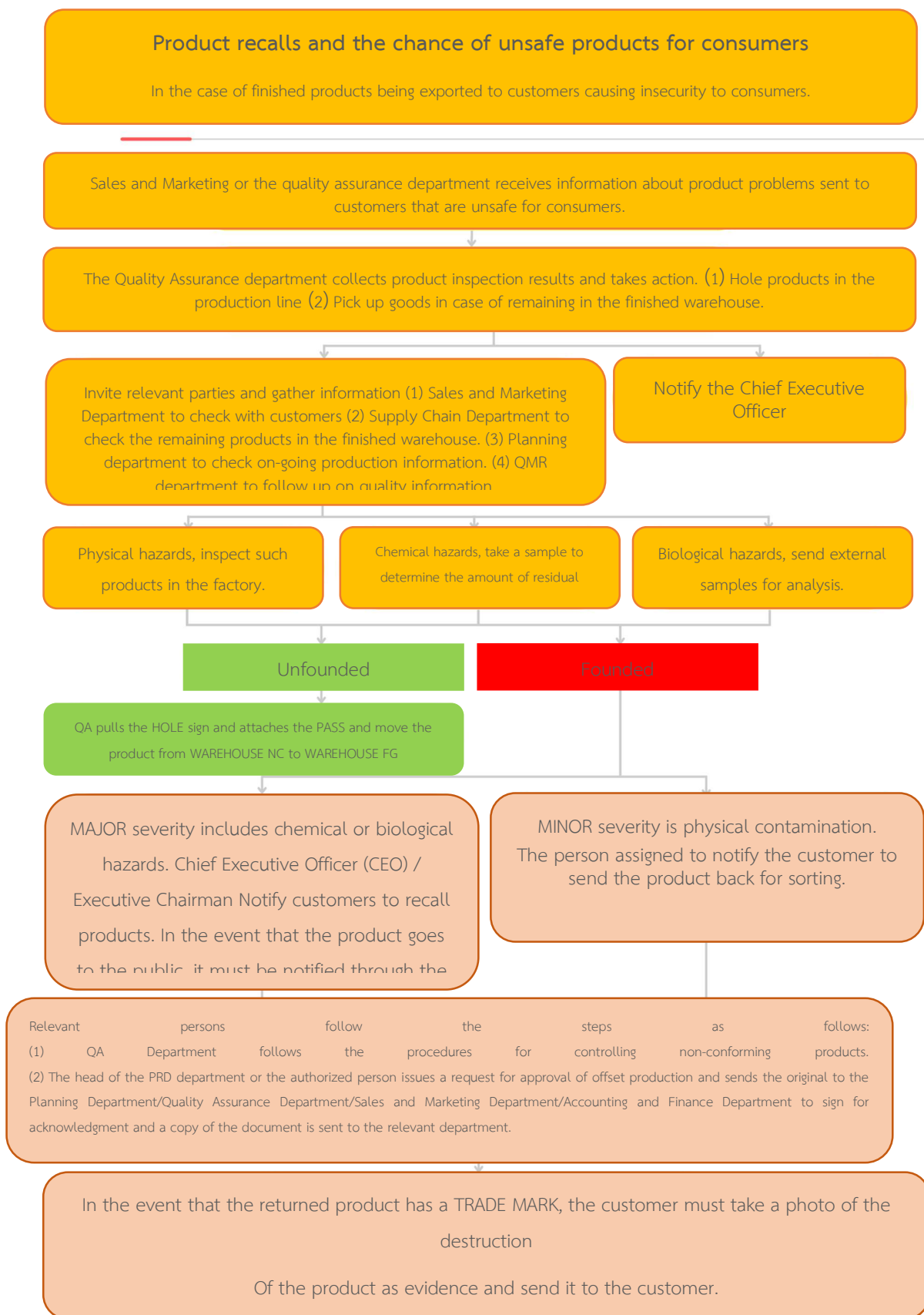
The scope of certification is as follows.

GHPs	HACCP	FSSC22000
Production of flexible packaging	The production of flexible packaging for food packaging covers 2 product groups: General Performance & Medium Performance.	The production of flexible packaging for food packaging covers 2 product groups: General Performance & Medium Performance.
Manufacturing Process : Printing, Laminating, Roll cutting, Pouch making, Spout mounting	Manufacturing Process : Receiving raw materials and Art work, Storage, Printing, Laminating, Roll cutting, Pouch making, Spout mounting, Product storage and delivery.	Manufacturing Process : Receiving raw materials and Art work, Storage, Printing, Laminating, Roll cutting, Pouch making, Spout mounting, Product storage and delivery.
		

Guidelines for managing product recalls and the likelihood of unsafe products for consumers
(Recall and Incident Products)

Product recalls and the chance of unsafe products for consumers
In the event that the product is expected to be unsafe for consumers and directly affect health.





4. Stakeholders Engagement and Corporate Social Responsibility

The board of directors is confident that good corporate governance is an important factor for Starflex Public Company Limited to enhance its competitiveness and lead the Company towards sustainable growth. Moreover, it adds value to stakeholders in the long term. Good corporate governance manifests itself in having an efficient, transparent and verifiable management system that builds trust among all stakeholders in the value chain which is required commitment and cooperation from officers at all levels with the board of directors and senior executives to promote and support to so that corporate governance takes place in a concrete manner

Key Performance 2025

No complaints

or disputes with communities and society around the company

Comprehensive a report on the study of the economic, social conditions, and opinions of the public and neighboring businesses regarding the company's operations.

Guidelines for managing stakeholder participation

Starflex Public Company Limited ("the company") has always given precedence to treatment the company's stakeholders. That can be seen from the commitment to conduct business with integrity and adherence for social responsibility, includes being a good citizen, having a code of conduct as a guideline for the performance of officers, having principles of good governance that guide the management of the organization, and having guidelines for the sustainability of the Company, respecting the rights and treating with stakeholders fairly, hearing opinions or concerns, includes building understanding with stakeholders, promoting constructive cooperation in areas of interest to stakeholders, includes participating in social and environmental development so that the Company able to operate business sustainably.

Group of stakeholders of the Company

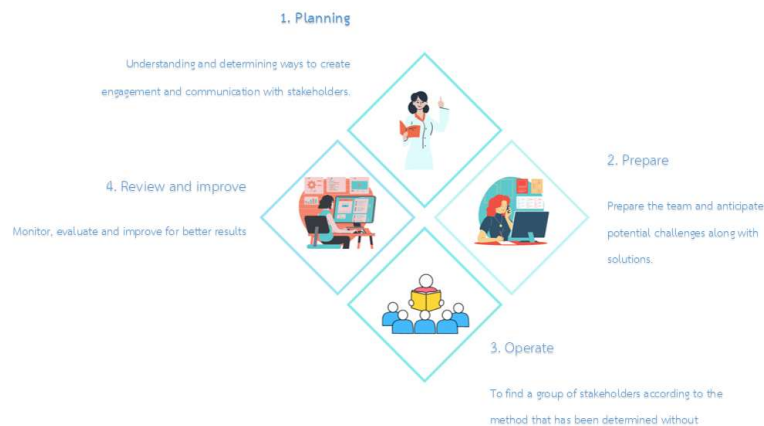


Guidelines for hearing the voices of stakeholders

Starflex Public Company Limited has collected issues and opinions of stakeholder which covering economic, social and environmental dimensions as well as setting the priorities of such issues. Additionally, we have interviewed with representatives of the stakeholders on their perspectives for the company's sustainable development and have applied the significant issues to determine the approach to respond to the needs of the stakeholders and create consistent engagement in the same direction throughout the organization by covering direct interviews, use of survey, and data survey made by consulting firms to receive clear and significant issues.

Building the participation with stakeholders in each area is important to help build a foundation to become a sustainable organization by the company's stakeholders, i.e., people who have gotten both positive and negative impacts from business operation covering both inside and outside the organization. The company is very pleased to hear voices from stakeholders through various channels and will take those opinions and suggestions to be analyzed for understanding expectations and needs before responding with ways that can manage other important issues for both business and all stakeholders appropriately.

Process for making an engagement with stakeholders



Guidelines for managing the social responsibility

Starflex Public Company Limited has operated business with social responsibility to reduce impacts in various fields arising from business operation by adhering to the principles of transparency, accountability, ethics and respecting for human rights. We have focused on the needs and expectations of stakeholders, have committed to manufacture high quality products and provide good services making customers satisfy and be safe for customer, have considered for participation, community development, environmental protection, have focused on the maintenance of religion, education, community and society and taking care of the use of resources to be worthwhile by complying with the laws, regulations, customs of local and communities in which the company operates, or related international practices, including have committed to develop and improve for building a foundation of social responsibility on a continuous and sustainable basis

Projects and activities to support operations

Participation with stakeholders and responsibility for society and community

1. Adult Don't Fall	
Objectives	<ol style="list-style-type: none"> 1. To promote employees' love and care for their parents based on moral principles of gratitude. 2. To ensure employees' parents have good health and can live a happy life. 3. To monitor and prevent the risk of falls or injuries among employees' parents. 4. To provide knowledge and guidance on taking care of parents. 5. To align with the policy of work-life balance: personal health, family health, organizational health, and societal well-being.
Plan	<ol style="list-style-type: none"> 1. Survey employees' families with elderly parents. 2. Present the project and action plan. 3. Provide consumable goods, walking sticks, wheelchairs, or other necessary items. 4. Conduct training and provide knowledge on how to care for parents. 5. Visit employees' homes to install safety equipment such as grab bars in bathrooms, replace light bulbs, or address other related needs. 6. Follow up and evaluate the results.
Measurement	<ol style="list-style-type: none"> 1. Employees have knowledge on how to properly care for their parents. 2. Reduce absenteeism and employee turnover rates.



2. Provide scholarships to students from Pathumthani Vocational Education College.	
Objectives	<ol style="list-style-type: none"> 1. To support education and assist underprivileged youth who lack financial resources. 2. To assist schools and create a network of social activities. 3. To be part of the social and community responsibility in line with ESG principles. 4. To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles.
Plan	<ol style="list-style-type: none"> 1. Survey schools to identify target groups. 2. Present the scholarship program. 3. Implement the distribution of scholarships to students.
Measurement	<ol style="list-style-type: none"> 1. Reduce employee absenteeism and turnover rates. 2. Foster employee pride and loyalty to the organization through participation in local community development. 3. Achieve tangible development of communities, schools, and temples in employees' hometowns. 4. Contribute to society in alignment with ESG (Environmental, Social, and Governance) principles.



3. Donate medical equipment to Pathum Thani Hospital	
Objectives	<ol style="list-style-type: none"> 1. To support projects for procuring medical equipment and supplies that are in short supply. 2. To alleviate hospital expenses related to medical equipment. 3. To enhance the efficiency and adequacy of medical services at Pathum Thani Hospital for patient care. 4. To elevate public healthcare services, ensuring access to standardized medical treatment. 5. To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles
Plan	<ol style="list-style-type: none"> 1. Present project proposals and work plans. 2. Procure medical equipment: <ul style="list-style-type: none"> - Hemodialysis machines – 2 units - Large ventilators – 2 units - High-frequency ventilator – 1 unit 3. Donate the medical equipment to Pathum Thani Hospital
Measurement	<ol style="list-style-type: none"> 1. To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles.



4. Provide learning support equipment to Pathum Thani Vocational College.	
Objectives	<ol style="list-style-type: none"> 1. To support and enhance the teaching and learning management at Pathum Thani Vocational College for greater efficiency. 2. To provide educational opportunities and develop students' skills, knowledge, and potential in alignment with industry and societal needs. 3. To promote participation in social contribution and student development. 4. To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles.
Plan	<ol style="list-style-type: none"> 1. Present project proposals and work plans. 2. Procure the relevant equipment. 3. Donate learning support equipment to Pathum Thani Vocational College for its three vocational training centers: <ol style="list-style-type: none"> 1. Agricultural Machinery Maintenance Training Center 2. Electric Vehicle Maintenance Training Center 3. Air Conditioning Installation and Maintenance Training Center
Measurement	To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles.



5. Provide an automated external defibrillator (AED) to the Territorial Defense Command.

Objectives	<ol style="list-style-type: none"> 1. To support the emergency medical mission of the Territorial Defense Command. 2. To enhance the capability to provide timely assistance to individuals experiencing sudden cardiac arrest. 3. To strengthen safety preparedness for personnel. 4. To support the operations of the Territorial Defense Command for maximum efficiency. 5. To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles.
Plan	<ol style="list-style-type: none"> 1. Present project proposals and work plans. 2. Procure Automated External Defibrillators (AEDs) – 2 units. 3. Donate the 2 AED units to the Territorial Defense Command
Measurement	To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles.



6. Provide 3 emergency ambulances and helicopter-mounted ventilators to Sri Patcharin Camp Hospital, Sunpasitthiprasong Hospital, and Krit Siwara Camp Hospital.

Objectives	<ol style="list-style-type: none"> 1. To support the procurement of medical instruments and essential medical equipment that are in short supply. 2. To support and enhance the capacity of hospitals in providing emergency medical services. 3. To facilitate timely and efficient assistance for emergency and critically ill patients. 4. To improve public health services for people in the community. 5. To contribute to social and community responsibility in accordance with ESG principles
Plan	<ol style="list-style-type: none"> 1. To present the project and implementation plan. 2. To procure three emergency ambulances and helicopter-mounted ventilators. 3. To deliver the emergency ambulances and helicopter-mounted ventilators to Sripatcharin Camp Hospital, Khon Kaen Province; Sunpasitthiprasong Hospital, Ubon Ratchathani Province; and Kritsiwara Camp Hospital, Sakon Nakhon Province.
Measurement	To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles.



6. To donate ambulances and ventilators, together with medical equipment, to the Royal Thai Army Medical Department.	
Objectives	<p>1.To support and strengthen the medical service capabilities of the Royal Thai Army Medical Department.</p> <p>2.To increase treatment opportunities and reduce mortality rates among emergency patients.</p> <p>3.To enhance the readiness of medical equipment for operations in emergency situations.</p> <p>4.To contribute to social and community responsibility in accordance with ESG principles</p>
Plan	<p>1. To present the project and implementation plan.</p> <p>2. To procure ambulances and ventilators, together with medical equipment.</p> <p>3. To deliver the ambulances and ventilators, along with medical equipment, to the Royal Thai Army Medical Department</p>
Measurement	To contribute to social and community responsibility in accordance with ESG (Environmental, Social, and Governance) principles.



8. To support the 175th Royal Prosthetic Leg Mobile Unit, in collaboration with the Prostheses Foundation.”	
Objectives	<p>1.To dedicate merit to Her Majesty Queen Sirikit, the Queen Mother.</p> <p>2.To support the mission of the Prostheses Foundation in providing royal prosthetic services to persons with disabilities.</p> <p>3.To encourage employees to cultivate volunteer spirit and social responsibility.</p> <p>4.To contribute to social and community responsibility in accordance with ESG principles</p>
Plan	<p>1.To present the project and implementation plan.</p> <p>2.To provide herbal drinks, snacks, and herbal yellow oil to service recipients and staff, and to contribute donation cans for the 175th Prosthetic Leg Project in collaboration with the Prostheses Foundation, held at Thepharak Subdistrict Municipality, Mueang Samut Prakan District, Samut Prakan Province.</p>
Measurement	To contribute to social and community responsibility in accordance with ESG principles



9. To donate essential goods and consumables to persons with disabilities and low-income individuals in Bang Bo District, Samut Prakan Province.

Objectives	<ol style="list-style-type: none"> 1. To help alleviate hardships and reduce living expenses for persons with disabilities and low-income individuals. 2. To promote an improved quality of life and well-being for persons with disabilities and low-income individuals. 3. To encourage employees to cultivate volunteer spirit and social responsibility. 4. To contribute to social and community responsibility in accordance with ESG principles
Plan	<ol style="list-style-type: none"> 1. To survey persons with disabilities and low-income individuals in communities near the company to identify target beneficiaries. 2. To present the project. 3. To deliver essential goods and consumables to five households of persons with disabilities and low-income individuals in Bang Phriang Subdistrict, Bang Bo District, Samut Prakan Province
Measurement	To contribute to social and community responsibility in accordance with ESG principles



10. To support students participating in the 4th Annual Rugby Competition, 2025.	
Objectives	<ol style="list-style-type: none"> 1. To support, promote, and develop the athletic potential of students. 2. To provide opportunities for Thai student rugby players to participate in international competitions. 3. To enhance sports skills and bring recognition to the country. 4. To contribute to social and community responsibility in accordance with ESG principles
Plan	<ol style="list-style-type: none"> 1. To present the project. 2. To provide financial support to students for participating in the 4th Annual Rugby Competition, 2025, in the Hong Kong Special Administrative Region.
Measurement	<p>Contributed to society in accordance with ESG principles.</p> <p>In the competition, achieved 2nd place as the runner-up.</p>

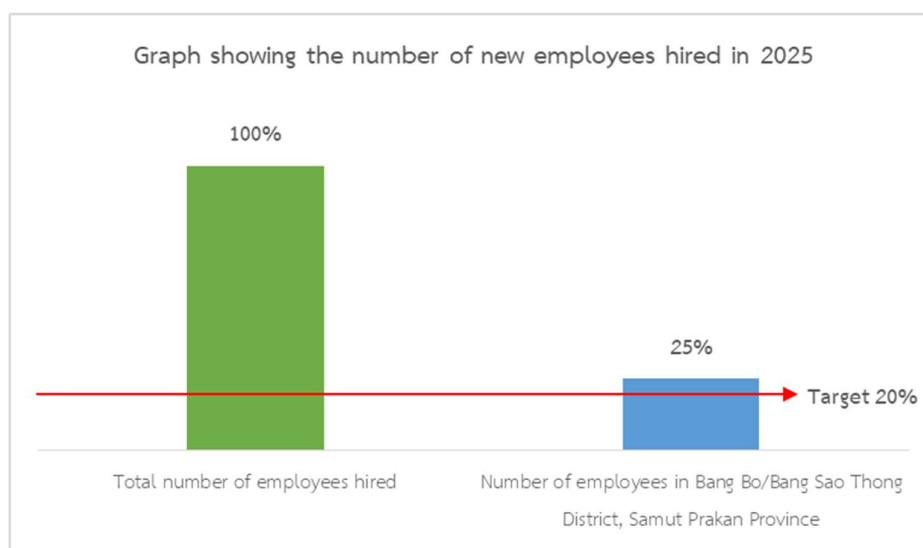


11.Magic Woods for Magic Life	
Objectives	<ol style="list-style-type: none"> 1. To promote the efficient use of resources, reduce waste, and preserve the environment sustainably. 2. To build social and community development networks in accordance with ESG principles, in collaboration with Samut Prakan Central Prison, by producing products from wood scraps, such as standing exercise bars and wooden chairs. 3. To support and provide opportunities for inmates to reintegrate as responsible members of society sustainably. 4. To align with environmental management policies.
Plan	<ol style="list-style-type: none"> 1. The company donates wood scraps to the prison to promote skill training, vocational development, job creation, and income generation for inmates. 2. The products are divided into two parts: Part 1: Sold by the prison to generate income for the inmates. Part 2: Returned to the company for in-house and social activities, with wooden standing products distributed to employees, the community, and society
Measurement	<ol style="list-style-type: none"> 1. To generate income for inmates at Samut Prakan Central Prison. 2. To contribute to society and the community sustainably in accordance with ESG principles. 3. To deliver wooden standing exercise products to dignitaries at the Center for Moral Development and to visitors at the 14th National Moral Assembly



12. Project to Create Opportunities and Sustainable Income for the Community.

Objectives	<ol style="list-style-type: none"> 1. To recruit and select employees who meet the company's target qualifications and job positions, residing in Bang Bo and Bang Sao Thong Districts, Samut Prakan Province. 2. To generate income for residents of Bang Bo and Bang Sao Thong Districts, Samut Prakan Province. 3. To contribute to social and community responsibility in accordance with ESG principles
Plan	<ol style="list-style-type: none"> 1. To present the project. 2. To put up publicity boards. 3. To recruit employees residing in Bang Bo and Bang Sao Thong Districts, Samut Prakan Province. 4. To carry out the recruitment and hiring procedures.
Measurement	20% of new employees residing in Bang Bo and Bang Sao Thong Districts, compared to the total number of new employees hired in the month.



Total number of employees hired (January – December 2025).	117 People
Target number of employees (residing in Bang Bo / Bang Sao Thong Districts, Samut Prakan Province).	30 People
percentage	25
Calculated as income generated for the community.	396,480 Baht

Summary of Sustainability Indicators (ESG Metrics) on Social: Fundamental Indicators

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Social Dimension												
S1 Human rights												
1	S1.1C	GRI 412	Goal 8: Decent Work and Economic Growth	Human rights	Human Rights Policy and Guidelines	Yes / No	Core	Yes	Yes	Yes	Yes	
2	S1.2R				Comprehensive Human Rights Due Diligence (HRDD) risk assessment in business operations with preventive measures	Yes / No	Recommended	Yes	Yes	Yes	Yes	
3	S1.3R				Number of incidents involving human rights violations along with corrective and remedial measures	Number of cases	Recommended	0	0	0	0	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note					
S2 Fair Labor Practices																	
4	S2.1C	GRI 401	Goal 5: Gender Equality Goal 10: Reduced Inequalities	Employment	Total number of employees (by gender, age range, position level and domicile)	Person	Core	Male	Female	Male	Female	Male	Female	Male	Female		
					Employee statistics classified by age range	Male	Female		568	556	608	656					
					- Younger than 30 years old	85	89		95	62	97	61	95	62	97	61	
					- 30-50 years old	238	197		214	162	203	160	214	162	203	160	
					- Over 50 years old	32	15		25	10	27	8	25	10	27	8	
					Employee statistics classified by position level	Male	Female		568	556	608	656					
					- Top Management (CEO,Level SM4,SM3)				10	2	8	2	10	2	8	2	
					- Middle Management (Level SM2 SM1)				3	0	3	0	3	0	3	0	
					- Middle Management (Level MM3 MM2 MM1)				11	15	12	13	11	15	12	13	
					- Staff (Level M2 M1 P1-P4 T1-T3)				310	217	304	214	310	217	304	214	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit		Reporting Guide	2022		2023		2024		2025		Note
S2 Fair Labor Practices																	
				Employment	Employee statistics classified by domicile	Male	Female		568		556		608		656		
					- Domiciled in Samut Prakan Province				47	52	49	49	47	52	49	49	
					- Other domicile				279	190	278	180	279	190	278	180	
5	S2.2C	GRI 405	Goal 5: Gender Equality	Employment	Number of employees with disabilities and/or the elderly	Person		Core	7		7		6		6		
6	S2.2C	GRI 405	Goal 10: Reduced Inequalities						5	2	5	2	4	2	4	2	
7	S2.3C	GRI 405	Goal 5: Gender Equality	Employee Compensation	The total amount of compensation of the employee	Million baht		Core	240.93		281.61		305.32		326.44		
8									140.40	100.53	166.84	114.77	172.59	132.73	176.67	149.77	
9	S2.4C				Percentage of employees who are provident fund members	%		Core	51.76		56.11		51.59		50.30		
10									26.94	24.82	28.23	27.88	26.94	24.65	25	25.30	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
S2 Fair Labor Practices												
11	S2.6C	GRI 404	Goal 4: Quality Education	Employee development	Work plans or activities related to employee development	Yes / No	Core	Yes	Yes	Yes	Yes	
12	S2.7C				Average number of training hours for employees	Number of training hours/person/year	Core	5.08	5.49	5.20	5.44	
13	S2.8R				The employee development plan is part of the annual employee performance appraisal.	Yes / No	Recommended	Yes	Yes	Yes	Yes	
14	S2.9R				Employee development goals	Yes / No	Recommended	Yes	Yes	Yes	Yes	
15	S2.10R				Amount of expenses for employee development	Baht	Recommended	539,547	374,792	465,578	737,293	
16	S2.11R				Benefits that employees gain from employee development	Yes / No	Recommended	Yes	Yes	Yes	Yes	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
S2 Fair Labor Practices												
17	S2.12C	GRI 403	Goal 3: Good Health and Well-being Goal 8: Decent Work and Economic Growth	Safety, Occupational Health and Working Environment	Work plans or activities related to the development of safety, occupational Health and working environment	Yes / No	Core	Yes	Yes	Yes	Yes	
18	S2.13C				The number of incidents or cases of work-related injury to the point of Employees	Number of times	Core	10	10	10	5	
					The number of Fatalities from Work Operations of Employees	Number of times	Core	0	0	0	0	
					The number of incidents or cases of Supplier/Vendor at the Company's Site	Number of times	Core	0	0	0	0	
					The number of Fatalities from Work Operations Supplier/Vendor at the Company's Site	Number of times	Core	0	0	0	0	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
S2 Fair Labor Practices												
19	S2.14R				Development goals for safety, occupational health and work environment	Yes / No	Recommended	Yes	Yes	Yes	Yes	
20	S2.15R				Lost Time Injury Frequency Rate (LTIFR)	Number of times/200,000 working hours	Recommended	0.87	0.88	0.84	0.38	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
21	S2.16C	GRI 402 GRI 407	Goal 8: Decent Work and Economic Growth	Promoting relationships and engagement with employees	Employee Engagement and Retention Development Plan	Yes / No	Core	Yes	Yes	Yes	Yes	
22	S2.17C				Percentage of employees who voluntarily leave	%	Core	2.30	1.20	1.00	1.64	
23	S2.18C				Number of major labor disputes with corrective measures	Number of cases	Core	0	0	0	0	
24	S2.19R				Goals for developing employee engagement and retention	Yes / No	Recommended	Yes	Yes	Yes	Yes	
25	S2.20R				Evaluation results of employee engagement to the organization	Yes / No	Recommended	Yes	Yes	Yes	Yes	
26					Evaluation results of employee engagement to the organization	%	-	85.6	86.4	87.4	87.9	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
S3 Responsibility to Customers/Consumers												
27	S3.1C	GRI 102-43 GRI 418	Goal 16: Peace, Justice and Strong Institutions	Consumer rights	Policies and guidelines on customer privacy protection	Yes / No	Core	Yes	Yes	Yes	Yes	
26	S3.2C				Number of customer data breaches with corrective measures	Number of cases	Core	0	0	0	0	
27	S3.3C				Number of incidents or complaints related to violations of consumer rights with corrective measures	Number of cases	Core	0	0	0	0	
28	S3.4R				Channels that the company receives complaints from customers/consumers	Yes / No	Recommended	Yes	Yes	Yes	Yes	
29	S3.5R				Customer satisfaction improvement plans	Yes / No	Recommended	Yes	Yes	Yes	Yes	
30	S3.6R				Customer satisfaction improvement goals	Yes / No	Recommended	Yes	Yes	Yes	Yes	
31	S3.7R				Customer satisfaction evaluation results	Yes / No	Recommended	Yes	Yes	Yes	Yes	
					Customer satisfaction evaluation results	%	-	86.99	82.73	81.71	81.52	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
S3 Responsibility to Customers/Consumers												
32	S3.8R	GRI 417		Consumer rights	Responsible Marketing and Advertising Practices	Yes / No	Recommended	-	-	-	Yes	
33	S3.9R				Guidelines for Communicating Product and Service Impacts to Customers/Consumers	Yes / No	Recommended	-	-	-	Yes	
S4 Community/Social Responsibility												
34	S4.1C	GRI 413	Goal 8: Decent Work and Economic Growth	Community/ Social Responsibility	Policy on development and involvement with communities/societies that may be affected by business	Yes / No	Core	Yes	Yes	Yes	Yes	
35	S4.2C				Plans to promote development and involvement with communities/societies that may be affected by the business	Yes / No	Core	Yes	Yes	Yes	Yes	
36	S4.3C				Number of disputes with the community/society with corrective measures	Number of cases	Core	0	0	0	0	
37	S4.4R				Goals for Development and Engagement with Communities/Society Affected by Business Operations	Yes / No	Recommended	Yes	Yes	Yes	Yes	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
S4 Community/Social Responsibility												
38	S4.5R				Benefits from Community/Social Development and Support Projects or Activities	Yes / No	Recommended	Yes	Yes	Yes	Yes	
39	S4.6R				The total amount spent on projects or activities for development and helping the community/society.	Baht	Recommended	137,000	148,000	355,000	21,454,000	
PAC-S1 Local employment												
1	PAC-S1.1	Disclosure 202-2	Goal 8: Decent Work and Economic Growth	Local employment	Policies and guidelines for hiring local workers	Yes / No	Recommended	Yes	Yes	Yes	Yes	
2	PAC-S1.2				Percentage of employees coming from the local community	%	Recommended	16.99	17.62	23%	24%	
PAC-S2 Respect for differences and equality												
3	PAC-S2.1	Disclosure 405-1	Goal 8: Decent Work and Economic Growth	Respect for differences and equality	Policies and guidelines on respect for differences and equality within the organization and supply chain regardless of gender, age, nationality, disability, religion, or other	Yes / No	Recommended	Yes	Yes	Yes	Yes	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note				
PAC-S2 Respect for differences and equality																
4	PAC-S2.2			Respect for differences and equality	Total number of employees (Classified by gender and nationality)	Person	Recommended	Male	Female	Male	Female	Male	Female	Male	Female	
					- Thai			334	235	327	229	343	265	355	301	
					- Myanmar			0	0	0	0	0	0	0	0	
					- Cambodia			0	0	0	0	0	0	0	0	
					- Laos			0	0	0	0	0	0	0	0	
					- Others			0	0	0	0	0	0	0	0	
5	PAC-S2.3	Disclosure 406-1			Number of incidents or complaints about rights violations, equality and unfair treatment of labor along with corrective and remedial measures	Number of cases	Recommended	0	0	0	0	0	0	0		

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note				
PAC-S3 Promoting women workers																
6	PAC-S3.1	Disclosure 405-1	Goal 5: Gender Equality	Promoting women workers	Policies and guidelines for equal promotion of women in the workplace	Yes / No	Recommended	Yes	Yes	Yes	Yes					
7	PAC-S3.2		Goal 8: Decent Work and Economic Growth		Total number of female employees (classified by position level)	Person	Recommended	Male	Female	Male	Female	Male	Female			
					- Top Management (CEO,Level SM4,SM3)			10	2	8	2	8	2			
					- Middle Management (Level SM2 SM1)			4	0	3	0	3	0			
					- Middle Management (Level MM3 MM2 MM1)			8	6	12	13	11	15	10	15	
					- Staff (Level M2 M1 P1-P4 T1-T3)			311	227	304	214	321	248	334	284	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
PAC-S4 Monitoring and assessing the impact on the community												
8	PAC-S4.2	Disclosure 413-2	Goal 12: Responsible Consumption and Production	Monitoring and assessing the impact on the community	Number of disputes or complaints about community rights violations along with corrective and remedial measures	Number of cases	Recommended	0	0	0	0	

Corporate Governance and Economic Sustainability Management

Starflex Public Company Limited has realized the importance of economic sustainability by operating business under the concept of corporate growth in the view of a continuous stable economy in the long term. We have a planning process, a clear goal that would like to achieve, work processes which is efficiency and support for the risks that arise. We have developed new innovative products that leads to sustainability and be accepted by customers, have instilled in the activities of people in the organization to communicate to the brand and products of the organization to achieve the vision of being a leading company in integrated agribusiness and agro-industry. Under the vision, mission and policy framework, we, therefore, have set the corporate governance and economic sustainability goals which consist of:



Corporate Governance & Risk Management



Innovation and Sustainable Packaging



Cyber Security and Data Protection



Supply chain Management

Note: Corporate Governance The report is in Part 2 CorporateGovernance: Corporate Governance Policy Page 164
Risk Management The report is in Part 1 Business Operations and Results: Risk Management Page 46

In 2025, the company has continued to operate in the economic dimension. The performance of the year 2025 can be summarized as follows:

Important Issue	Performance 2025	Goals 2027	Goals 2032
1. Corporate Governance & Risk Management			
1.1 The results of corporate governance and sustainability development are disclosed through the Company's Sustainability Report	Performance on corporate governance and sustainability development is disclosed annually		
1.2 Percentage of employees who have completed training and testing on business ethics and ethics	100	100	100
1.3 Number of cases of violation of business ethics or corruption	0	0	0
1.4 Assessing risks and opportunities from sustainability issues (ESG risks), including emerging risks	Sustainability risks and new risk issues are assessed and reviewed annually		
2. Innovation and Sustainable Packaging			
2.1 Announcement of policies and guidelines for innovation development	Policies are announced and communicated to stakeholders		
2.2 Percentage of New Product Sales compared to total sales	-	10	10
2.3 Percentage of sales of eco-friendly products compared to total product sales	5.87	10	10
3. Cyber Security and Data Protection			
3.1Announcement of cybersecurity policies and practices and protection of personal information	Policies are announced and communicated to stakeholders		
3.2 Percentage of employees who received cybersecurity training and protection of personal information	37.66	100	100
3.3 The number of incidents or cases where the company has been attacked by cyber attacks.	0	0	0
3.4 Number of incidents or cases of personal data leakage	0	0	0
4. Supply chain Management			
4.1 Business Partner’s Code of Conduct	Supplier Code of Conduct has been announced and communicated to stakeholders		
4.2 Percentage of key suppliers who have signed the Code of Conduct and have been assessed for sustainability	100	100	100
4.3 Percentage of new suppliers that pass the sustainability assessment	100	100	100

1. Innovation And Sustainable Packaging

The challenge of business in the 4.0 era is the rapid change in technology and innovation to be able to respond and be in line with changing consumer behavior which requires improvement and creation of new things, including giving precedence to responsibility for social and environment. Therefore, innovation is the matter that Starflex Public Company Limited giving precedence to in terms of investment in infrastructure development, improvement of officers who involved to research and development, and we have believed that it will help driving the business forward sustainably amidst rapid changes, including creating value for society and the environment at the same time.

Currently, the company has developed environmentally friendly packaging to meet the changing consumer behaviors. This includes initiatives and activities that support the development of innovations and packaging solutions, such as the use of Mono Material technology for producing packaging pouches, as well as packaging that is biodegradable and environmentally sustainable.

Guidelines for managing to develop the innovation and environmentally friendly packaging

Starflex Public Company Limited (“the company”) has realized that innovation is important to drive business to meet a wide range of customer needs with efficient cost management which is considered as the important factor to make a difference and increase the competitiveness of the company as well as enhancing the potential of officers to create valuable new things and new innovative ideas for the company which be in line to the corporate values. To achieve this objective, the company therefore has set the following innovation policy:

- (1) Be a leader for creating, promoting and developing organizational culture for officers having innovative ideas to develop new innovations that continuously promote economic, social and environmental results.
- (2) Be a leader for promoting and pushing officers, creating the innovation through various activities or projects that help increasing efficiency and reducing manufacturing costs continuously.
- (3) Be a leader for promoting innovation that creates value for the economy, society, environment and stakeholders through improving, changing, developing, applying or creating of new things continuously.
- (4) Be the person who initiate or engage with customers, outside agencies for goods and product development to meet the needs of customers continuously in line with the trend of changing the use of plastic packaging and environmental conservation trends.

Key Performance 2025

5.52 million baht

Innovation development expenses
research and development

- (5) Be the person who follow, evaluate, and disseminate innovations created inside the company includes including experience and knowledge by exchanging, sharing, expanding customer groups covering to all stakeholders.
- (6) Be the person who support appropriate resources for innovation development and encourage the registration of patents and petty patents.

2. Cyber Security and Data Protection

Information technology is considered as a valuable asset of Starflex Public Company Limited. Therefore, information technology must be supervised systematically and efficiently, completely creditably, which is preventing the risk of damage, protecting company assets and reducing data loss, resulting in effective business decisions and increasing competitiveness.

In this regard, the company has respected and given precedence to protection of personal information for officers, customers, business partners and business alliances by protecting the personal information from being misused and maintaining it in safe condition as laws and international standards.

Guidelines for managing the information security

Starflex Public Company Limited (“company”) is committed to supervise and support the development of information security with efficiency and effectiveness to ensure that business operations achieve their objectives and set goals including moving steadily, growing sustainably in line with good corporate governance principles. To achieve such objectives, the company therefore has set the following information security policies:

- (1) **Information security** - Executives, officers, and third parties involved in the use of information and information technology assets of the organization have a direct duty to support, perform and cooperate in the compliance with the information security policy.
- (2) **Conformity** - A conformity review of the procedure must be conducted at least once a year.
- (3) **Management of information technology assets** - Accounting and auditing of information technology assets must be performed regularly at least once a year and such information shall be corrected when there is a change.
- (4) **Physical security and environment** - The room where the host information system is installed must adhere to a safe environment, protection against external threats, and having proper access control, including providing security equipment to be ready using at all times.

Key Performance 2025

No events

that the company was attacked
by a cyber attack and personal
information was leaked

The equipment used is protected against power failure and other interruptions which is caused by the failure of the system and various supporting equipment.

- (5) **Security for data communication** - Specify measures to control and protect the information system to ensure the safety of data transmission and plan to improve the network system to support the future expansion.
- (6) **Relationship with external service providers** - The company will enter into written agreements with external service providers, including preparing a record to control the hiring contract to be correct and reviewed at least once a year.
- (7) **Access Control** - The use of the company's information is subject to the specified access rights and the confidentiality hierarchy of the information with which the access rights are granted. This right of access must be reviewed at least once a year.
- (8) **Human Resource Security** - Use information in line with their duties and responsibilities as the internal structure of the company and be aware of the responsibility to use and maintain the company's information to be accurate and complete as their duties.
- (9) **Operational security** – Provide backup measures, and prepare a data recovery test plan, and review the plan at least once a year. Additionally, measures for storing computer traffic records will be set to meet the requirements of the Computer Crime Act, including procurement of computer virus protection methods to prevent the company's information from being damaged.
- (10) **Information security management to create business continuity** – Specify an information security continuity plan including a rehearsal of the information security continuity plan, which is scheduled to rehearse once a year.
- (11) **Providing, developing, and transforming the system** – Specify measures to change the information system by taking into account the need for information use to meet the policy and make the greatest benefit to the company.
- (12) **Management of information problems** - Executives, officers and related persons have a duty to use information correctly and appropriately and resolve the problem of using information appropriately without using in any other way that the company undefined.

Guidelines for personal data protection management and processing

Starflex Public Company Limited has established policies for personal data protection management and processing (privacy policy) to explain how the company treats with personal and sensitive data of applicants and/ or officers, e.g., collecting, use, disclosure, including the rights of officers, etc. In this regard, it is to be understood the company's policies for personal data protection.

3. Supply Chain Management

We have realized that the strength of the chain depends on the least strong chain. For this reason, Starflex Public Company Limited has taken part in strengthening business partners throughout the supply chain for towards to strive for excellence practices in all dimensions, whether it is economy, society, or environment. The company has considered that it is a great challenge in driving to positive change. Such restrictions do not make the company to cease or discourage, but on the

other hand, the company is still intentionally driving for developing the potential of partners even better. We will work together, think together and create together to move towards sustainability together.

Key Performance 2025

Well managed on OTIF

(On Time In Full)

**for delivering Finished Goods to
customer**

Guidelines for managing sustainable supply chain

Supply chain management of Starflex Public Company Limited has been operated under the framework of responsible supply chain management containing elements that presenting the company's commitment for risk management in the supply chain to achieve supply chain management policy, supplier code of conduct and supply chain management goals, including sustainability evaluation with key suppliers that are important and high risk, and continuously communicating the results of supply chain management.

The company has adopted the Business Partner's Code of Conduct as a guideline to communicate expectations to its main business partners for proper and continuous implementation to strive for international best practices. It is defined the essential functions of sustainable supply chain management to affect values and communication.

Business Partner's Code of Conduct

Starflex Public Company Limited (“the company”) has an ideology in conducting business with integrity, ethics, honesty, transparency, and adherence to responsibility for society and all groups of stakeholders as the principles of corporate governance, code of conduct and business ethics, which will make the business grow sustainably.

The company therefore has prepared a business partner code of conduct for the company's partners to apply it as a guideline for conducting business with responsibility and creating a harmonious coexistence between the environment, society, and corporate governance and the economy (ESG) according to the sustainability framework and to achieve sustainable development goals together throughout the business chain.

Guidelines for critical supplier selection (Critical Supplier)

Starflex Public Company Limited has a large number of business operations involving suppliers and we are committed to raising awareness of responsible supply chain management with critical suppliers as the first priority. The principles to be categorized types of suppliers are as follows:

- (1) Suppliers who are suppliers of the main raw materials that are essential components.
- (2) Suppliers who are suppliers of raw materials that cannot be substituted.
- (3) Suppliers with high trading value.

Additionally, it was identified to find the risky suppliers by assessing sustainability risks throughout the supply chain through the 2-dimensional assessment criteria, i.e., the level of severity of the impact and the likelihood of risks. The risk issues applied in the assessment are taken from reliable channels as follows: 1) news, 2) past performance, 3) industry-related risk factors, and 4) risk trends that have the potential to occur in the future. In this regard, the risk assessment covers raw materials and service providers that are not limited to Tier 1 suppliers who trade directly but also still include other suppliers (Non-Tier 1) as well



Summary of Sustainability Indicators (ESG Metrics) in Governance and Economics : Fundamental Indicators

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Governance and Economics Dimension												
G1 Policy, Structure and Corporate Governance System												
1	G1.1C	GRI 102-18	Goal 5: Gender Equality Goal 16: Peace, Justice and Strong Institutions	Composition of the Board	History of individual Board of Directors	Yes / No	Core	Yes	Yes	Yes	Yes	One Report
2	G1.2C				Total number of directors	Person	Core	9	9	9	9	One Report
3	G1.3C				Number of independent directors	Person	Core	5	5	5	5	One Report
4	G1.4C				Number of non-executive directors	Person	Core	0	0	0	0	One Report
5	G1.5C				Number of female directors	Person	Core	0	0	0	0	One Report
6	G1.6C				The Chairman of the Board is an independent director.	Yes / No	Core	Yes	Yes	Yes	Yes	One Report
7	G1.7C				The Chairman of the Board and the Managing Director are not the same person.	Yes / No	Core	Yes	Yes	Yes	Yes	One Report

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Governance and Economics Dimension												
G1 Policy, Structure and Corporate Governance System												
8	G1.8C			Composition of the Board	The number of independent directors in each committee							
					- Audit Committee	Person	Core	3	3	3	3	
					- Nomination and Remuneration Committee	Person	Core	2	2	2	2	
					- Risk Management Committee	Person	Core	2	2	2	2	
					- Corporate Governance and Sustainable Development Committee	Person	Core	3	3	3	3	
9	G1.9C				The chairman of each subcommittee is an independent director.							
					- Audit Committee	Yes / No	Core	Yes	Yes	Yes	Yes	
					- Nomination and Remuneration Committee	Yes / No	Core	Yes	Yes	Yes	Yes	
					- Risk Management Committee	Yes / No	Core	Yes	Yes	Yes	Yes	
					- Corporate Governance and Sustainable Development Committee	Yes / No	Core	Yes	Yes	Yes	Yes	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note		
Governance and Economics Dimension														
G1 Policy, Structure and Corporate Governance System														
10	G1.11C	GRI 102-26	Goal 16: Peace, Justice and Strong Institutions	Roles and Responsibilities of the Board of Directors	Number of meetings of the Board of Directors	Time	Core	6	5	5	7			
11	G1.12C				Performance of the Board of Directors	Yes / No	Core	Yes	Yes	Yes	Yes			
12	G1.13C				Number of meetings of the Audit Committee	Time	Core	7	7	7	7			
13	G1.14C				Performance of the Audit Committee	Yes / No	Core	Yes	Yes	Yes	Yes			
14	G1.15C				Number of meetings of each sub-committee									
					- Nomination and Remuneration Committee	Time	Core	3	3	2	2			
					- Risk Management Committee	Time	Core	4	4	3	3			
					- Corporate Governance and Sustainable Development Committee	Time	Core	2	4	3	3			

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Governance and Economics Dimension												
G1 Policy, Structure and Corporate Governance System												
15	G1.16C			Roles and Responsibilities of the Board of Directors	Performance of each sub-committee							
					- Nomination and Remuneration Committee	Yes / No	Core	Yes	Yes	Yes	Yes	
					- Risk Management Committee	Yes / No	Core	Yes	Yes	Yes	Yes	
					- Corporate Governance and Sustainable Development Committee	Yes / No	Core	Yes	Yes	Yes	Yes	
17	G1.17R				Result of the implementation of the succession plan	Yes / No	Recommended	Yes	Yes	Yes	Yes	
18	G1.18C	GRI 102-24	Goal 16: Peace, Justice and Strong Institutions	Nomination of Directors	Policies and criteria for recruiting qualified directors in line with corporate strategies	Yes / No	Core	Yes	Yes	Yes	Yes	
19	G1.19C				Analysis of Board Skills and Experience by Nature of Business (Board Skill Matrix)	Yes / No	Core	Yes	Yes	Yes	Yes	
20	G1.20C				Profile of the newly appointed director	Yes / No	Core	Yes	Yes	Yes	Yes	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Governance and Economics Dimension												
G1 Policy, Structure and Corporate Governance System												
21	G1.21C	GRI 102-38	Goal 8: Decent Work and Economic Growth	Remuneration for directors and senior executives	Policy and Criteria for Remuneration of Directors	Yes / No	Core	Yes	Yes	Yes	Yes	
22	G1.22C				The amount of remuneration for individual directors	Million baht	Core	5.62	6.12	6.22	5.85	
23	G1.23C				Other non-monetary remuneration of directors	Yes / No	Core	Yes	Yes	Yes	Yes	
24	G1.24C				Policy and criteria for remuneration of senior executives	Yes / No	Core	Yes	Yes	Yes	Yes	
25	G1.25C				The total amount of remuneration for senior executives	Million baht	Core	32.9	42.2	39.06	42.22	
26	G1.26R				Other remuneration and long-term benefits of senior executives	Yes / No	Recommended	Yes	Yes	Yes	Yes	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note		
Governance and Economics Dimension														
G1 Policy, Structure and Corporate Governance System														
27	G1.27C	GRI 102-27	Goal 4: Quality Education	Director development	Policy on director development plan	Yes / No	Core	Yes	Yes	Yes	Yes			
28	G1.28R				Individual director development performance	Yes / No	Recommended	Yes	Yes	Yes	Yes			
29	G1.29C	GRI 102-28	Goal 16: Peace, Justice and Strong Institutions	Assessment of the performance of the Board of Directors and senior executives	Criteria for evaluating the performance of the Board of Directors	Yes / No	Core	Yes	Yes	Yes	Yes			
30	G1.30C				Assessment results of performance of the committee as a group	Yes / No	Core	Yes	Yes	Yes	Yes			
31	G1.31C				Evaluation results of performance of each sub-committee									
					- Audit Committee	Yes / No	Core	Yes	Yes	Yes	Yes			
					- Nomination and Remuneration Committee	Yes / No	Core	Yes	Yes	Yes	Yes			
					- Risk Management Committee	Yes / No	Core	Yes	Yes	Yes	Yes			
					- Corporate Governance and Sustainable Development Committee	Yes / No	Core	Yes	Yes	Yes	Yes			

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Governance and Economics Dimension												
G1 Policy, Structure and Corporate Governance System												
32	G1.32R			Assessment of the performance of the Board of Directors and senior executives	Result of performance evaluation of individual directors	Yes / No	Recommended	Yes	Yes	Yes	Yes	
33	G1.33R				Criteria for evaluating the performance of the Managing Director	Yes / No	Recommended	Yes	Yes	Yes	Yes	
34	G1.34C	GRI 102-17	Goal 16: Peace, Justice and Strong Institutions	Code of Conduct	Code of Conduct	Yes / No	Core	Yes	Yes	Yes	Yes	
35	G1.35C				Anti-Corruption Policy and Guidelines	Yes / No	Core	Yes	Yes	Yes	Yes	
36	G1.36C				Number of business ethics violations or corruption with corrective measures	Number of cases	Core	0	0	0	0	
37	G1.37C				Policies and guidelines for handling complaints and whistle blowing	Yes / No	Core	Yes	Yes	Yes	Yes	
38	G1.38R				Measures to prevent violations of business ethics	Yes / No	Recommended	Yes	Yes	Yes	Yes	

No	Code	GRI Standards	SDGs	ESG Issues	ESG Indicators	Unit	Reporting Guide	2022	2023	2024	2025	Note
Governance and Economics Dimension												
G2 Sustainability Policy and Strategy												
39	G2.1C	GRI 102-55	Goal 12: Responsible Consumption and Production	Sustainability Policy and Strategy	Corporate Sustainability Policy and Goals	Yes / No	Core	Yes	Yes	Yes	Yes	
40	G2.2R				Corporate Sustainability Issues (Material Topics)	Yes / No	Recommended	Yes	Yes	Yes	Yes	
41	G2.3R				Sustainability Report	Yes / No	Recommended	Yes	Yes	Yes	Yes	
42	G2.4R				Sustainability performance disclosure standards such as GRI standards etc.	Yes / No	Recommended	Yes	Yes	Yes	Yes	

Management discussion and analysis (MD&A)

Ending 31 December 2025 2024 and 2023

Statement of Financial Position	31 December 2025		31 December 2024		31 December 2023	
	THB million	Percent	THB million	Percent	THB million	Percent
Assets						
<i>Current Assets</i>						
Cash and cash equivalents	93.75	4.17	62.08	2.84	80.78	3.97
Trade and other current receivables	375.64	16.73	316.14	14.46	321.56	15.79
Inventories	307.09	13.68	398.49	18.22	325.97	16.01
Other current financial assets	0.01	0.00	0.63	0.03	0.18	0.01
Other current assets	83.45	3.72	39.65	1.81	27.20	1.34
Total current assets	859.94	38.30	816.99	37.36	755.69	37.12
<i>Non-current Assets</i>						
Restricted bank deposits	32.53	1.45	12.47	0.57	12.41	0.61
Investments in joint ventures	113.53	5.06	124.27	5.68	62.70	3.08
Investment in associate company	382.72	17.03	367.60	16.81	345.77	16.98
Property, plant and equipment	823.46	36.67	831.41	38.02	770.23	37.83
Right-of-use-assets	11.61	0.52	19.90	0.91	36.13	1.77
Intangible assets	9.02	0.40	8.45	0.39	3.49	0.17
Deferred tax assets	9.10	0.41	0.03	-	11.21	0.55
Other non-current financial assets	3.10	0.14	4.98	0.23	4.99	0.25
Other non-current assets	0.35	0.02	0.55	0.03	33.48	1.64
Total non-current assets	1,385.42	61.70	1,369.66	62.64	1,280.41	62.88
Total assets	2,245.37	100.00	2,186.65	100.00	2,036.10	100.00

Statement of Financial Position	31 December 2025		31 December 2024		31 December 2023	
	THB million	Percent	THB million	Percent	THB million	Percent
Liabilities and shareholders' equity						
<i>Current liabilities</i>						
Short-term loans	270.94	12.07	237.92	10.88	382.72	18.80
Trade and other current payables	351.91	15.67	305.77	13.98	324.83	15.95
Derivative liabilities	0.09	0.00	-	-	1.08	0.05
Current portion of long-term loans from financial institutions	94.20	4.20	86.52	3.96	87.77	4.31
Current portion of lease liabilities	5.50	0.24	7.54	0.34	9.65	0.47
Income tax payable	-	-	-	-	14.97	0.74
Total current liabilities	722.64	32.18	637.75	29.16	821.02	40.32
<i>Non-current liabilities</i>						
Long-term loans from financial institutions net of current portion	285.49	12.72	341.49	15.62	149.93	7.36
Lease liabilities - net of current portion	4.79	0.21	10.29	0.47	18.19	0.89
Non-current Provision for long-term employee benefits	74.77	3.33	56.76	2.60	46.45	2.28
Total non-current liabilities	365.05	16.26	408.54	18.69	214.57	10.53
Total liabilities	1,087.69	48.44	1,046.29	47.85	1,035.59	50.85
<i>Shareholders' equity</i>						
<i>Share capital</i>						
Registered	461.25	-	502.25	-	502.25	-
Issued and fully paid-up	410.00	18.26	410.00	18.75	410.00	20.14
Share premium	303.00	13.50	303.00	13.86	303.01	14.88
Treasury stocks	(226.98)	(10.11)	(150.02)	(6.86)	(100.06)	(4.91)
<i>Retained earnings</i>						
Appropriated - statutory reserve	46.13	2.05	46.13	2.11	41.93	2.06
Reserve for treasury stocks	226.98	10.11	150.02	6.86	100.06	4.91
Unappropriated	412.96	18.39	399.60	18.27	255.21	12.53
Other components of shareholders' equity	(14.42)	(0.64)	(18.37)	(0.84)	(9.64)	(0.46)
Total shareholders' equity	1,157.68	51.56	1,140.36	52.15	1,000.51	49.15
Total liabilities and shareholders' equity	2,245.37	100.00	2,186.65	100.00	2,036.10	100.00

Statement of Comprehensive Income For the year ended 31 December 2025	31 December 2025		31 December 2024		31 December 2023	
	THB million	Percent	THB million	Percent	THB million	Percent
Revenues						
Sales	1,962.87	98.87	1,869.07	98.43	1,794.61	98.58
Gain on exchange	0.29	0.01	3.05	0.16	2.98	0.16
Other income	22.16	1.12	26.68	1.41	22.93	1.26
Total revenues	1,985.32	100.00	1,898.80	100.00	1,820.52	100.00
Cost of sales	1,489.33	75.02	1,407.71	74.14	1,364.77	74.97
Gross profit	473.54	24.12	461.36	24.68	429.84	23.95
Selling and distribution expenses	44.35	2.23	44.81	2.36	46.35	2.55
Administrative expenses	189.43	9.54	150.36	7.92	176.53	9.70
Earnings Before Interest, Income Tax and Depreciation (EBITDA)	332.94	16.77	362.20	19.08	291.12	15.99
Depreciation and amortisation	70.73	3.56	66.28	3.49	58.25	3.20
Earnings Before Income Tax (EBIT)	262.21	13.21	295.92	15.58	232.87	12.79
Share of net profit and loss from investments in joint venture and associate	9.15	0.46	23.72	1.25	(0.05)	-
Finance cost	30.81	1.55	35.01	1.84	9.72	0.53
Profit before income tax (EBT)	240.56	12.12	284.63	14.99	223.10	12.25
Income tax (expenses) income	(2.67)	(0.13)	3.87	0.20	38.85	2.13
Profit for the year	243.23	12.15	280.76	14.79	184.25	10.12
Other comprehensive income for the year	(1.98)	(0.10)	(8.74)	(0.46)	(9.64)	(0.53)
Total comprehensive income for the year	241.24	12.15	272.02	14.33	147.61	9.59

Cash flow statement	2025	2024	2023
Cash flow from operating activities			
Profit before tax	240.56	284.63	223.11
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities			
Depreciation and amortisation	70.73	66.28	58.25
Allowance for expected credit losses (reversal)	2.27	(5.34)	5.29
Allowance for reduction of inventory to net realisable value (reversal)	4.11	(9.98)	9.97
gain on disposal/write-off of equipment	(0.90)	(1.29)	(0.08)
Share of net profit and loss from investments in joint venture and associate	(9.15)	(23.72)	0.05
Non-current provision for employee benefits	14.16	11.56	11.20
Unrealised Loss (gain) on exchange	0.21	(0.71)	0.85
Finance income	(0.45)	(0.62)	(0.78)
Finance cost	30.80	35.01	9.72
Profit from operating activities before change in operating assets and liabilities	352.34	355.82	317.58
<i>Operating assets (increase) decrease</i>			
Trade and other current receivables	(61.77)	(2.70)	(65.95)
Inventories	87.30	(62.55)	(2.58)
Other current financial assets	0.50	(0.99)	(1.30)
Other current assets	(43.81)	(12.44)	(5.64)
<i>Operating liabilities increase (decrease)</i>			
Trade and other current payables	45.77	(17.09)	50.02
Cash flows from operating activities	380.33	260.05	292.13
Cash received from interest income	0.45	0.63	0.60
Cash paid for long-term employee benefits	(3.57)	(1.26)	(7.43)
Cash paid for interest expenses	(26.57)	(28.89)	(9.74)
Cash paid for income tax	-	(14.97)	(33.13)
Net cash flows from operating activities	350.64	215.56	242.43

Cash flow statement	2025	2024	2023
<u>Cash flows from investing activities</u>			
Increase in restricted bank deposits	(20.06)	(0.06)	(0.06)
Cash received from short-term loan to related party	-	17.00	-
Cash paid for short-term loan to related party	-	(17.00)	-
Increase in investments in joint ventures	-	(62.25)	(31.00)
Increase in investment in associate	-	-	(345.77)
Cash received from the return of investment in associate	4.22	1.36	-
Acquisition of equipment	(53.88)	(107.69)	(53.85)
Proceeds from disposals of equipment	1.00	13.46	2.45
Acquisition of intangible assets	(0.83)	(5.20)	(3.33)
Decreased in other non-current financial assets	1.88	-	0.09
Increase in other non-current assets	0.21	32.93	(28.08)
Net cash used in investing activities	(67.46)	(127.45)	(459.55)
<u>Cash flows from financing activities</u>			
Cash received from short-term loans	1,310.25	1,468.45	599.79
Repayment of short-term loans	(1,277.23)	(1,613.25)	(246.31)
Cash paid for lease liabilities	(7.54)	(13.54)	(11.05)
Cash received from long-term loans	49.24	469.72	79.75
Repayment of long-term loans	(97.57)	(279.40)	(75.96)
Interest paid	(4.32)	(6.40)	(5.88)
Dividend paid	(146.96)	(82.21)	(59.44)
Cash paid for treasury stocks	(76.97)	(49.96)	(100.06)
Capital increase and share premium from the exercise of warrants to purchase common shares	-	-	0.02
Net cash used in financing activities	(251.11)	(106.60)	180.87
Translation adjustment	(0.40)	(0.21)	(12.04)
Net increase (decrease) in cash and cash equivalents	31.67	(18.71)	(48.30)
Cash and cash equivalents at beginning of year	62.08	80.78	129.08
Cash and cash equivalents at end of year	93.75	62.07	80.78

Table of key financial ratios

Item	Unit	2025	2024	2023
<u>Liquidity ratio</u>				
Current ratio	times	1.19	1.28	0.92
Quick ratio	times	0.65	0.59	0.49
Cash flow liquidity ratio	times	0.52	0.30	0.40
Account receivable turnover	times	5.61	5.75	5.99
Collection period	days	65.02	63.49	60.98
Finished goods turnover ratio	times	12.67	10.65	11.25
Finished goods period	days	28.80	34.28	32.46
Inventory turnover	times	4.22	3.89	4.14
Inventory period	days	86.46	93.92	88.17
Accounts payable turnover	times	4.53	4.46	4.54
Payment period	days	80.59	81.75	80.35
Cash cycle	days	13.23	16.01	13.09
<u>Profitability ratio</u>				
EBITDA	%	16.77	19.08	15.99
Gross profit margin	%	24.12	24.68	23.95
Operating profit margin	%	12.21	14.24	11.53
Net profit margin	%	12.25	14.79	10.12
Return on equity	%	21.17	26.23	18.56
Capacity utilization rate	%	71.94	81.52	80.92
Fixed asset turnover	times	2.41	2.28	2.36
Ratio of other income to total income	%	1.13	1.57	1.42
Cash to Profitability ratio (%)	%	146.24	80.98	117.14

Item	Unit	2025	2024	2023
Financial ratio				
Interest coverage ratio	times	10.81	10.35	29.96
Debt service coverage ratio	times	0.91	1.12	0.62
Debt to equity	times	0.94	0.92	1.04
Interest bearing debt to equity : IBD/E ratio	times	0.56	0.58	0.62
Dividend per share	Baht/ share	0.18	0.10	0.07
Dividend payout ratio	%	60.42	29.28	32.26
Dividend yield	%	5.71	3.51	2.02
Ratio of loans from financial institutions to total liabilities	times	0.98	0.97	0.96
Ratio of 1 - year interest-bearing debt to total interest-bearing debt	times	0.56	0.49	0.74
Interest bearing debt to EBITDA ratio	times	1.99	1.89	2.23
Efficiency ratio				
Asset turnover	times	0.90	0.90	1.00
Return on assets	%	10.98	13.30	10.13
Return on fixed assets	%	37.94	43.34	32.13

Total revenues

The total revenues in 2025 Baht 1,985.32 million compared to that of 2024 Baht 1,898.80 million showed a increase of 4.56 percent. Further details are as follows.

Revenues	Year 2025		Year 2024		Varied (%)
	THB million	Percent	THB million	Percent	
Revenue from sales	1,962.87	98.87	1,869.07	98.43	5.02
Profit from exchange rate	0.29	0.01	3.05	0.16	(90.49)
Other revenue	22.16	1.12	26.68	1.41	(16.94)
Total revenues	1,985.32	100.00	1,898.80	100.00	4.56

Revenues from sales

Sales revenues in 2025 Baht 1,962.87 million compared to that of 2024 Baht 1,869.07 million showed a increase of 5.02 percent. Sales revenue is divided by 2 main categories of consumer products (1) non-food and (2) food. In 2025, income ratio from Non-Food and Food was 85.80:13.06, when compared to that from 2024, the ratio was approximately 83.27:14.70

Revenues from sales	Year 2025		Year 2024		Varied (%)
	THB million	Percent	THB million	Percent	
Revenue from sales	1,962.87	98.87	1,869.07	98.43	5.02
Non-Food	1,703.50	85.80	1,581.15	83.27	7.74
Food	259.29	13.06	279.06	14.70	(7.08)
Other	0.08	0.00	8.86	0.47	(99.10)
Profit from exchange rate	0.29	0.01	3.05	0.16	(90.49)
Revenue from other sales	22.16	1.12	26.68	1.41	(16.94)
Total income	1,985.32	100.00	1,898.80	100.00	4.56

Costs and expenses

Main expenses of the Company Group consisted of cost of sales, selling expense, administrative expense and financial expenses. Total expenses for 2025 and 2024 were Baht 1,751.25 million and Baht 1,641.76 million respectively, a increase by 6.67 percent. Further details are as follows

Cost and expenses	Year 2025		Year 2024		Varied (%)
	THB million	Percent	THB million	Percent	
Cost of sales	1,489.33	85.04	1,407.71	90.72	5.80
Selling and distribution expenses	44.35	2.53	44.81	2.70	(1.03)
Administrative expenses	189.43	10.82	150.36	11.54	25.98
Finance cost	30.81	1.76	35.01	1.88	(12.00)
Income tax expenses	(2.67)	(0.15)	3.87	(0.16)	(168.99)
Total costs	1,751.25	100.00	1,641.76	100.00	6.67
Percent to total revenue	88.21		86.46		

Cost of sales and gross profit

In 2025, the Company has cost of sales in the amount of Baht 1,489.33 million or 75.88 percent of the revenue from sales or accounted for the gross profit margin of 24.12 percent while in 2024 the Company had cost of sales of Baht 1,407.71 million, accounting for 75.32 percent of the revenue from sales. Or accounting for the gross profit margin equal to 24.68 percent, The significant decrease in the gross profit margin and net profit margin was mainly due to the Company's efforts to manage production costs more effectively. This includes efficient raw material sourcing, the use of forward contracts, and close monitoring of price trends and exchange rate fluctuations. In order to maintain continuous growth in sales volume, the Company has improved production efficiency by enhancing employee skills and upgrading machinery to more modern technology. In addition, the Company's business strategy focuses on increasing the sales of high value-added products and expanding into customer segments with growing demand for sustainability-related products.

Cost of sales and gross profit	Year 2025		Year 2024		Varied (%)
	THB million	Percent	THB million	Percent	
Revenue from sales	1,962.87	100.00	1,869.07	100.00	5.02
Cost of sales	1,489.33	75.88	1,407.71	75.32	5.80
Gross profit	473.54	24.12	461.36	24.68	2.64
Revenue from product sales	1,962.79	100.00	1,860.21	100.00	5.51
Cost of product sales	1,489.27	75.88	1,399.55	75.24	6.41
Gross profit from product sales	473.52	24.12	460.66	24.76	2.79
Revenues - Trading	0.08	100.00	8.86	100.00	(99.10)
Cost - Trading	0.06	75.00	8.16	92.10	(99.26)
Gross profit from revenues - trading	0.02	25.00	0.70	7.90	(97.14)

Selling expenses

The Company's cost of sales of Baht 44.35 million in 2025 and Baht 44.81 million in 2024, An decrease of 1.03 percent. The decrease in selling expenses in 2025 was mainly attributable to the reduction in payments for sales and marketing consulting services.

Administrative expenses

The Company's administrative expenses amounting to Baht 189.43 million and Baht 150.36 million in 2025 and 2024, an increase of 25.98 percent, Under the "Investment Promotion Measure for Community and Social Development" of the Board of Investment (BOI), the Company implemented a project to support four hospitals by donating four ventilators and four ambulances, with a total contribution value of Baht 13.90 million.

Financial expenses

Financial expense was at Baht 30.81 million in 2025 and Baht 35.01 million in 2024, A decrease by 12.00 percent. The decrease in finance costs was mainly attributable to banks' policies to reduce interest rates in response to pressures from the labor market and inflation. Meanwhile, some central banks maintained their policy rates or considered rate increases in line with inflationary conditions and economic growth. As a result, the Company's finance costs were affected by fluctuations in interest rates. If interest rates increase beyond expectations, this may lead to higher financing costs and could directly affect the Company's profitability and cash flows.

Net profit

From the above-mentioned operating results, in 2025 and in 2024, the Company has a net profit of Baht 243.23 million and Baht 280.76 million, which is 12.25 percent and 14.79 percent. The significant decrease in the net profit margin was mainly attributable to the Company's ongoing strategy to manage production costs across the entire value chain, from raw material procurement to enhancing workforce skills and upgrading machinery to more modern technology. In addition, the Company has expanded its focus on high-potential customer segments. The Company's business strategy also emphasizes the sale of higher value-added products and targets customers with demand for sustainability-related products.

Return on equity

The company's return on equity greatly increase, with a return on equity of 21.17 percent in 2025 and 26.23 percent in 2024. The reason for the decrease in return on equity is that the company paid dividends to shareholders in the amount of Baht 146.97 million in 2025, a increase from the year 2024, when dividends were paid to shareholders in the amount of Baht 82.21 million, while net profit increased from the reasons mentioned above.

Financial status

Assets

Total assets of the Company at ending of 2025 and 2024 amounted to Baht 2,245.37 million and Baht 2,186.65 million respectively. The important assets of the Company include cash and cash equivalents of Baht 93.75 million, trade and other receivables of Baht 375.64 million, inventories of Baht 307.09 million, and property, plant and equipment of Baht 823.46 million, representing 4.17%, 16.73%, 13.68%, and 36.67% of total assets, respectively. Total assets increased from 2024, mainly due to increases in cash and cash equivalents of Baht 31.67 million, trade receivables of Baht 59.49 million, other current assets of Baht 43.80 million, and pledged bank deposits of Baht 20.00 million. The increases were primarily attributable to the expansion of the Company's business operations, the recognition of profit from investments in associates, and additional investments in joint ventures.

Trade account receivables

Overdue period	31 December 2025		31 December 2024	
	THB million	Percent	THB million	Percent
Undue	246.86	65.39	214.18	66.66
Overdue	130.65	34.61	107.13	33.34
Not over 3 months	125.81	33.33	101.22	31.50
3-6 months	0.54	0.14	0.13	0.04
6-12 months	1.57	0.42	0.15	0.05
More than 12 months	2.73	0.72	5.63	1.75
Total trade account receivables	377.51	100.00	321.31	100.00
Less: Allowance for doubtful accounts	(2.31)	(0.61)	(5.19)	(1.62)
Trade accounts receivable, net	375.20	99.39	316.12	98.38

According to the table above, most of account receivables are undue account. The ratio between account receivables and trade account receivables before deduction of allowance for doubtful accounts was 65.39 percent as at the end of 2025 and 66.66 percent as at the end of 2024. Overdue account represented 34.61 and 33.34 percent of trade account receivable before deduction of allowance for doubtful accounts as at end of 2025 and 2024 respectively. Most of outstanding debt are not past 3 month due while those past 12 month due amounted to Baht 2.73 million was Thai Neo Med Company Limited

Legal proceedings have been initiated, resulting in partial repayments being made. And Lamination (Thailand) Co., Ltd. of which the Company is currently In the process of prosecuting legal proceedings. and no final legal judgment has yet been rendered. The Company has a policy to consider recognizing an allowance for expected credit losses. For receivables outstanding for more than 360 days, the Company provides an allowance for expected credit losses in full.

As at ending of 2025, the Company set Baht 2.31 million as an allowance for doubtful account. Decrease from Baht 5.19 million in 2024. The relevant information has been disclosed in Note 8 “Trade Receivables” to the Company’s financial statements for the year 2025.

Inventory

Inventory	31 December 2025		31 December 2024	
	THB million	Percent	THB million	Percent
Inventory	321.17	100.00	408.46	100.00
Ready-made products	85.98	26.77	153.57	37.60
Work in process	104.75	32.62	99.85	24.45
Raw materials	120.25	37.44	147.40	36.09
Factory agenda	7.50	2.34	6.21	1.52
Goods in transit	2.69	0.84	1.43	0.35
Less: Allowance for diminution in value of inventory	(14.07)	(4.38)	(9.96)	(2.44)
Inventory - net	307.10	95.62	398.50	97.56

An inventory before deduction of allowance for diminution in inventory value as ending of 2025 and 2024 was Baht 321.17 million and Baht 408.46 million respectively. The Company's inventory included finished goods, work in process and raw materials, representing 26.77 , 32.62 and 37.44 percent of total inventory as of ending 2025. From the table above, it can be seen that the quantity of finished products has slightly increased. Since the past the Company aware of rising oil prices and plans to manage the stock of raw materials and finished goods inventories.

The Company set an allowance for diminution in inventory value by considering the life of inventory and net realizable value. For the inventory with life less than 300 days, the Company would compare cost and net realizable value (NRV) where the difference would be set as an allowance for diminution in inventory value.

In addition, allowance for diminution in value of work in process and finished good with life over 300 days, are based on their value. For raw materials, the allowance for diminution in value is based on shelf life or practical shelf life of each raw material type. When the life of material exceeds shelf life, the whole value of raw material is set as an allowance for diminution in value.

Allowance for diminution in value of inventory in 2025 and 2024 were Baht 14.07 million and Baht 9.96 million respectively, representing 4.38 percent and 2.44 percent of the inventory. The proportion of allowance for inventory obsolescence increased in 2025. This was mainly due to the Company's management of raw material and finished goods inventories, which remained at certain levels following the Company's strategic adjustment in selecting higher-potential customer segments. Further details have been disclosed in Note 9 "Inventories" to the financial statements for the year 2025.

Property, plant and equipment

The Company owns property, plant and equipment value Baht 823.46 million at ending of 2025 and Baht 831.41 million at ending of 2024, representing 36.67 percent and 38.02 percent of total assets respectively. In 2025 the Company purchased machinery to increase production efficiency and additional solar roof systems. Which can produce a wide variety of products according to customer requirements create new business opportunities generate new sales according to company policy and also invest more in the construction of a new factory.

Liquidity

Cash Flow

Cash Flow	12 month period ending 31 December 2025 THB million	12 month period ending 31 December 2024 THB million
Net cash received from (used in) operating activities	350.63	215.56
Net cash used in investing activities	(67.46)	(128.81)
Net cash received from (used in) financing activities	(251.10)	(106.60)
Translation adjustment	(0.40)	1.14
Cash and cash equivalents increase (decrease)-net	31.67	(18.71)

Net cash received from operating activities was Baht 350.63 million in 2025 and Baht 215.56 million in 2024. The increase in cash generated from operating activities in 2025 was mainly attributable to a decrease in trade receivables, reflecting the Company's more efficient collection of customer payments.

In 2025, net cash flow from investing activities decreased Baht 67.46 million due to investments in subsidiaries and joint ventures in 2025.

In 2025, net cash flow from financing activities increased Baht 251.10 million due to short term loan payment amount of Baht 1,613.25 million, long term loan payment Baht 279.40 million, payment of treasury stock Baht 49.96 million and paid dividends Baht 82.21 million.

Liquidity ratio

Liquidity ratio	Unit	Year 2025	Year 2024
Current ratio	times	1.19	1.28
Quick ratio	times	0.65	0.59
Collection period	days	65.02	63.49
Payment period	days	80.59	81.75
Cash Cycle	days	13.23	16.01

The liquidity ratio of the Company increased to 1.19 times and 1.28 times at ending of 2025 and 2024 while quick ratio was 0.65 times and 0.59 times respectively. the reason that the liquidity ratio has decreased significantly due to investments in associate and joint ventures, investment in the purchase of equipment, machinery and investment in the construction of new factories.

Cash cycle of the Company significantly decreased from 16.01 days in 2024 to 13.23 days in 2025 mainly payment period has decreased from 81.75 days in 2024 to 80.59 days in 2025, as a result of payment for the investments as mentioned above.

Source of fund

Liabilities

At the end of 2025 and 2024, the Company had total liabilities of Baht 1087.69 million and Baht 1,046.29 million respectively. The increase of liabilities at ending of 2025 mainly due to the Company's use of credit for its business operations, including factory construction. In 2025, the Company had long-term borrowings from financial institutions totaling Baht 341.50 million, an increase of Baht 191.57 million from Baht 149.93 million in 2024. The increase was mainly used to improve the efficiency of the Company's machinery.

Shareholders' equity

At the end of 2025 and 2024. shareholders' equity was Baht 1,157.68 million and Baht 1,140.36 million respectively an increase of 51.56 percent due to the increase in retained earnings from the

operating results of 2025 of Baht 243.23 million and the Company pays an dividend of Baht 146.97 million and treasury stock Baht 76.97 million.

The Optimal Capital Structure

At the end of 2025 and 2024, the debt to equity ratio was 0.94 times and 0.92 times respectively. The change in the Company's debt-to-equity ratio was primarily attributable to changes in its borrowings, including both long-term and short-term loans. A significant portion of the borrowings was utilized for the investment in Starprint Vietnam JSC in Vietnam. The Company manages its liquidity through various financial ratios and funding sources, including cash and cash equivalents, cash flows from operating activities, and bank credit facilities. The Company aims to maintain adequate liquidity to ensure smooth business operations, maintain its ability to repay obligations and comply with key loan covenants, as well as secure appropriate additional funding sources to support business expansion and enhance shareholder value.

General information and other material facts

Starflex Public Company Limited

Registrar	Thailand Securities Depository Company Limited 93 Ratchadaphisek Rd, Khwaeng Din Daeng, Khet Din Daeng, Bangkok 10400 Telephone: 0-2900-9000 Website: www.set.or.th/tsd
Auditor	EY Office Limited 1875 One Bangkok Tower 3, Level 34-37, Rama 4 Road, Lumpini, Pathumwan, Bangkok 10330 Telephone: 0-2264-9090 Website: www.ey.com/th
Internal Control Auditor	P&L Corporation Company Limited 281/157 Moo 8, The Fifth Avenue Condominium Tower B, 2nd Floor, Bangkok-Nonthaburi Road, Bangkhen, Nonthaburi 11000 Telephone: 0-2526-0777 Website: www.plcorporation.com
Legal Advisor	Shining Law Group Company Limited 81/6 Arunamarin Rd., Arunamarin, Bangkok Noi, Bangkok 10700 Telephone: 086-111-1126
Legal Disputes	-None-



Part 2

Corporate Governance

Corporate Governance Policy

The company realizes the importance of good corporate governance as the required matter to promote the company's operation for efficiency, transparency, improving competitiveness, and sustainable growth, which leads to the confidence of all stakeholders whether the company's operation is fairness and considering the best interests of all stakeholders, namely employees, investors, shareholders, and others. Therefore, the board of directors has agreed to provide a good corporate governance policy complying with principles and guidelines for good corporate governance for listed companies for 2017 which the Securities and Exchange Commission provided for guiding the organization management. That will build confidence in whether the company's operation is fairness, transparency and considering all shareholders and stakeholders with the following matters:

Principle 1: Realizing the roles and responsibilities of the board of directors as the organizational leader who creates sustainable value for the business.

To understand the roles and realize the responsibilities of organizational leaders for the board of directors, the company, therefore, has clearly defined roles and responsibilities to the board of directors. Besides the roles and responsibilities under the law that required the board of directors to have the power and duty to responsibly, carefully, and honestly manage the company in accordance with the law, objectives, articles of association, and resolutions of the shareholders' meeting, the company has defined that the board of directors has authority and responsibilities for establishing a vision, mission, goals, policies, the direction of operations, strategic plans, framework and annual budgets of the company, including control and monitoring the performance to comply with the laws, policies, framework and specified annual budgets, and evaluating the performance as well as monitoring for the said performance report.

Moreover, the company has appointed a sub-committee and working team to support, examine, and monitor performance and management for complying with laws, policies, plans, and the specified annual budgets. This consists of Executive Committee, Audit Committee, Risk Management Working Team, The Corporate Governance and Sustainability Development Committee. Additionally, the company has clearly defined the scope of authority and responsibilities of the sub-committee. Also, the company has provided the charter for the sub-committee and has been proceeding for the board of directors and sub-committee to be aware of the said charter. The company has defined to regularly review the said charter every year to revise it for complying with the direction of the company.

The board of directors has provided business ethics and good corporate governance policies as the guideline for ethical business operation monitoring, respecting the rights and responsibilities of shareholders and stakeholders, and operating the business for society and the environment, including adaptability under variation.

Principle 2: Defining the objectives and main goals of business for sustainability

The board of directors has set the organizational vision and mission which is clear and suitable for communicating with all stakeholders to understand the organizational objectives and main goals and for being adhered to as a performance principle by the personnel at all levels to achieve the specified objectives and main goals.

The company has the policy to review and consider setting strategic plans and budgets every year to ensure that such strategic plans and budgets are in line with economic conditions and organizational potential, including support to create an innovation and apply innovation and technology with the business.

Moreover, the board of directors also has the duty to control and monitor the performance in accordance with the specified strategies and budgets, including monitoring the allocation of important resources.

Principle 3: Efficiently strengthen the board of directors

The company has the policy to determine appropriately the structure of the board of directors in accordance with the business and size of the company and that is required by law. The composition of the board of directors has a proportion between executive directors and non-executive directors that reflects an appropriate balance of power. Additionally, the position of president and chief executive officer of the company shall not be the same person to clarify the responsibilities between corporate governance policy and routine management.

In this regard, for the purpose that directors can sufficiently devote time to perform their duties in the company, the company, therefore, has determined that each director can take a position in another listed company not greater than 5 and they must attend the board of director meeting not less than 75% of the total board of directors' meetings held in that year. The company has specified to hold a board of directors' meetings not less than 6 times per year.

The Board of Directors will perform its duties by recruiting persons who have appropriate knowledge, expertise, and experience and can perform the duty which is beneficial to the business of the company to propose to the shareholders' meeting for consideration to appoint as a director of the company. Once the company registers as a listed company in The Securities Exchange of Thailand, the company will disclose information about directors and executives, namely age, educational background, experience, shareholding percentage, number of years for occupying directorship, number of meeting attendances, both monetary and non-monetary remuneration for the board of directors, occupying the directorship in other listed companies, roles and responsibilities, and reporting the sub-committees performance in annual company's report.

Moreover, the company has appointed the company secretary to monitor and give counsel to directors and executives regarding compliance with laws, requirements, rules, and follow up to ensure that it is performed correctly and consistently, and has a duty to hold a board of directors' meeting

and shareholders' meeting, including coordinate to comply with the resolution the said meeting, and the other duties required by laws.

For monitoring subsidiaries and/or associated companies, the company will send directors or executives who have qualifications and experience suitable for business operations to be representatives for the management of the said subsidiaries and/or associated companies to formulate important policies and control the business operations of such subsidiaries and/or such associated companies. In this regard, the directors who are representatives of the company have the duty to monitor subsidiaries and/or associated companies for ensuring the management or performance complying with policies required by the company, including consideration for complying with resolutions of the board of directors' meeting and/or shareholder's meeting which approved for the important matters to subsidiaries and/or associated companies for the greatest benefit of the company and the sustainable growth of the company.

Table indicating skills, knowledge, and expertise (Skill Matrix) of the board of directors, Starflex Public Company Limited

No.	Committee list	Position	Skills / Knowledge / Expertise								Work Experience																	
			1.Accounting/Finance/Banking	2.Economics	3.Business Administration / Organizational	4.Engineering	5.Marketing	6.Political Science / Politics / Public	7.IT/Digital/Computing	8.Science/Social Sciences/Environmental and Safety	Chairman of the Board	Chairman of the Executive Committee	Vice President of Executive Board	Chairman of the Audit Committee	Audit Committee Member	Chairman of the Nomination Committee	Nomination Committee Member	Chairman of the Risk Management	Risk Management Committee Member	Chairman of the Corporate Governance and Development Committee	Corporate Governance and Development Committee Member	Committee	Independent Committee	Chief Executive Officer (CEO)	Managing Director	Chief Accounting and Financial Officer	Company Secretary	
1	Mr. Pakorn Malakul Na Ayudhaya	Independent Committee / Chairman of the Board	☑	☑	☐			☐			●					●	●						●	●				
2	Mr. Printhorn Apithanasriwong	Chairman of the Executive Committee	☑		☑		☑					●										●		●				
3	Mr. Ek Picharnchitra	Vice Chairman of the Executive Committee	☑	☑	☐								●									●		●	●			
4	Gen. Montree Sungkasap	Independent Committee / Chairman of the Audit Committee / Chairman of the Nomination Committee			☐	☑		☑		☑				●		●		●				●	●					
5	Mr. Kajhitphome Sudsok	Independent Committee / Chairman of the Risk Management Committee	☑	☑	☑		☑								●		●	●			●	●	●					
6	Mr. Rong Hirunpanich	Independent Committee			☑		☑	✓	☑						●			●		●	●	●						
7	Mr. Chairit Simaraj	Independent Committee / Chairman of the Corporate Governance and Development Committee	☑		☑	☑		☐		☐					●				●			●	●		●			
8	Mr. Sompote Valyasevi	Committee / Chief Executive Officer (CEO)	☑	✓	☑	☑	☐			✓	●			●	●		●	●	●		●	●	●	●	●	●		
9	Mr. Somchai Wongrassamee	Committee / Chief Financial Officer (CFO)	☑	✓	☐	☑			✓					●		●	●	●				●	●			●	●	
Total			7	5	7	5	9	4	4	4	2	3																

Note



Education

Expertise (with at least 3 years of work experience in the field)

Education and Expertise

Work Experience

Principle 4: Recruiting and developing senior executives and personnel management

The company has clearly set the successor plan for the important executive position including the chief executive officer position in order to business continuity and it has policies for appropriate remuneration to motivate the chief Executive officer and executives who are important to the organization to work hard for the greatest benefit of the company and shareholders of the company.

The company has the policy to provide knowledge enhancement for the directors and the important executives by allocating each person to attend training which holds by various agencies to enhance knowledge and new perspectives, including providing an executive officers development program in order to benefit considering the succession plan.

The Board of directors will provide an annual performance evaluation for the chief executive officer and the important executives as a criterion for consideration of remuneration and developing capabilities to increase work efficiency.

Criteria and process for recruiting the Chief Executive Officer**Criteria**

- (1) Selected from personnel within the organization who have passed the first consideration criteria.
- (2) A person who has held the position of Chief Officer in various lines.
- (3) Have a very good annual performance evaluation score, Grade A, before going to the target position.
- (4) Be accepted by executives personnel in the organization and stakeholders (especially shareholders and customers).
- (5) Commitment and development of work principles to make progress for the organization.

Preliminary Qualification

- (1) Have at least a master's degree. If education is lower than a master's degree to be discretionary in considering other qualifications.
- (2) Experienced in management in senior management positions.
- (3) Leadership, vision, morality and ethics at an excellent level.

Define abilities, qualifications and characteristics.

- (1) Be able to plan and manage the overall picture of the organization according to the goals set.
- (2) Able to plan effective organizational development strategies continuously and sustainably.

(3) Able to fully devote to work for the organization.

(4) Can work under high pressure efficiently.

Criteria for performance appraisal of the Chief Executive Officer/ Chief Financial and Accounting Officer

Chief Executive Officer

- (1) Leadership
- (2) Strategies
- (3) Strategy implementation
- (4) Financial Planning and Performance
- (5) Relationship with the Board of Directors
- (6) External relations
- (7) Management and relations with personnel
- (8) Succession
- (9) Knowledge of products and services
- (10) Personal attributes

Chief Financial and Accounting Officer

- (1) Administration
- (2) Reports and Analysis
- (3) Strategy implementation
- (4) Financial Performance
- (5) Supporting company activities
- (6) Self and team development

Principle 5: Supporting innovation and responsible business practice.

The Board of directors has given precedence to creating organizational culture, supported the creation of innovations that create mutual benefits for the company, customers, partners, and related parties, including social and environmental responsibility. The company has thoroughly taken into account the service quality development, human resource development, environmental considerations and social responsibility to make a balance between business profits and social return.

Board of directors has realized all groups of stakeholders' rights whether they are internal or external stakeholders. In this regard, for the purpose that create a good understanding and cooperation between the company and stakeholders which is the benefit for business operation and build

confidence including increase for the competitiveness of the company in the long term, the company, therefore, has set the following policies and guidelines:

- Shareholders:** The company has committed to operate the business for the greatest benefit of the company and entire shareholders with knowledge and skills to manage effectively, honestly, and fairly to major and minor shareholders by considering a good performance with a steady growth and maintaining the competitiveness.
- Officers:** The company has realized the importance of all officers in the company who participate for driving the company to develop the business operations in the future. The company, therefore, has focused on continuously developing the potential and knowledge and skills of officers, and has cultivated a good attitude and conscious, including has considered to give a compensation in appropriate with the knowledge and skills of each officer and comparable to companies in the same business practice.
- Customers:** The company is attentive and responsible to customers by emphasizing on providing products and/or manufacturing quality and standardized products which can meet fully the demand of customers, keeping the customer's confidential. Moreover, the company has also given precedence to fix selling prices and appropriate and equal condition to customer.
- Partners and Creditors:** The company has treated its partners and creditors with fairness, equality and honesty for business operations without taking an advantage, mutual maintaining benefits with partners and creditors, including establishing business ethics and complying trade condition and/or strict contractual agreements made mutually to develop business relationship which make the mutual benefits.
- Competitors:** The company has complied to good competition rules and required laws to maintain criterion for code of conduct of competition and avoid dishonest method for destroying competitors.
- Community and Society:** The company has focused continuously on cultivating conscience, responsibility to the community and society in the company, including has supported the activity that make a benefit to public and has not performed anything conflicted with and against the law.

Environment: The company has complied strictly with various laws and regulations relevant to environment and has given continuously precedence to control the impact on environment. The company has the policies to support various activities which promotes quality, occupational, health and the environment, and has maintained a working environment to be safe for life and assets to officers.

Board of directors will provide the organizational framework governance and management of information technology in accordance with company's demand, including monitor to create the additional information technology for increasing business opportunities and developing operations and risk management to make the company can achieve the objectives and main goals of the organization.

Principle 6: Appropriate risk management and internal control systems

Board of directors has established policies to provide an internal control system covering all aspects, namely finance and compliance with relevant laws, rules and regulations, and provide adequate checks and balances device to protect and maintain the company's assets at all times; provide the specification of step for approval authority and responsibilities with mutual checks and balances of executives and officers; specification of written operating regulations. The company has hired external auditors to be in charge of auditing the operations of all departments to be compliance with established regulation, including evaluating the efficiency and adequacy of the internal control for various departments in the company.

The company has appointed a risk management team to consider and analyze risks that may occur to the company and propose risk management measures to prevent any impact on the company's business and monitor the risk management complying with the established risk management policies.

The Board of Directors places significant emphasis on anti-corruption by establishing a clear policy and effectively communicating it to all relevant parties to ensure compliance. On June 30, 2024, the company was certified as a member of the Private Sector Collective Action Coalition Against Corruption (CAC). Additionally, the company received the CAC Change Agent Award for 2024, which is a special initiative by the Private Sector Collective Action Coalition Against Corruption, encouraging certified companies to prioritize expanding their transparent business network to include business partners and beyond.

This is one of the initiatives aimed at addressing the country's corruption issue, where the government and the National Anti-Corruption Commission (NACC) have collaborated with 8 leading private sector organizations in Thailand to establish the "Private Sector Collective Action Coalition



Against Corruption (CAC)" project. The Institute of Directors (IOD) has been assigned as the project's secretariat, tasked with driving the CAC initiative. A key aspect of the implementation plan is to expand the coalition, increase the number of publicly listed companies on the Stock Exchange, and include more Small and Medium Enterprises (SMEs). Currently, preparations are underway to apply for certification. Furthermore, the company has established a whistleblowing and complaint mechanism to ensure all stakeholders comply with the governance policies and regulations in place.

The company has established measures for whistleblowing or complaints regarding legal violations, ethical breaches, business conduct violations, or behaviors that may indicate corruption involving directors, executives, and employees within the organization. A variety of communication channels have been provided to ensure that employees and stakeholders can report these issues in a convenient and appropriate manner. Whistleblowers or complainants are required to provide detailed information about the issue, including their name, address, and contact number, and submit them through the designated reporting channels established by the company.

Principle 7: Maintaining the financial credit and disclosure

Board of directors is committed to ensure compliance with laws, rules, and regulations related to information disclosure. The company will focus on the disclosure with accurate, complete and transparent for financial and non-financial information in order to be noted equally by all stakeholders.

Board of directors is responsible for the preparation of annual reports, annual information disclosure form (Form 56-1 One Report), reports for company's finance and financial information appearing in the annual report, providing the financial report complying with generally accepted accounting standard by applying appropriate accounting policies and consistently adhering to them and by using careful discretion for providing, including requiring a sufficient disclosure of important information in the notes to the financial statements. Board of directors has assigned the Audit Committee to control the quality of financial report and to be as the commentator to Board of directors.

Moreover, board of directors has also given precedence to the business's financial liquidity and company's solvency. The management has always monitored and assessed the financial status and business's liquidity and reported quarterly to be noted by board of directors.

Once the company is registered as a listed company the Stock Exchange of Thailand, the company will publicize company's information to shareholders and public through channels and media for publicizing the information of the Stock Exchange of Thailand and the company's website. Also, Mr. Somchai Wongrasamee, Chief Financial and Accounting Officer, is assigned to contact and provide the information with accurate, complete and truthful to shareholders, investors, securities analysts or related agencies including any persons.

Principle 8: Encouraging to participate and communicate with shareholders

The company has given precedence to the shareholders' rights without any performance that violates or diminishes the rights of shareholders. Besides the basic rights of shareholders, e.g., the right to buy, sell or transfer the shares they holding, right to receive profit sharing from the company, right to attend the shareholders' meeting, the company has given precedence to the rights of shareholders to receive information about the Company with accurate, complete, adequate, on time and equal. To make the consider in matters concerned, the board of company, therefore, has specified the following policies:

The company will hold a shareholders' meeting to allow shareholders for considering the important matters as required by law or matters that may affect the business of the company.

The company will send the meeting invitation together with supporting information to the shareholders in advance of the meeting according to the period specified by the laws, notifications, or relevant regulations to allow the shareholders to fully study the information prior to the meeting date. Additionally, the company will allow the shareholders to submit questions in advance of the meeting date by specifying rules for submitting questions and publishing them on the company's website and gathering the important questions to inquire at the meeting.

The company will allow the minor shareholders to nominate candidates to be elected as directors or propose additional meeting agendas prior to the shareholders' meeting by specifying clear rules and publishing them to the shareholders in advance and will clarify to the shareholders' meeting at that time for the reasons ignoring to contain the agendas proposed by shareholders as the company's agendas.

- (1) In the case where shareholders are unable to attend the meeting in person, the company will provide convenience to shareholders who are unable to attend the meeting in person by allowing them to appoint a proxy to any person or arrange for at least **1** independent director, whom the name together with information indicated in the shareholders' meeting invitation, to be a proxy to attend the meeting and vote on behalf of such shareholders.
- (2) In the case where the company has foreign shareholders, the company will prepare the meeting invitation letter together with supporting information in English version and deliver to foreign shareholders together with delivery of Thai version.
- (3) Increasing channels for shareholders to receive news via the company's website to which the meeting invitation will be published to shareholders at least **28** days prior to the meeting date in order that shareholders can conveniently and completely download information on the meeting agendas.

- (4) The company will facilitate both of appropriate place and time to all shareholders equally for attending the meeting.
- (5) For the shareholders' meeting, it will be hold complying with the laws and the articles of association by considering and voting for the specified agendas respectively, avoiding to change the substance information or add non-required agendas, and allowing the shareholders has the equal rights to inquire, give comments or various suggestions.
- (6) The company will use ballots for important agendas and provide independent persons, e.g., external auditors, legal advisor, to be as a voter inspector at the meeting.
- (7) The company will encourage all directors and related executives to attend the meeting to answer questions from shareholders together.
- (8) Take the minutes of meeting with complete, accurate, fast, transparent, and record the list of directors and executives who attended the meeting, voting and vote counting methods, meeting resolutions, voting results, including the important questions and suggestions in minutes of meeting in order that shareholders can review completely within **14** days from the shareholders' meeting date. Moreover, the company will arrange to record a video of the meeting for reference. Once the company is registered as the listed company on the Stock Exchange of Thailand, the company will submit the minutes of the said meeting to the Stock Exchange of Thailand or relevant departments within the specified period, including publish the shareholders' meeting in company's website to allow shareholder considering.

Code of Conduct

The company is committed to operate the business with morality, ethics, honesty, transparency, adherence for responsible to society and all groups of stakeholders in accordance with principle of corporate governance and good governance which the Code of Conduct is considered as part of the duties and responsibilities for company to make in writing to be consistent with the objectives, values, vision and mission of the company. To be a guideline for directors, executives and officers to understand the company's business ethics and strictly adhere, follow up to be seriously and concretely performed; whether there is a violation, the sanction is done in accordance with articles of association. The substant guidelines for Code of Conduct are as follows:

1. Human rights and non-discrimination

The company has realized the importance of respecting human rights of all individuals by treating everyone equally, non-discrimination, supporting and promoting human rights, avoiding to violate human rights, including focusing on labors; treating equally the company's officers in accordance with labor laws and regulations relevant to labor.

2. Safety of products and services

The company has taken steps to ensure that the products meet safety standards in accordance with the law, including having standards equivalent to industry and related international standards and meeting the requirement agreed with the customer on design process and produce products.

3. Occupational health, safety and environment

Occupational health and safety - The company has given precedence to occupational health. and the safety of the company's officers, business partners, customers, communities and stakeholders throughout the process of business operations by impact assessment related to occupational health and safety of all activities, taking care of place of business, manufacturing process, technology, machinery, equipment and raw materials to be safe, not affecting to health, and instilling continuously conscience in the company's officers to follow the guideline set out.

Environment – The company is committed to protect the environment throughout the business process by environmental impact assessment of all activities, design, manufacturing process, machinery, equipment, and applying appropriate technology to prevent environmental impacts arising from business operations, and instilling continuously conscience in the company's officers to follow the guideline set out.

4. Anti-Corruption

The company has given precedence to operate a business with accurate, straightforward, transparent, honest, verifiable, and free from corruption by complying with relevant laws and the company's anti-corruption policy, including avoiding to discredit the company.

5. Giving or receiving gifts, reception, or any other benefits

The company has given precedence to giving or receiving gifts, reception, or any other benefits for business partners, business alliances, or business associates following the traditions including related laws; they must be of reasonable value and not motivated to make an unfair decision.

6. Conflicts of Interest

Due to the fact that the company has focused on acting the right thing, the performance of company's officers must adhere to the best interests of the company by complying with laws, regulations, and ethics, and avoiding performing anything that causes a conflict of interest which may affect any decision.

7. Anti-Unfair Competition

The company has given precedence to make fair business by considering ethics for business operations and trade competition law with both customers and business partners of the company, including continuously operating the business complying with the policies and guidelines of the company.

8. Money Laundering

The company has adhered to the rules and laws related to money laundering, in the other words, the company will not accept transfers or support the acceptance of transfers or change the condition of property involved in the commission of an offense in order to prevent anyone from using the company as a channel or tool for transfer, concealing, or disguising the source of illegally acquired property.

9. Management of Data and Intellectual Properties

Information Management - The company has given precedence to information management within the company by recording or reporting information following the policies, regulations, and procedures specified by the company and completely true to the laws. In this regard, the information, that must be kept, will be kept in a secure condition, easy to handle, and able to be a reference upon request.

Intellectual Properties – The company has considered intellectual property as valuable and important property. The company's officers have a duty to protect and maintain the intellectual property for preventing to be used or published without permission, including respect and not infringing on the intellectual property of others.

10. Disclosure and Confidentiality

Personal Information - The company has respected the privacy rights of its officers and those involved. Therefore, the personal information of the company's officers and those involved, e.g., status, personal history work history, financial information, health information, or other personal information,

must be protected from being used, disclosed, or transferred to other persons which violate legal rights.

Use of Insider Information – The company has focused on the company’s officers’ use of appropriate insider information which is important by taking into account the impact on stakeholders and legality, and not using the said information for personal or other benefits.

Information Disclosure – The company has given precedence to disclose information about the company, adhering to the principle of fairness, transparency, and verifiability and ensuring that the disclosure of the information is correct, clear, lawful, and equal to disclose for all methods, e.g., in writing, verbal, press conference, or the other appropriate channels.

11. Security of Information and Information System

The company has focused on the company’s officers to use efficiency and safety of the information system complying with information security policies by maintaining it from being abused or used without authorization.

In this regard, the company has defined the duties and responsibilities of all directors, executives, and officers to acknowledge, understand and comply with the policies set forth in the Code of Conduct. All levels of executives must take responsibility and adhere to it as an important matter to act for the officers who are subordinates to understand and comply with the Code of Conduct.

The company has not desired to do any action against the laws and conflict with good ethics. In cases where directors, executives, and officers violate the specified Code of Conduct, they will be seriously disciplined and may be punished with a legal penalty whether the said performance is illegal.

Significant Changes and Developments in Policies, Guidelines, and Corporate Governance Systems for 2025

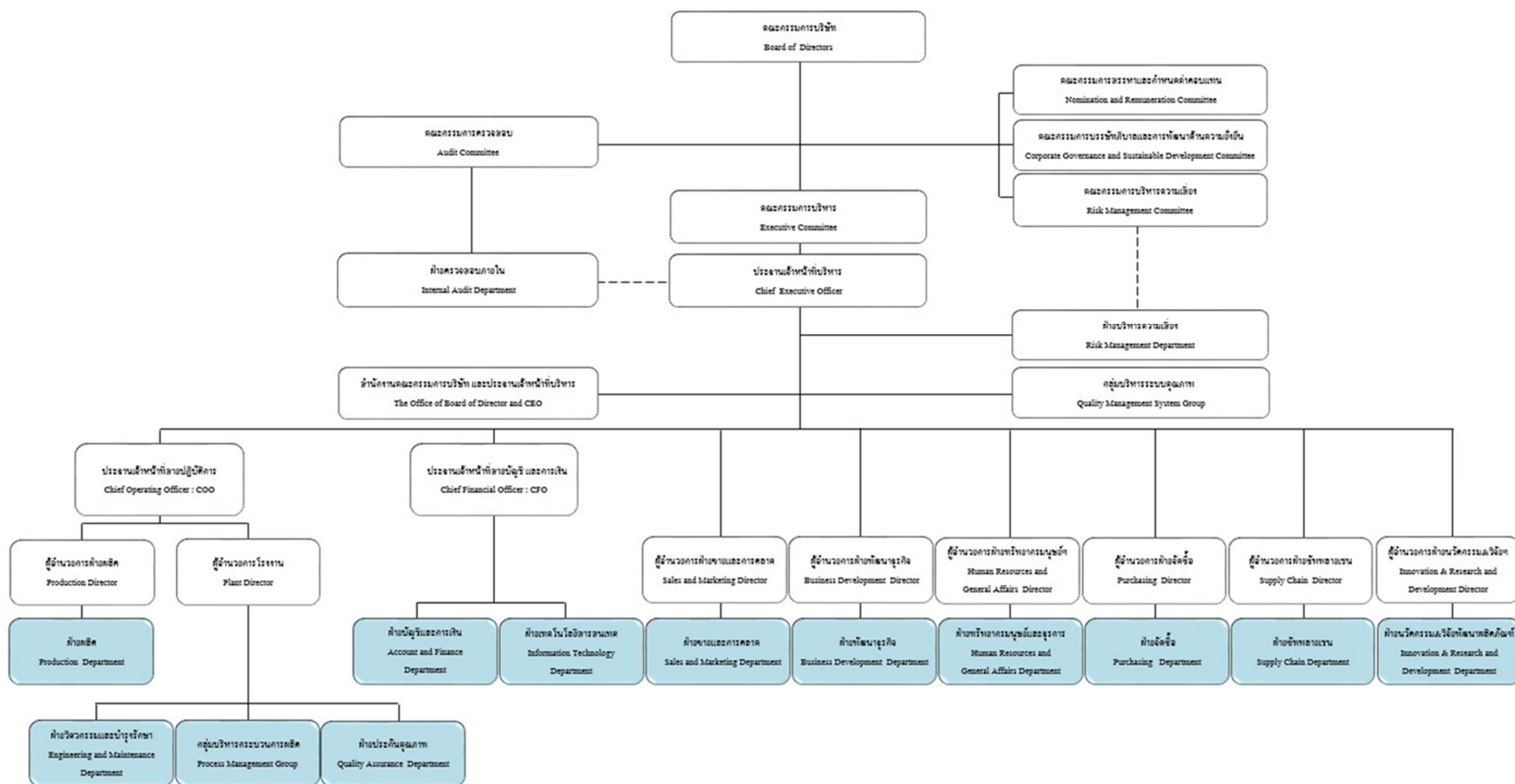
In the Board of Directors' meeting for 2025, the board reviewed and adopted various policies related to the company's corporate governance, in line with the Corporate Governance Code for listed companies (2017), issued by the Securities and Exchange Commission (SEC). These policies were updated to ensure alignment with the company's objectives and strategic goals as follows:

- Corporate Governance Policy
- Management of Subsidiaries Policy
- Whistle Blowing Policy and complaints
- The Control of Internal Information Policy
- Personal Data Protection Policy
- Enterprise Risk Management Policy
- Anti-Corruption Policy
- Sustainable Development Policy and Guideline
- Stakeholder Engagement Policy and Guideline
- Innovation Policy
- Tax Policy
- Human Rights and Labor Practices Policy
- Climate Change Policy
- Environmental Policy
- Information Security Policy
- Corporate Social Responsibility Policy
- Data Subject Rights Request Form
- Personal Data Disposal Policy & Personal Data Retention Policy
- Privacy Notice for Guarantor
- Privacy Notice for Shareholders and Directors)
- Privacy Notice for Business Partners and Related Parties
- Privacy Notice for Customers
- Privacy Notice for Employees, Job Applicants, Consultants, and Related Parties
- Human Rights Policy
- Succession Planning Policy
- Giving and Receiving Items or Other Benefits Policy
- Dividend Payment Policy
- Human Resource Development Policy

- Investment in Subsidiaries or Affiliated Companies Policy
- Recruitment and Compensation Policy
- Personal Data Protection and Processing Policy
- Labor Practices Policy
- Cookie Policy
- CCTV Privacy Notice
- Human Rights Due Diligence (HRDD) Manual

Corporate Governance Structure

Organizational structure as of 31 December 2025



Management Structure

Board of Directors

The Board of Directors consists of 9 members as follows:

Name	Position
1. Mr. Pakorn Malakul Na Ayudhya	Chairman of the Board of Directors/ Independent Directors
2. Mr. Printhorn Apithanasriwong	Chairman of the Board of Executive Directors
3. Gen. Montee Sungkasap	Chairman of the Audit Committee/ Chairman of the Nomination and Remuneration Committee/ Independent Directors
4. Mr. Ek Pichamchitra	Vice Chairman of the Executive Board of Directors
5. Mr. Kajhitphome Sudsok	Chairman of the Risk Committee/ Audit Committee/ Nomination and Remuneration Committee/ Corporate Governance and Sustainability Development Committee /Independent Directors
6. Mr. Rong Hirunpanich	Audit Committee/ Risk Committee/ Corporate Governance and Sustainability Development Committee/ Independent Directors
7. Mr. Chairit Simaroj	Chairman of Corporate Governance and Sustainability Development Committee /Independent Directors
8. Mr. Sompote Valyasevi	Chief Executive Officer/ Executive Board of Directors/ Risk Management Committee/ Nomination and Remuneration Committee / Corporate Governance and Sustainability Development Committee
9. Mr. Somchai Wongrassamee	Chief Financial Officer/ Executive Board of Directors/ Risk Management Committee/ Company Secretary

The Authorized Directors to Sign to Bind The Company

Mr. Printhorn Apithanasriwong or Mr. Sompote Valyasevi or Mr. Somchai Wongrassamee, two directors jointly sign and affix the Company's seal.

Audit Committee

The Audit Committee of the Company consists of 3 directors as follows:

Name	Position
1. Gen. Montee Sungkasap	Chairman of the Audit Committee
2. Mr. Kajhitphome Sudsok	Audit Committee
3. Mr. Rong Hirunpanich	Audit Committee

With Ms. Nongnaphas Toocharoen is the secretary of the Audit Committee.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee of the Company consists of 3 directors as follows:

Name	Position
1. Gen.Montee Sungkasap	Chairman of the Nomination and Remuneration Committee
2. Mr. Kajhitphome Sudsok	Nomination and Remuneration Committee
3. Mr. Sompote Valyasevi	Nomination and Remuneration Committee

With Mr. Pichetpong Sritapun is the secretary of the Nomination and Remuneration Committee.

Risk Management Committee

The Risk Committee of the Company consists of 7 directors as follows:

Name	Position
1. Mr. Kajhitphome Sudsok	Chairman of the Risk Management Committee
2. Mr. Rong Hirunpanich	Risk Management Committee
3. Mr. Sompote Valyasevi	Risk Management Committee
4. Mr. Somchai Wongrassamee	Risk Management Committee

With Miss. Lertson is the secretary of the Risk Management Committee

Corporate Governance and Sustainability Development Committee

The Corporate Governance and Sustainability Development Committee of the Company consists of 7 directors as follows:

Name	Position
1. Mr. Chairit Simaroj	Chairman of Corporate Governance and Sustainability Development Committee
2. Mr. Kajhitphome Sudsok	Corporate Governance and Sustainability Development Committee
3. Mr. Rong Hirunpanich	Corporate Governance and Sustainability Development Committee
4. Mr. Sompote Valyasevi	Corporate Governance and Sustainability Development Committee
5. Mr. Mr. Somchai Wongrassamee	Corporate Governance and Sustainability Development Committee

With Mr. Pichetpong Sritapun is Secretary of the Corporate Governance and Sustainability Development Committee

Executive Board of Directors

The Executive Board of Directors of the Company consists of 6 directors as follows:

Name	Position
1. Mr. Printhorn Apithanasriwong	Chairman of the Executive Board of Directors
2. Mr. Ek Pichamchitra	Vice Chairman of the Executive Board of Directors
3. Mr. Sompote Valyasevi	Executive Board of Directors
4. Mr. Somchai Wongrassamee	Executive Board of Directors
5. Mr. Pichetpong Sritapun	Executive Board of Directors
6. Ms. Nutpaphas Yingsiriumnuay	Executive Board of Directors

Executive

The Executive of the Company consists of 9 person as follows:

Name	Position
1. Mr. Sompote Valyasevi	Chief Executive Officer
2. Mr. Somchai Wongrassamee	Chief Financial Officer
3. Mr. Chirdpong Malatham	Production Director
4. Ms. Nutpaphas Yingsiriumnuay	Sales and Marketing Director
5. Mr. Pichetpong Sritapun	Human Resources Director
6. Mr. Nopphadon Khanacharoen	Innovation and Product Director
7. Mr. Sompoj Techaboonako	Supply Chain Director
8. Niraphan Limwanitrat	Plant Director
9. Mr. Charoon Sengdonprai	Accounting and Finance Senior Manager

Employee Numbers

As of 31 December 2025, the Company has a total of 656 employees (excluding 9 executives), divided by main line as follows:

Line of work	Number of employees (person)		
	Full-time employees	Daily employees	Total
1. Office of the Chief Executive Officer and Secretary	4	-	4
2. Internal Audit Department	2	-	2
3. Risk Management Department	1	-	1
4. Production Department and Process Management Group	425	-	425
5. Quality Assurance Department	58	-	58
6. Quality System Management Group	2	-	2
7. Product Innovation and Research and Development Department	14	-	14
8. Purchasing Department	7	-	7
9. Supply Chain	43	-	43
10. Maintenance Department	18	-	18
11. Accounting and Finance Department	17	-	17
12. Information Technology Department	9	-	9
13. Sales and Marketing	17	-	17
14. Human Resources and Administration Department	36	-	36
15. Research and Deveopment	1	-	1
16. Safety Agency	2	-	2
Total	656	-	656

Labor Disputes Year 2024 as of 31 December 2025

-None-

Recruitment of government employees of 2025

-None-

Employee Remuneration

In 2025, the Company pays compensation to employees. (Excluding the Company's executives) in the amount of Baht 326.44 million as compensation in the form of salary, commissions, overtime, bonuses, contributions to the social security fund and contributions to the provident fund.

Provident Fund

To take care of employees for the long-term and to make sure they have a good quality of life after retiring, SFLEX has provided a provident fund for its employees. SFLEX and its subsidiaries have established provident funds under the management of UOB Asset Management (Thailand) Company Limited.

The Company Secretary, Person Supervising Accounting, Head of Internal Audit and Head of Investor Relations.**The Company Secretary**

With Mr. Somchai Wongrasamee acting as the Company secretary, the duties and responsibilities of the Company secretary are as follows:

- (1) Supervise and advise directors and executives on compliance with laws, regulations, rules and regulations of the Company. and follow up to ensure proper and consistent practice.
- (2) Responsible for arranging meetings of the Board of Directors and shareholder meeting including overseeing and coordinating to ensure compliance with the resolutions of the meeting.
- (3) To ensure that the disclosure of information in the responsible part is in accordance with the regulations and requirements of the Stock Exchange of Thailand. and the Securities and Exchange Commission including relevant laws
- (4) Prepare and maintain the following documents
 - Director registration
 - Notice of Board of Directors Meeting and Minutes of Board of Directors Meeting
 - Notice of the shareholders' meeting and minutes of the shareholders' meeting
 - Company annual report
 - Report on the interests of executive directors

- (5) Other actions as prescribed by law or notification of the Capital Market Supervisory Board.

Person Supervising Accounting

Mr. Charoon Sengdonprai, Accounting and Finance Senior Manager. He is the person who is assigned to be directly responsible for the supervision of the Company's accounting by Mr. Charoon joining the Company's accounting work from 1 June 2017.

Head of Internal Audit

Ms.Nongnaphas Toocharoen, who is the Head of Internal Audit, is assigned to be responsible for the performance of the Company's internal auditors. Prepare reports and suggestions to improve in accordance with the Company's internal control plans and policies.

Head of Investor Relations and contact information

Investor Relations:

Name : Mr. Somchai Wongrassamee

Address : 189/48-49 Moo 3, Bangprieng, Bang Bo, Samut Prakarn 10560

Telephone : 0-2708-2555

Fax number : 0-2708-2355

Email : contactus@starflex.co.th

Audit Fee

The 2025 Annual General Meeting of Shareholders held on 24 April 2025 appointed EY Office Company Limited, which is an auditor licensed by the SEC Office, to be the auditor of the Company and its subsidiaries for Year 2025 and approve the remuneration from the Company's audit and acknowledge the audit fee of the Company and its subsidiaries in the amount of Baht 2,843,000 million.

However, the person or company related to the auditor and the audit firm that the auditor is affiliated with above is not a person or company related to the Company. or subsidiaries according to the accounting standard on disclosure of related persons or companies

Head of Compliance

Mr. Pichetphong Sritapun

Director of Human Resources and Administration /

Executive Director /

Risk Management Committee Member

Date of Appointment

13 August 2025

Educational Background

Bachelor of Engineering (Civil Engineering), Rajamangala Institute of Technology, Thewet Campus

Master of Business Administration (MBA), Oklahoma City University, U.S.A.

Training Programs

Director Accreditation Programs by the Thai Institute of Directors Association (IOD):

- Corporate Reporting Program (CRP), 2017
- Board Reporting Program (BRP), 2017

Work Experience (Past 5 Years)

2018 – Present:

Executive Director and Director of Human Resources and Administration

Starflex Public Company Limited

Current Positions

- Director of Human Resources and Administration / Executive Director / Head of Compliance, Starflex Public Company Limited

Roles and Responsibilities in Compliance

Oversee and ensure that the Company's operations are conducted in compliance with applicable rules, regulations, and laws prescribed by regulatory authorities, including the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and other relevant government authorities.

Provide advisory support to ensure business operations align with regulatory requirements. Act as the central coordinating body between regulatory authorities and internal departments. Communicate newly issued or amended rules and regulations to relevant internal units to ensure proper understanding and implementation.



Report on key operating results related to corporate governance

Board of Directors and Sub-Committees

The Company has 6 boards of directors comprising of the Board of Directors, Audit Committee, the Nomination and Remuneration Committee, Risk Committee and Executive Committee. All members of the boards are fully qualified pursuant to the Public Company Act B.E. 1992 and according to the announcement of the relevant capital market committee. Scope of duty and responsibility of each board are as follow.

Board of Directors

Scope of duty of the Board of Directors

1. The Board of Directors has the power, duty and responsibility in managing and conducting business operation of the Company in accordance with the law, objectives and articles of association, including resolution of the shareholders' meeting with honesty, integrity and to safeguard the corporate benefits.
2. Prepare balance sheet and income statement of the Company as of ending date of accounting period which has been audited by the auditor, then propose to the meeting of shareholders for consideration and approval.
3. Determine target, direction, policy, business operation plan, budget of the Company. Monitor and supervise the management and administration of the Management to ensure compliance with policy, work plan and the assigned budget efficiently and effectively.
4. Consider, review, and approve the policies, directions, strategies, and business plans of the Company as proposed by the Management.
5. Follow up business operation to ensure conformity to the work plan and budget assign on a regular basis.
6. Arrange to have appropriate and effective accounting system, prepare reliable financial report and auditing provide, arrange to have adequate and appropriate internal control and internal audit system.
7. Determine risk management policy that cover the entire organization. Supervise to have control system or procedures in the risk management with supporting measures and control procedures to mitigate impacts on business operation properly.
8. The Board of Directors duty is to consider administrative structure, has the power to appoint sub-committee, Chief Executive Officer, and other committee as necessary, and to determine scope of duty for them. The authorization under scope of duty determined must not allow the sub-committee, Chief Executive Officer and committee to consider and approve the transaction that may have conflict of interest or any other conflict of benefits

with the Company or a subsidiary (if any) except the approval on a transaction which is under policy and criteria as considered and approved by the Board of Directors.

9. Prepare annual report of the boards and arrange and disclose financial statement to demonstrate financial status and operating result of the previous year and propose to the shareholders' meeting for consider and approval.
10. The boards may authorize one or more directors to perform any action for them to the extend of the board's supervision. The boards may authorize such person as considered appropriate by them and within the reasonable period of time. The said authorization is subject to the revocation, cancellation, amendment or adjustment by the board as considered appropriate.

The authorization must not allow such person to consider and approve the transaction in which he or the person who may have a conflict of interest or may have a conflict, interest or a conflict of interest in any other matter, to be made with the Company and or a subsidiary (if any) as defined in the notification of the Capital Market Supervisory Board (CMSB) and/or The Stock Exchange of Thailand and/or any other notifications of relevant authority except such transaction is proceeded under policy and criteria as considered and approved by the board.

Self-Assessment of Directors

The Company arranges performance assessment and review for the Board of Directors and sub-committee on an annual basis, at least once a year to enable the directors to consider their work, problems and obstacles occurred during the previous year. The assessment will enhance improved efficiency at work since they will realize more of their responsibility, and improve relationship between the Board of Directors and the Management. The performance assessment of the Board of Directors is divided in 2 types which are board assessment and self-assessment.

Procedures and criteria for performance assessment

The Company Secretary will submit the performance assessment form of the Board of Directors and sub-committee. After receiving all assessment form, the Company Secretary will summarize and present assessment result to the sub-committees for consideration on work performance during the previous year and report such to the said sub-committee, including performance of the Board of Directors to the Company for consider.

The Board performance assessment include:

1. Structure and qualifications of the Board that enhance efficiency of their work which are whether number of directors is suitable to the nature of business, knowledge and

experience of the board, definition of independent directors, number of independent directors, qualifications and appointment of the secretary.

2. Proceed to enable effective performance of the Board during the meeting, which include the suitable time frame of the Board's meeting, the receipt of meeting documents and sufficient time for studying details, environment in the meeting room.
3. The Board of Directors shall prioritize, pays attention to consider, review and proceed any important matters of the Company adequately. This includes corporate governance, business direction, strategy and operation plan, the transaction with conflict of interest, related transactions, risk management, whistle-blowing policy, Preparation of financial statement in accordance with accounting standards.
4. Other matters include self-development of directors and executives, relationship between the Board of Directors and the Management.

The performance assessment form of the individual director comprises of:

1. Structure and qualifications of the Board that enhances performance efficiency are qualifications, knowledge and experience that consistent to business nature and well understanding of good corporate governance.
2. Proceed to enable the boards efficiently perform their duties during the meeting which include to study documents and information prior to the meeting, to provide opinions which are useful in the meeting at appropriate extend, to abstain attending the meeting and voting in the transaction that their have interest.
3. The roles and responsibilities of the Board of Directors are to efficiently perform the duties in accordance with the law, rules, and charter, put the best effort when working for the Company, refrain from interfering operation of the Management, control and monitor operation of the Management at appropriate extend.

Self-assessment for the entire board and individual contain 5 levels of opinions as described below:

- 0 = Strongly disagree or no action is taken on the matter
- 1 = Disagree or slightly proceed the matter
- 2 = Agree or have proceeded in that matter at certain level
- 3 = Agree to an extent or actions are well taken on the matter
- 4 = Strongly agree or well proceed or the matter

The bank left for additional opinions:

Performance assessment	Results (percent)
1. Board of Directors (Entire board)	98.12
2. Board of Directors (Individual)	98.55

Audit Committee

Scope of Duty and Responsibility of the Audit Committee

1. Review to ensure the accuracy and adequacy of the financial report always
2. Review to ensure proper and effective internal control system and internal audit system of the Company, consider the independence of the Internal Audit Unit, approve on the appointment, relocation, dismissal of the Head of Internal Audit Unit or any other agencies being responsible for internal control.
3. Review to ensure the Company's compliance with the laws related to securities and stock exchange, SET's regulations or other laws related to the Company's business.
4. Consider, select, propose an independent person as an auditor of the Company and propose compensation rate for the auditor. Attend the meeting with the auditor without attendance of the Management at least once a year.
5. Consider related transactions or the transaction that may cause conflict of interest to be in conformity with the law and SET's regulations to ensure that such transaction is reasonable and return highest benefit to the Company.
6. Review and ensure that the Company complies with the laws governing securities and exchange, the regulations and notifications of the Stock Exchange of Thailand, and all laws relevant to the Company's business.
7. Review and ensure that the Company has appropriate risk assessment and risk management systems in place.
8. Consider, select, and propose the appointment of an independent person to serve as the Company's auditor, including proposing the auditor's remuneration, and attend meetings with the auditor without the presence of management at least once a year.
9. Consider connected transactions or transactions that may give rise to conflicts of interest in compliance with the laws governing securities and exchange, as well as the regulations and notifications of the Stock Exchange of Thailand or other applicable laws, to ensure that such transactions are reasonable and in the best interests of the Company and its stakeholders.
10. Prepare report of the Audit Committee and disclose in the Annual Report of the Company, where such report must be signed by Chairman of the Audit Committee and must comprise the followings information.
 - (1) Opinions on accuracy, adequacy, reliability of the financial report;
 - (2) Opinions on adequacy of internal control system;
 - (3) Opinion on compliance with the securities and stock exchange law, SET's regulation or the law related to business of the Company;

- (4) Opinions on the suitability of the auditor;
- (5) Opinions on the transaction that may contain a conflict of interest;
- (6) The number of the Audit Committee's meeting and attendance of each member of the Audit Committee;
- (7) Opinions or overall observation which the Audit Committee received from performing their duty in accordance with the Charter;
- (8) Any other transactions that shareholders and general investors should know under the scope of duty and responsibility assigned by the Board of Directors;

11. Perform any other duty as assigned by the Board of Directors upon approval of the Audit Committee;
12. The Audit Committee may obtain independent opinions from other professional advisors when deemed necessary, at the Company's expense.
13. The Audit Committee has the authority to invite management, executives, employees of the Company, or related persons to attend meetings to provide clarification, express opinions, or submit requested documents as necessary.
14. The Audit Committee shall have full access to the Company's information from management, employees, and relevant persons.
15. Review and revise the Audit Committee Charter at least once a year to ensure that it covers responsibilities in accordance with best practices and aligns with the expectations of the Board of Directors.
16. Review and propose amendments to the scope, duties, and responsibilities of the Audit Committee as deemed appropriate.
17. Members of the Audit Committee must be provided with sufficient fundamental information and knowledge about the Company's operations, and must receive continuous training to enhance their knowledge in areas relevant to their duties.
18. Minutes of the Audit Committee meetings must be approved by the Audit Committee, and the Chairman of the Audit Committee shall report the meeting results to the Board of Directors to inform them of the Audit Committee's activities.
19. In performing its duties, if the Audit Committee identifies or suspects any transaction or action that may have a material impact on the Company's financial position and operating results, the Audit Committee shall report it to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee. Such matters include conflicts of interest, fraud, irregularities, or significant deficiencies in the internal control system, violations of securities and exchange laws, regulations of the Stock Exchange of Thailand, or other laws relevant to the Company's business. If the Board of Directors or management fails to implement corrective actions within the specified timeframe, the Audit Committee or any of its members may report such matters to the Securities and Exchange Commission or the Stock Exchange of Thailand, with a copy of the report submitted to the Board of Directors for acknowledgment.
20. Review the Company's whistleblowing and complaint-handling processes, including considering actions on complaints or reports of misconduct, and reviewing summaries of all complaints and reports of fraud.

21. Consider the engagement of non-audit services, including non-assurance services, provided by the same audit firm.

The self-assessment form of the Audit Committee comprises consist of:

1. The structure and qualifications of the Audit Committee is appropriate enhancing effectiveness of the Audit Committee. For instance, the number of the Audit Committee members is suitable and they possess knowledge, experience which consistent to the duty. The number of Independent Directors in the Audit Committee is proper. Nomination procedures for the Audit Committee is transparent, fair independent from an influence of any person.
2. The meeting of the Audit Committee is organized to enhance their performance effectively during the meeting. For instance, to acknowledge the schedule of the Audit Committee of each year in advance, the number of the meeting is appropriate, each meeting is conducted within appropriate duration, attendant receive meeting document in advance, allowing them to study the details, environment of the meeting encourages attendant to express their opinion in positive way, a director with an interest is not allowed to making a decision on the related transaction.
3. The Audit Committee concentrates on consideration, review, and compliance adequately. In other word, the Audit Committee reviews to ensure the financial statement is accurate and reliable, ensures the Company's compliance to the law and regulations, ensures the correct internal audit system, considers related transactions and the transaction with a conflict of interest to assure the consistent to criteria, provides opinions in appointment or removal of the Internal Audit Unit, considers, selects, propose for appointment or removal and propose compensation for the auditor, proceed to enable the Management has in place complaint receipt channel appropriately.

Self-assessment for the entire board and individual contain 5 levels of opinions as described below:

- 0 = Strongly disagree or no action is taken on the matter
- 1 = Disagree or slightly proceed the matter
- 2 = Agree or have proceeded in that matter at certain level
- 3 = Agree to an extent or actions are well taken on the matter
- 4 = Strongly agree or well proceed or the matter

The bank left for additional opinions:

Performance assessment	Results (percent)
Audit Committee	100

Nomination and Remuneration Committee

Scope of Duty and Responsibility of Nomination and Remuneration Committee

Recruiting

1. Consider the structure, size, composition including qualifications of the Company's directors, sub-committees and high-level executives according to the necessity and appropriateness of the Company
2. Determine the policies, rules and procedures for recruiting and selecting the Company's directors, sub-committees and senior management to propose to the Board of Directors and/or propose for approval to the shareholders' meeting.
3. Consider the nomination and selection of qualified persons for the position company director, sub-committees, Chief Executive Officer and senior executives who have completed their terms and/or have vacant positions and/or appoint more by specifying the method of recruiting with rules and transparency in accordance with relevant regulations and laws.
4. Appeal to the qualified person according to the specified qualifications criteria to ensure that such person is willing to take the position of the Company's director. If appointed by the shareholders.
5. Propose a list of selected persons to the Board of Directors. to consider appointing a director of the Company in place of the directors who vacate office.
6. Prepare a succession plan and appropriate management continuity for the position of Chief Executive Officer to be presented to the Board of Directors' meeting for approval.
7. To perform any other tasks related to the nomination and remuneration as assigned by the Board of Directors.

Remuneration

1. Prepare rules and policies for determining the remuneration of the Board of Directors and sub-committees to propose to the Board of Directors and/or propose for approval to the shareholders' meeting.
2. Determine necessary and appropriate remuneration, both monetary and non-monetary, of the Board of Directors individually each year by considering the suitability of the duties responsibility, performance and comparison with the Company in a similar business and expected benefits from directors to propose to the Board of Directors for consideration and to propose to the shareholders' meeting for approval.
3. Responsible for the Board of Directors and has a duty to give explanations answering questions about the remuneration of directors at the shareholders' meeting.

4. Consider the evaluation criteria for the Chief Executive Officer and chief officers of various departments as assigned by the Board of Directors.
5. Report on principles/rationale for the determination of remuneration for directors and executives according to the regulations of the stock exchange. This will be disclosed in the annual registration statement (Form 56-1 one report).
6. Determine the annual remuneration of the Chief Executive Officer and other Chief Executive Officers according to the payment criteria have been considered and present to the Board of Directors to approve.
7. Consider the salary increase budget, change in wages, compensation and annual reward of the Company before being presented for approval by the Board of Directors every year.
8. Consider the suitability and give approval in the case of offering for sale of new securities to directors and employees based on the principles of fairness to shareholders and to incentivize directors and employees to perform their duties in order to create long-term added value for shareholders and be able to retain quality personnel.
9. To perform any other tasks related to the determination of remuneration as assigned by the Board of Directors.

The self-assessment form of the Nomination and Remuneration Committee comprises consist of:

1. The structure and qualifications of the Nomination and Remuneration Committee is appropriate enhancing effectiveness of the Nomination and Remuneration Committee. For instance, the number of the Nomination and Remuneration Committee members is suitable and they possess knowledge, experience which consistent to the duty. The number of Independent Directors in the Nomination and Remuneration Committee is proper. Nomination procedures for the Nomination and Remuneration Committee is transparent, fair independent from an influence of any person.
2. The meeting of the Nomination and Remuneration Committee is organized to enhance their performance effectively during the meeting. For instance, to acknowledge the schedule of the Nomination and Remuneration Committee of each year in advance, the number of the meeting is appropriate, each meeting is conducted within appropriate duration, attendant receive meeting document in advance, allowing them to study the details, environment of the meeting encourages attendant to express their opinion in positive way, a director with an interest is not allowed to making a decision on the related transaction.

3. The Nomination and Remuneration Committee concentrates on consideration, review, and compliance adequately. In other word, determine the qualifications of directors or senior executives. Arrange for development and succession projects for directors and executives. Continuous planning and development of directors. Consider the guidelines for determining the remuneration of directors and high-level executives and determine methods and criteria for determining remuneration, etc.

Self-assessment for the entire board and individual contain 5 levels of opinions as described below:

- 0 = Strongly disagree or no action is taken on the matter
- 1 = Disagree or slightly proceed the matter
- 2 = Agree or have proceeded in that matter at certain level
- 3 = Agree to an extent or actions are well taken on the matter
- 4 = Strongly agree or well proceed or the matter

The bank left for additional opinions:

Performance assessment	Results (percent)
Nomination and Remuneration Committee	97.37

Risk Management Committee

Scope of Duty and Responsibility of the Risk Management Committee

1. Determine policies, guidelines and overall risk management framework of the Company. This covers important types of risks such as strategic risk, operational risk, financial risk, regulatory risk and other risks that affect the organization to present to the Board of Directors for approval.
2. Determine strategies and methods for managing risks of the Company in each matter in accordance with the risk management policy. Which can assess, monitor and prevent risks to an appropriate level and have guidelines to be able to handle with events when they occur.
3. Assess and review potential risks including the trend of impacts that may have on the Company both external and internal risks on issues such as strategic risk, operational risk, financial risk regulatory risk and other risks that affect the organization.
4. Monitor and review the risk management policy, including the plan and how to respond in the event of an emergency. At least once a year to confirm that the risk management approach is appropriate for the event and that it has been adequately implemented.
5. Every quarter, the Board of Directors or the Audit Committee should receive a progress report on risk management and what needs to be done to improve compliance with the policy and strategy, if appropriate.
6. In the area of corporate risk management, provide advice and support to the Company's management committee, including encouraging and supporting the continual and regular improvement and development of the internal risk management system.
7. Promoting an appropriate culture of risk management and internal control.
8. Review the Charter of the Risk Management Committee and to be presented to the Board of Directors for approval at least once a year.
9. Perform any other duties as assigned by the Board of Directors.

The self-assessment form of the Risk Management Committee comprises consist of:

1. The structure and qualifications of the Risk Management Committee are appropriate. This makes the work of the Risk Management Committee more efficient, i.e. the number of Risk Management Committee members is appropriate, knowledgeable, experienced and appropriate for the performance of their duties. The number of independent directors in the Risk Management Committee is appropriate. The process of nominating qualified persons to be the risk management committee. Be transparent, fair, not under the influence of any person.
2. The risk management committee meeting has been conducted to enable the risk management committee to perform the meetings effectively. The number of meetings is appropriate. Each meeting agenda is of sufficient duration. receive meeting documents in advance have time to study The atmosphere in the meeting encourages constructive opinions. Stakeholder Directors do not participate in the decision making of the transaction.
3. Roles, duties and responsibilities of the Risk Management Committee has given importance Take the time to consider, review and implement adequately, namely, supervising and implementing the organization's risk management in accordance with the strategic plans and business goals. as well as changing circumstances. Recommend, monitor and assess risk management results to the organization's risk management working group. consider the potential risks including establishing effective risk control measures.

Self-assessment for the entire board and individual contain 5 levels of opinions as described below:

- 0 = Strongly disagree or no action is taken on the matter
- 1 = Disagree or slightly proceed the matter
- 2 = Agree or have proceeded in that matter at certain level
- 3 = Agree to an extent or actions are well taken on the matter
- 4 = Strongly agree or well proceed or the matter

The blank left for additional opinions:

Performance assessment	Results (percent)
Risk Management Committee	95.59

Corporate Governance and Sustainable Development Committee

Scope of duties and responsibilities of the Corporate Governance and Sustainable Development Committee

1. Define goals, policies, and action plans for Sustainable Development (SD) of the Company covering environmental, social, and business operations with good governance (Environmental / Social / Governance & Economic or ESG) and long-term value creation for stakeholders (Stakeholder), including communication in order to present the board of directors
2. Give advice and encourage the company's operations to be in line with the sustainable development policy for success according to the set goal, including encouraging the board of directors, executives, and employees to follow the company's sustainable development guidelines effectively.
3. Assess and review goals, policies, and plans for sustainable development to suit business conditions, and comply with laws or international best practices and recommendations of various institutions, including considering relevant proposals of shareholders and their responses.
4. Supervise, follow up, and evaluate the results of sustainable development operations to be balanced and efficient for maximum benefit to the Company and its stakeholders, including reporting periodically the progress of the performance to the board of directors.
5. Set policies on good corporate governance and business ethics and present the board of directors for approval along with giving advice and encouraging practice at all levels and annually reviewing such policies to be appropriate complying with international laws and best practices, including providing the evaluation and reporting for complying with good corporate governance and business ethics policies on a regular basis.
6. Supervise the disclosure of information about the Company's sustainable development to stakeholders, including the performance result of the Corporate Governance and Sustainable Development Committee in the annual report and the company's annual sustainability report.
7. Review the charter and related policies in order to always be appropriate and updated.
8. Perform any other tasks as assigned by the board of directors.

The self-assessment form of the Corporate Governance and Sustainable Development Committee comprises consist of:

1. The structure and qualifications of Corporate Governance and Sustainable Development Committee are appropriate. This makes the work of the Corporate Governance and Sustainable Development Committee more efficient, i.e. the number of Risk Management Committee members is appropriate, knowledgeable, experienced and appropriate for the performance of their duties. The number of independent directors in the Risk Management Committee is appropriate. The process of nominating qualified persons to be the risk management committee. Be transparent, fair, not under the influence of any person.
2. The risk management committee meeting has been conducted to enable the Corporate Governance and Sustainable Development committee to perform the meetings effectively. The number of meetings is appropriate. Each meeting agenda is of sufficient duration. receive meeting documents in advance have time to study The atmosphere in the meeting encourages constructive opinions. Stakeholder Directors do not participate in the decision making of the transaction.
3. Roles, duties and responsibilities of the Corporate Governance and Sustainable Development Committee has given importance Take the time to consider, review and implement adequately, namely, supervising and implementing the organization's Corporate governance and sustainable development management in accordance with the strategic plans and business goals. as well as changing circumstances. Recommend, monitor and assess risk management results to the organization's CG management working group. consider the potential risks including establishing effective risk control measures.

Self-assessment for the entire board and individual contain 5 levels of opinions as described below:

- 0 = Strongly disagree or no action is taken on the matter
- 1 = Disagree or slightly proceed the matter
- 2 = Agree or have proceeded in that matter at certain level
- 3 = Agree to an extent or actions are well taken on the matter
- 4 = Strongly agree or well proceed or the matter

The blank left for additional opinions:

Performance assessment	Results (percent)
Corporate Governance and Sustainable Development Committee	97.11

Executive Board of Directors

Scope of duty of the Executive Board of Directors

1. Consider and scrutinize proposal of the Management and propose business goals, policies, and business plans, including the Company's annual budget to the Board of Directors for approval.
2. Control, supervise and monitor operation result of the Company to ensure the coherence to policy, target, business plan, business strategy and assigned budget, management authority as approved by the Board of Directors effectively and in support of the business condition.
3. Consider and approve normal business operations of the Company. For instance, the investment is proceeded within the budget assigned or approved by the Board of Directors. Budget limit for each transaction is in accordance with the list of approval by the Board of Directors.
4. Review profits and loss of the Company, propose the interim or annual dividend payment and propose to the Board of Directors for approval.
5. Present organizational structure that is suitable to business operation of the Company to the Board of Directors for approval.
6. Having an authority to authorize one or more person to perform any action under supervision of the Executive Committee or to authorize to enable such person having the authority as considered appropriate by the Executive Committee and within the time as approved by the Executive Committee. The Executive Committee may revoke, cancel, amend or adjust the authorized person or the authorization as considered reasonable.
7. Perform other duties as assigned by the Board of Directors from time to time.

The assignment of authority, duty and responsibility of the Executive Committee must not be in the manner that allow the authorized person to approve the transaction that him or the person who may have a conflict of interest (as per definition prescribed in the notification of the Capital Market Supervisory Board (CMSB) and/or the Stock Exchange of Thailand and/or relevant agency), benefit or that may have any other conflict of interest with the Company, subsidiary company and/or related company (if any). The Executive Committee has no power to approve for such matter. Instead, the matter must be forwarded to the Board of Directors' meeting and/or shareholders' meeting (as the case may be) for approval, except the approval is for the transaction which is proceeded to the extend of usual business and trading course as per notification of the Capital Market Supervisory Board (CMSB) and/or the Stock Exchange of Thailand and/or relevant agency.

Chairman of the Board

Roles and Responsibilities of the Chairman of the Board

1. Promoting the Effectiveness of the Board of Directors
 - 1.1 Set direction and support the Board's operations in alignment with the organization's mission, vision, and objectives.
 - 1.2 Foster an environment that encourages open, independent expression of opinions and shared accountability.
 - 1.3 Ensure that all directors perform their duties effectively, are well-informed, and clearly understand their roles and responsibilities.
 - 1.4 Evaluate the performance of the Board and promote the continuous development of directors' capabilities.
2. Chairing Board Meetings
 - 2.1 Act as the Chairman of Board of Directors' meetings, ensuring that meetings are conducted in an orderly manner and in accordance with the agenda.
 - 2.2 Provide equal opportunity for all directors to express their views and facilitate the summarization of key issues to achieve collective decision-making.
 - 2.3 Ensure that meetings comply with the Company's regulations and that minutes of meetings are accurately and completely recorded.
3. Managing Key Relationships
 - 3.1 Act as the representative of the Board in communicating with senior management, particularly with the Chief Executive Officer (CEO), to ensure that the Board receives sufficient and timely information.
 - 3.2 Maintain good relationships with all stakeholders, including shareholders, regulatory authorities, and business partners.
 - 3.3 Lead the organization in conducting business in accordance with good corporate governance principles, emphasizing transparency, accountability, and fairness.

Chief Executive Officer

Scope of duty of the Chief Executive Officer

1. Supervise and control daily affairs and/or management of the Company
2. Prepare policy, business plan, business strategy and annual budget of the Company and propose to the Executive Committee and the Board of Directors for consideration and approval.
3. Supervise and control daily affairs of the Company according to policies and budget approved by the Board of Directors. Review, monitor and evaluate operation result of the Company to ensure conformity to the policy set forth and the good corporate governance. Report the management result and progress of work to the Executive Committee, Audit Committee and the Board of Directors.
4. Consider and approve normal business operations of the Company as per budget assigned for investment approved by the Board of Directors. Budget limit for each transaction is in accordance with the list of approval by the Board of Directors, but shall not exceed the annual budget approved by the Board of Directors. Enter into any contracts related to such matter.
5. Authorized to consider and approve the expenses for the normal business operations of the Company according to the budget approved by the Board of Directors and according to the approval authority as granted by the Board of Directors.
6. Authorized to approve manpower rate, employment rates, compensation, bonuses, performance assessment, and appointment/relocating employees as per approval from the Board of Directors.
7. Authorized to issue orders, regulations, announcements and records to ensure the Company's operations is in accordance with the policy and for the benefit of the Company and to maintain discipline within the Company.
8. Authorized to appoint a board or working group for benefit and efficiency of the good and transparent management. Authorized to delegate one or more person to perform any action under supervision of the Chief Executive Officer to authorize to enable such person having the authority as considered appropriate by the Chief Executive Officer and within the time as approved by the Chief Executive Officer. The Chief Executive Officer may revoke, cancel, amend or adjust the authorized person or the authorization as considered reasonable.
9. Perform other duties as assigned by the Executive Committee or the Board of Directors.

The proceed on any matter in which the Chief Executive Officer or the person authorized by the Chief Executive Officer or the person who may have a conflict (as per definition described in notification of the Capital Market Supervisory Board (CMSB) and/or Stock Exchange of Thailand and/or relevant agency), interest or a conflict

of interest with the Company and/or a subsidiary and/or related company (if any), the Chief Executive Officer has no authority to approve on such matter. Instead, the matter must be proposed in the Board of Directors' meeting and/or shareholders' meeting (as the case may be) for approval except the approval is to the extent of usual course of business and trading condition as per notification of the Capital Market Supervisory Board (CMSB) and/or the Stock Exchange of Thailand and/or relevant agency.

Objectives

1. This evaluation form is prepared to assess the performance of the Chief Executive, Chief Executive Officer, President, Managing Director, or any other position equivalent to the highest executive of the organization (Chief Executive Officer: CEO).
2. To serve as a preliminary sample evaluation form that the Board of Directors of listed companies may adapt as deemed appropriate, in alignment with the size of the business and the specific nature of each listed company.
3. To enable the CEO to conduct a self-assessment, or for the Board of Directors or the Remuneration Committee to evaluate individually or collectively.

CEO Performance Evaluation Form

Objectives

1. This evaluation form is prepared to assess the performance of the Chief Executive, Chief Executive Officer, President, Managing Director, or any other position equivalent to the highest executive of the organization (Chief Executive Officer: CEO).
2. To serve as a preliminary sample evaluation form that the Board of Directors of listed companies may adapt as deemed appropriate, in alignment with the size of the business and the specific nature of each listed company.
3. To enable the CEO to conduct a self-assessment, or for the Board of Directors or the Remuneration Committee to evaluate on an individual basis or collectively as a whole.
4. This evaluation form uses a scoring method to allow evaluators to compare results across different criteria or across different years. The scoring criteria are defined as follows:
 - 0 = No action has been taken in this matter
 - 1 = Poor action has been taken
 - 2 = Moderate action has been taken
 - 3 = Good level of action has been taken
 - 4 = Excellent level of action has been taken
 - N/A = No information / Not applicable for this evaluation of the CEO

A	91-100%	Excellent
B	76-90%	good
C	61-75%	Moderate
D	0-60%	poor

Nomination and Appointment of Directors and Top Executives

Selection of the person for directorship is proceeded in the shareholders' meeting in which the Board of Directors will consider taking into account experience, knowledge, skill and qualification as required by law. Since the Company has no Nomination Committee to select a person for such position, the shareholders' meeting will select the directors according to the criteria and procedures as defined in the articles of association.

Composition and Appointment of the Board of Directors

The composition, nomination, appointment, removal or dismissal of the Company's directors are stipulated in the articles of association which summarized as follows:

1. The members of the Board of Directors is appointed by shareholders.
2. The Board of Directors comprises of at least 5 members and not less than half of total directors must have domicile in the Kingdom and must possess the qualifications as stipulated by law.
3. It is the Company policy that the Chairman of the Board of Directors and Chief Executive Officer is not the same person to magnify the responsibility between determining corporate governance and daily management.
4. The Board of Directors consists of proper proportion of Independent Directors suitable for corporate governance which should not be less than one third of total board, and not less than 3 members according to the requirement of the Securities and Exchange Commission, Thailand.
5. Appointment of directors is subject to the articles of association, and relevant law. The nomination process must be transparent and precise. The consideration on each candidate should include educational background and experience in one's profession with adequate information to support judgment of the Board of Directors and shareholders.
6. Retiring directors are eligible for re-election

Composition and appointment of Independent Directors

The Board of Directors will initially consider qualifications of the person to undertake Independent Directors as per qualifications and prohibited characteristics of directors of the Public Company Act, the law of securities and stock exchange, notification of the Capital Market Supervisory Board (CMSB) including notification, regulation and/or related rules. In addition, the Board of directors will select the member of the Independent Directors from a person with competent knowledge, experience and other factors, and propose to the shareholders' meeting for consideration and appointment. the Company has the policy to appoint the Independent Directors at least one-third of total directors, and must not be less than 3 persons to fill the board.

Qualifications of Independent Directors

1. Holds shares not exceeding one percent of total voting shares of the Company, its parent company, subsidiaries, associates, or a juristic person of the person who may have a conflict of interest, provided that shares held by related parties of an independent director shall be included.
2. Is not or has never been an executive director, employee, staff, advisor who receives salary, nor controlling party of the Company, its parent company, subsidiaries, associates, same-level subsidiaries, or a juristic person that may have a conflict unless the position has been terminated for over two years prior submitting application to the SEC.
3. Is not the person who has relationship by means of descent or legal registration under the status of father, mother, spouse, sibling, and children. The prohibitive persons also include spouses of daughters and sons of the management, major shareholders, controlling party or the person who is in the process of nomination as the management or controlling party of the Company or its subsidiaries.
4. Does not have or never had business relationship with the Company, its parent company, subsidiaries, associates, or a juristic person that may be in conflict which may harm an independent decision-making, including not being or never been a significant shareholder, non-independent director or executive of the person who has business relation with the Company, unless having exempted from the aforementioned nature for not less than 2 years before the date of submitting the application to the SEC.
5. Is not or has never been an auditor of the Company, its parent company, subsidiaries, associates, major shareholders, non-independent director, executive or managing partner of the auditing firm which employs an auditor of the Company, its parent company, subsidiaries, associates, major shareholders, or a juristic person that may have a conflict unless having exempted from the aforementioned nature for not less than 2 years before the date of submitting the application to the SEC.
6. Is not or has never been the professional service provider, including but not limited to legal consultant or financial advisor who received the service fee more than Baht 2 million per year from the Company, its parent company, subsidiaries, associates, major shareholders, or a juristic person that may have a conflict or in case professional service provider is a juristic person, this shall include the major shareholder, non-independent director, executives or managing partner or such professional service provider, unless the position has been terminated for at least two years prior to submission of the application to the SEC.
7. Is not a director who is nominated as the representative of directors of the Company, major shareholders, or any other shareholders related to major shareholders.
8. Does not operate the same and competitive business with the business of the Company, or its subsidiaries, or is not a significant partner of the partnership, or is not an Executive Director, employee, staff, advisor who receives salary, nor holds shares exceeding 1% of

total voting shares of any other companies which operate the same and competitive business with the business of the Company, or its subsidiaries.

9. Does not have any quality causing the disability to give an independent opinion regarding the business operation of the Company.

Composition and Appointment of the Audit Committee

The Audit Committee is appointed by the Board of Directors, consisting of at least 3 Audit Committee members appointed by Independent Directors. The committee members must have the required knowledge and qualifications as according to the Securities and Exchange Act, including regulatory announcements and/or the regulations of the Stock Exchange of Thailand. In addition, Independent Directors who are members of the Audit Committee must have additional qualifications as follows:

1. Is not or has never been an a director assigned by the Board of Directors to make a decision on business operation of the Company, its parent company, subsidiaries, associates, same-level subsidiaries, or juristic persons that may have conflicts.
2. Is not a Director of the parent company, subsidiaries, or same-level subsidiary company, which is a listed company.
3. Have sufficient knowledge and experience to be able to perform duties as the audit committee; at least one Audit Committee member must have sufficient knowledge and experience to review the credibility of the financial statements.

Each Audit Committee has a service term of 3 years or equal to the tenure of a Director of the Company.

Composition and Appointment of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee must be appointed by the Board of Directors. It consists of not less than 3 directors, of which more than half of the total number of directors should be independent directors. And Chairman of the Nomination and Remuneration Committee Should be an independent director for transparency and true independence in the performance of duties. The director should not be an executive (Non-executive director) is in the Nomination and Remuneration Committee. The Nomination and Remuneration Committee can appoint 1 employee of the Company to act as the secretary of the Nomination and Remuneration Committee. The Nomination and Remuneration Committee must have additional qualifications as follows:

1. The Chairman of the Board of Directors should not be the chairman or a member of the Nomination and Remuneration Committee so that the duties of the Nomination and Remuneration Committee are truly independent.

2. Have Knowledge, ability, honesty and ethics in business operations. Has a vision to monitor changes related to compensation and recruitment of directors and senior management internationally. to improve the recruiting policy and determine the Company's remuneration.
3. Have maturity and stability and dare to express different opinions and be independent.
4. Able to devote enough time to perform duties to ensure the success of the Nomination and Remuneration Committee according to the objectives.
5. Be independent and impartial in the selection and selection of persons who deserve to be nominated for the position of the Company's director in replacement of the Company's director who has retired. or other cases.

Composition and Appointment of the Risk Management Committee

The Risk Management Committee must be appointed by the Board of Directors, which consists of the Company's directors and/or executives of not less than 3 persons, with at least 1 independent director. The Chairman of the Risk Management Committee must also be appointed by the Board of Directors and can also appoint a Secretary of the Risk Management Committee to assist in the operation. And coordinate with the Risk Management Committee for meeting appointments to prepare meeting agendas deliver meeting documents and record the meeting as well as perform any other duties as assigned by the Chairman of the Risk Management Committee. The Risk Management Committee must have additional qualifications as follows:

1. Have knowledge of risk management and have good organizational management skills.
2. A person who is trusted and generally accepted.
3. Knowledge and understanding of business products and services of the Company as well.
4. Have a good understanding of management principles. Have judgment and decision-making skills can analyze problems and give suggestions appropriately.
5. Be creative able to express opinions and listen to the opinions of others.
6. Able to dedicate time to work as the risk management committee of the Company enough.

Composition and Appointment of the Corporate Governance and Sustainable Development Committee

The Corporate Governance and Sustainable Development Committee must be appointed by the Board of Directors, which consists of the Company's directors and/or executives of not less than 3 persons, with at least 1 independent director. The Chairman of the Corporate Governance and Sustainable Development Committee must also be appointed by the Board of Directors and can also appoint a Secretary of the Corporate Governance and Sustainable Development Committee to assist in the operation. And coordinate with the Corporate Governance and Sustainable Development Committee for meeting appointments to prepare

meeting agendas deliver meeting documents and record the meeting as well as perform any other duties as assigned by the Chairman of the Corporate Governance and Sustainable Development Committee. The Corporate Governance and Sustainable Development Committee must have additional qualifications as follows:

1. Have knowledge of good corporate governance and sustainability management and have good organizational management skills.
2. A person who is trusted and generally accepted.
3. Knowledge and understanding of business products and services of the Company as well.
4. Have a good understanding of management principles. Have judgment and decision-making skills can analyze problems and give suggestions appropriately.
5. Be creative able to express opinions and listen to the opinions of others.
6. Able to dedicate time to work as the risk management committee of the Company enough.

Meeting Attendance and Remuneration of Individual Committees

Board of Directors Meeting

In 2025, the Company held 5 Board of Directors' meetings with details of meeting attendance of each director as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
1. Mr. Pakorn Malakul Na Ayudhya	Chairman of the Board of Directors/ Independent Director	5/5
2. Mr. Printhorn Apithanasriwong	Chairman of the Board of Executive Directors	5/5
3. Gen. Montee Sungkasap	Chairman of the Audit Committee/ Chairman of the Nomination and Remuneration Committee/ Independent Directors	5/5
4. Mr. Ek Picharnchitra	Vice Chairman of the Executive Board of Directors	5/5
5. Mr. Kajhitphome Sudsok	Chairman of the Risk Management Committee/ Audit Committee/ Nomination and Remuneration Committee/ Corporate Governance and Sustainable Development Committee/ Independent Directors	5/5
6. Mr. Rong Hirunpanich	Audit Committee/ Risk Management Committee/ Corporate Governance and Sustainable Development Committee/ Independent Directors	5/5
7. Mr. Chairit Simaraj	Chairman of the Corporate Governance and Sustainable Development Committee/ Independent Directors	5/5
8. Mr. Sompote Valyasevi	Chief Executive Officer/ Executive Board of Directors/ Risk Management Committee/ Nomination and Remuneration Committee/ Corporate Governance and Sustainable Development Committee	5/5
9. Mr. Somchai Wongrassamee	Chief Financial Officer/ Executive Board of Directors / Risk Management Committee/ Corporate Governance and Sustainable Development Committee/ Company Secretary	5/5

Audit Committee Meeting

In 2025, the Company held 7 Audit Committee meetings with details of attendance of each director as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
1. Gen. Montee Sungkasap	Chairman of the Audit Committee	7/7
2. Mr. Kajhitphome Sudsok	Audit Committee	7/7
3. Mr. Rong Hirunpanich	Audit Committee	7/7

Nomination and Remuneration Committee Meeting

In 2025, the Company has held 2 meetings of the Nomination and Remuneration Committee, details of the meeting attendance of each director are as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
1. Gen. Montee Sungkasap	Chairman of the Nomination and Remuneration Committee	2/2
2. Mr. Kajhitphome Sudsok	Nomination and Remuneration Committee	2/2
3. Mr. Sompote Valyasevi	Nomination and Remuneration Committee	2/2

Risk Management Committee Meeting

In 2025, the Company held 3 meetings of the Risk Management Committee, with details of meeting attendance of each director as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
1. Mr. Kajhitphome Sudsok	Chairman of the Risk Management Committee	3/3
2. Mr. Rong Hirunpanich	Risk Management Committee	3/3
3. Mr. Sompote Valyasevi	Risk Management Committee	3/3
4. Mr. Somchai Wongrassamee	Risk Management Committee	3/3
5. Mr. Pichetpong Sritapan**	Risk Management Committee	2/2
6. Ms. Natpaphas Yingsiriumnuay**	Risk Management Committee	2/2
7. Mr. Chirdpong Malatham**	Risk Management Committee	2/2
8. Niraphan Limwanitrat*	Risk Management Committee	1/1

Note: (*) The director was approved for appointment at the first Board of Directors meeting on February 26, 2025.

(**) The director was approved for a reduction in the board position at the third Board of Directors meeting on August 13, 2025.

Corporate Governance and Sustainable Development Committee Meeting

In 2025, the Company held 3 meetings of the Corporate Governance and Sustainable Development Committee, with details of meeting attendance of each director as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
1. Mr. Chairit Simaroj	Chairman of the Corporate Governance and Sustainable Development Committee	3/3
2. Mr. Kajhitphome Sudsok	Corporate Governance and Sustainable Development Committee	3/3
3. Mr. Rong Hirunpanich	Corporate Governance and Sustainable Development Committee	3/3
4. Mr. Sompote Valyasevi	Corporate Governance and Sustainable Development Committee	3/3
5. Mr. Somchai Wongrassamee	Corporate Governance and Sustainable Development Committee	3/3
6. Mr. Pichetpong Sritapan*	Corporate Governance and Sustainable Development Committee	2/2
7. Mr. Niraphan Limwanitrat*	Corporate Governance and Sustainable Development Committee	2/2
8. Mr. Nopphadon Khanacharoen*	Corporate Governance and Sustainable Development Committee	2/2

Note (*) The Committee was appointed following approval during the 3th Board of Directors meeting on August 13, 2024.

Directors and Executives Remuneration

Board of Directors' remuneration

In 2025, the Company has paid remuneration to the Board of Directors in the amount of 5,850,000 Baht, consisting of meeting allowances, monthly remuneration for the chairman and director's gratuity. The remuneration that each director receives is as follows:

Name	Position	2025	2024
1. Mr. Pakorn Malakul Na Ayudhya	Chairman of the Board of Directors/ Independent Directors	1,310,000	1,370,000
2. Mr. Printhorn Apithanasriwong	Chairman of the Board of Executive Directors	385,000	455,000
3. Gen. Montee Sungkasap	Chairman of the Audit Committee/ Chairman of the Nomination and Remuneration Committee/ Independent Directors	1,290,000	1,420,000
4. Mr. Ek Picharnchitra	Vice Chairman of the Executive Board of Directors	370,000	535,000
5. Mr. Kajhitphome Sudsok	Chairman of the Risk Management Committee / Audit Committee/ Nomination and Remuneration Committee/ Corporate Governance and Sustainable Development Committee/ Independent Directors	1,025,000	1,125,000
6. Mr. Rong Hirunpanich	Audit Committee/ Risk Management Committee/ Corporate Governance and Sustainable Development Committee/ Independent Directors	820,000	890,000
7. Mr. Chairit Simaraj	Chairman of the Corporate Governance and Sustainable Development Committee/ Independent Directors	650,000	820,000
Total		5,850,000	6,615,000

The 2025 Annual General Meeting of Shareholders held on April 24, 2025 resolved to determine the directors' remuneration for the year 2025 as follows:

Position	Meeting Allowance (THB/ Person/ Time)	Monthly Remuneration (THB)	Reward
Chairman of the Board of Directors	30,000	30,000	The Board of Directors considers allocating the directors as appropriate in the amount not exceeding Baht 3.9 million.
Board of Directors	25,000	-	
Chairman of the Executive Board of Directors	20,000	-	
Vice Chairman of the Executive Board of Directors	15,000	-	
Chairman of the Audit Committee	25,000	20,000	
Audit Committee	20,000	-	
Chairman of the Nomination and Remuneration Committee	15,000	-	
Nomination and Remuneration Committee	10,000	-	
Chairman of the Risk Management Committee	20,000	-	
Risk Management Committee	15,000	-	
Chairman of the Corporate Governance and Sustainable Development Committee	15,000	-	
Corporate Governance and Sustainable Development Committee	10,000	-	

Executive Compensation

In 2025, the Company paid remuneration to management in the amount of Baht 53.6 million. Such compensation includes salary, bonus, contributions to the provident fund.

Year	Number of Executives (persons)	Compensation (THB)
2022	9	32,916,495
2023	9	42,197,311
2024	9	53,557,986
2025	9	55,559,836.-

Remuneration Policy and Methods

Board of Directors determines remuneration policy for directors and executives such as Chief Executive Officer, Chief Accounting and Finance Officer, Chief Operating Officer. Directors' remuneration must be presented to shareholders' meeting for approval.

Board of Directors will receive a remuneration as meeting allowance based on number of meetings attended. and gratuity which must not exceed the limit approved by shareholders' meeting. And the chairman of audit committee will receive additional remuneration as monthly remuneration. In determining the director's remuneration, consideration is given to duties, responsibilities, and performance of duties of the directors that benefit the Company. Directors who are assigned more responsibilities will receive additional compensation that is appropriate for their duties and responsibilities.

In terms of Executive Compensation, Board of Directors to consider and approve the remuneration of senior management 3 positions comprising Chief Executive Officer, Chief Accounting and Finance Officer and Chief Operation Officer which considers duties and responsibilities and performance according to set goals including overall performance of Company Such compensation must be comparable to companies operating in same industry. Level sufficient to retain executives who meet the qualifications required by Company, as well as incentivize them to perform quality work and good standards.

Corporate Governance and Management Policies

The company has established policies for the governance and management of subsidiaries and joint ventures to ensure that they operate in strict accordance with the defined policies, with transparency and accountability. Directors or executives with the appropriate qualifications and experience relevant to the business operations are appointed as representatives to manage the affairs of the subsidiaries and joint ventures in proportion to the shareholding in each company. These representatives are responsible for setting key policies and overseeing the operations of these subsidiaries and/or joint ventures.

The appointed directors must ensure that the subsidiaries and/or joint ventures operate according to the company's policies and make decisions in line with the resolutions passed by the board of directors and/or shareholders' meetings on significant matters. This is done to maximize benefits and achieve sustainable growth for the company. Moreover, the appointment of representatives as directors in each subsidiary and/or joint venture must be reviewed and approved by the company's Board of Directors, considering the appropriateness for each company.

Internal Information Use Control

1. **Confidentiality:** Directors, executives, employees, and workers of the company are prohibited from disclosing or using the company's confidential or internal information for personal gain or to benefit others, whether directly or indirectly, and regardless of whether compensation is received.

2. **Insider Trading:** Directors, executives, employees, and workers of the company, including their spouses, cohabiting partners, minor children, and related legal entities, are prohibited from using internal company information (which may affect the company's stock price and is not yet publicly disclosed) to buy, sell, offer to buy, offer to sell, or encourage others to engage in such activities involving the company's securities. Any violation will result in disciplinary actions in accordance with the company's regulations.

3. **Reporting Ownership:** The company has informed the executives of their obligation to report their securities holdings, as well as those of their spouses, cohabiting partners, and minor children, including related legal entities, to the Securities and Exchange Commission (SEC) in compliance with Section 59 of the Securities and Exchange Act (Amendment No. 5) B.E. 2559 (2016).

4. **Trading Restrictions:** The company prohibits directors, executives, and their related parties (spouses, cohabiting partners, and minor children) from trading the company's securities

during the one-month period prior to the public disclosure of financial statements. Additionally, trading is prohibited until at least 24 hours after the information has been publicly disclosed. The company ensures that all directors, executives, employees, and workers are made aware of and comply with these requirements.

Monitoring Compliance with Corporate Governance Policies

The company places great importance on good corporate governance and has set out policies and practices in its corporate governance framework and business ethics code. This has been implemented to build trust among all stakeholders. In the past year, the company has monitored and ensured compliance with good corporate governance practices in various areas including:

1. Employee welfare and non-discrimination
2. Prevention of unfair competition
3. Environmental, health, and safety management
4. Information security

The monitoring results confirm that the company has adhered to these practices. Additionally, the company has focused on the following 4 issues:

1. **Prevention of Conflicts of Interest:** The company has mandated that the Board, executives, and employees act in the best interest of the company. If any individual has an interest in or is involved in any matter under consideration, they must disclose this to the CEO, directors, and the company secretary and refrain from participating in the decision-making process. In 2024, no cases of conflict of interest were found.

2. **Insider Trading Prevention:** The company has reminded directors and executives of their duty to report changes in their securities holdings to the SEC under the Securities and Exchange Act, Section 59. The company also enforces restrictions on disclosing internal financial information or other sensitive data that may affect stock prices, to prevent misuse for trading before the information is publicly disclosed. In 2023, no cases of inappropriate disclosure of financial information or insider trading were found.

3. **Anti-Corruption Measures:** The company has implemented an anti-corruption policy, outlining guidelines for giving and receiving gifts or other benefits and measures to prevent and combat corruption. This has been communicated to the board, executives, employees, business

partners, agents, and the public. The company also publishes the anti-corruption policy on its website and ensures that all employees are trained on the subject. A whistleblowing channel is in place for employees and stakeholders to report corruption anonymously.

4. **Whistleblowing Mechanism:** The company has established mechanisms for receiving and handling reports of illegal activities, regulatory violations, or unethical conduct that could indicate corruption. There are three channels for reporting:

- Suggestion/Complaint Boxes located at key points within the company.
- Direct reports to trusted supervisors, Human Resources Director, Company Secretary, Audit Committee, or through the official email: **auditcom@starflex.co.th**.
- Mail: Reports can be sent directly to the Audit Committee at the following address:
Starflex Public Company Limited,
189/48-9 Moo 3, Theparak Rd., Bang Preang Sub-district, Bang Bua District, Samut Prakan
Province 10560.

The company ensures that all whistleblowers are protected by appropriate measures and that all reports are taken seriously and acted upon accordingly.

Internal Control and Related Parties Transaction

Internal Control

Opinions of the Board of Directors on the company's internal control system

The company has given precedence to internal control systems for management and operational levels to prevent damage that may occur to the company. In the Audit Committee's meeting no. 3/2025 on May 15, 2025, the Audit Committee reviewed the assessment of the adequacy of the company's internal control system for the year 2025 and was of the opinion that the internal control system is appropriate and sufficient for business operations. Also, in the board of directors' meeting no. 2/2025 on May 14, 2025, which all 3 members of the Audit Committee also attended, the board of directors considered and acknowledged the results of the assessment of the adequacy of the company's internal control system and the board of directors' opinion can be summarized that as the assessment of the company's internal control system in various aspects, 5 elements, according to the framework of internal control practices of COSO (The Committee of Sponsoring Organization of the Tread way Commission), consisting of:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information & Communication
5. Monitoring Activities

The board of directors was of the opinion that the company has an internal control system that is sufficient and appropriate. The company has provided sufficient personnel to effectively implement its internal control system and enable the company's business operations to be effective in accordance with the principles of good corporate governance and transparency. Additionally, the company also has a system to monitor the operations of the company to be in line with the goals, objectives, laws, and relevant requirements to ensure that the company's assets can be protected from being used by directors or executives improperly or without authority, including having an adequate supervisory system for transactions with persons who may have conflicts or connected persons.

Actions on the company's internal control system

In this regard, the company has an Audit Committee to review for ensuring that the company has an appropriate internal control and internal audit system that is efficient and effective, including reviewing the operations of the company to comply with the law on securities and stock exchange, regulations of the Stock Exchange of Thailand, and laws related to the Company's business operations. The Audit Committee will hold a meeting at least every quarter to consider and proceed with accurate

financial reports and complete and adequate disclosure of information, including consideration of related parties' transactions or transactions that may have conflicts of interest to comply with the law and the requirements of the Capital Market Supervisory Board and Stock Exchange of Thailand. In the meeting, auditors will be attended to make notes for the audit of the company's accounts.

In 2025, The internal audit department has carried out its audits in accordance with the annual audit plan, which has been reviewed and approved by the Audit Committee and the company has continually developed an internal control system, including work systems and control measures for various important work processes since the previous years in order to strengthen the internal control system to be more efficient, sufficient, and suitable for the changing environment.

An opinion on the internal control system of the internal auditor

The internal auditors have inspected and followed up on various aspects of the company's management systems and they have provided suggestions for the company improving in order to increase checks and balances for all operations, which will continuously improve the quality of the internal control system to ensure that the company completely complies with the rules and regulations of the relevant laws and that will result in the company having a good corporate governance system. The internal auditor reported audit results and monitoring results of various management systems to the Audit Committee for acknowledgment.

Head of the internal audit of the company

The company established the Internal Audit Department on January 1, 2020. The Internal Audit Department is an independent unit for reporting directly to the Audit Committee. At present,

Ms. Nongnaphas Toocharoen is the company's internal audit deputy manager. She has 16 years of experience in internal auditing and has an understanding of the activities and operations of the company. The Audit Committee, therefore, has considered that Ms. Nonnaphat Tucharoen is qualified to perform such duties appropriately and adequately, and has hired P&L Corporation Company Limited to audit the company's internal control system in 2025. The internal auditor has provided a report on the evaluation and auditing of the company's internal control system and has reported directly to the Audit Committee on a quarterly basis. The company has always made improvements to the operational systems in various departments to be in line with the suggestions of the internal auditor. In this regard, the consideration and approval for the appointment, removal, and transfer of the person in charge of the company's internal audit unit must be passed or approved by the Audit Committee. The company has disclosed the history and information of the person holding the position of head of the internal audit of the company and internal auditors hired from outside as per Appendix 3: Details of Internal Audit Head.

Related transaction

Policies and procedures for related-party transaction approval

In the event that there is a related transaction of the Company With a person who may have a conflict of interest, which is a transaction that is a commercial agreement in the same way that a sensible person would do with a normal counterparty in the same situation. With the bargaining power without influence of being a director, executive or related person, the Company can operate normally under the principles that the Board of Directors has considered, approved and prepared a summary report to report to the Board. The Audit Committee and the Board of Directors are informed every quarter.

Policy and procedures for approving related transactions that are not normal commercial transactions The Company will provide an opinion by the Audit Committee on the necessity and appropriateness of the transaction. In the event that the Audit Committee does not have expertise in considering related transactions that may occur, the Company will consider a person with special expertise, such as a property appraiser, auditor, law firm, etc., to give an opinion on the matter. Such connected transactions to the Audit Committee for the Audit Committee to use in making decisions and giving opinions to the Board of Directors or shareholders, as the case may be, to approve such transactions before entering into the transaction.

Addition, the Company has set measures to prevent executives or stakeholders from participating in approving transactions that they have direct and indirect interests, and the Board of Directors ensures that the Company comply with the law on securities and exchange and regulations, notifications, orders or requirements of the Capital Market Supervisory Board and the Stock Exchange of Thailand. Including compliance with the disclosure requirements of connected transactions and the acquisition or disposition of important assets of the Company as well as complying with the accounting standards prescribed by the Federation of Accounting Professions and the Certified Public Accountant of Thailand. And will disclose the connected transactions in the notes to the financial statements that have been audited or reviewed by the Company's auditors.

Policy and trend of future related party transactions

In the future, the Company may perform related transactions. The related transactions will follow in order to support the Company's business operations. as well as for the benefit of the Company such as guarantees made by major shareholders and/or directors. Such guarantees are in accordance with the conditions stipulated by commercial banks and/or financial institutions. The major shareholders and/or directors do not charge any guarantee fees for such loans from the Company. The Audit Committee will review the compliance with the rules and give opinions on the reasonableness of the transactions every quarter.

However, if the Company is required to do related transactions with entities whom may have a conflict in the future. The Company will establish various criteria in accordance with normal trading and a market price that can be referenced and compared to the same type of transaction that the Company does with third parties. For related transactions are not in normal business that may occur in the future, the Company will arrange an audit committee to review the compliance with the rules and give reasons for doing such transactions before the Company will enter into that transaction. It will proceed according to the measures and procedures for approval of related transactions as stated above. However, in order to avoid future conflicts of interest, the Board of Directors must follow the Securities and Exchange Act, the regulations of the Capital Market Committee and the Stock Exchange of Thailand, as well as the requirements for disclosure of related transactions and the acquisition or disposition of the Company's assets, as well as accounting standards established by the Federation of Accountants.

Details of Related transactions

Related transactions of the Company with a person who may have conflicts in the ending period as at 31 December 2024 and 2025 are summarized as follows:

A person who may have conflict of interest	Relationship	Transaction Type	Transaction Amount (THB million)		Necessity and Reasonableness of the Transaction	Attend the meeting to consider	
			2024	2025		Audit Committee	Board of Directors
PS Plus Consulting Company limited	Asubsidiary which has a registered capital of Baht 20 million, with SFLEX holding 199,970 shares, representing 99.99 percent of the shares sold.	1. Rental income 2. Service income 3. Purchase Raw materials	0.15 0.12 2.72	0.15 0.12 0.08	<p>There is a building lease agreement at 188/1 Moo 3 Soi Bang Phliang Phatthana Project. Kheha-Ladwai Road, Bang Phriang Subdistrict, Bang Bo District, Samut Prakan Province Usable area of 132 square meters, amounting to 12,540 Baht/month and contract service of 10,000 Baht/month, effective from January 1, 2025 - December 31, 2025.</p> <p><u>The Audit Committee</u> has considered and is of the opinion that the transaction processed in the normal business, Buying raw materials is which is a mutually agreed upon price with comparison with the market price which has the same trading conditions as other distributors of the company, which will be brought to the Board of Directors for further consideration.</p>	Audit Committee Meeting No. 2/2025, 25 Feb. 2025	Board of Directors Meeting No. 1/2025, 26 Feb. 2025

A person who may have conflict of interest	Relationship	Transaction Type	Transaction Amount (THB million)		Necessity and Reasonableness of the Transaction	Attend the meeting to consider	
			2024	2025		Audit Committee	Board of Directors
Star Union Packaging Company Limited	A joint company with a registered capital of 250 million baht, SFLEX holds 124,999,700 shares, accounting for 49.99 percent of the shares sold.	1. Purchase Mold	None	None	The company will use the same pricing criteria and commercial terms as it applies with its general counterparties. There must be fair and reasonable terms and conditions that result in maximum benefits for the company. <u>The Audit Committee</u> has considered and is of the opinion that the transaction processed in the normal business, which will be brought to the Board of Directors for further consideration.	Audit Committee Meeting No. 2/2025, 25 Feb. 2025	Board of Directors Meeting No. 1/2025, 26 Feb. 2025
		2. Loan	17.00 (17.00)	None -			
		3. Interest on loans	0.44	None			
		4. Raw Material Sales	None	3.38			
		5. Outsourcing production	None	0.66			
		6. Purchase goods	None	5.56			

A person who may have conflict of interest	Relationship	Transaction Type	Transaction Amount (THB million)		Necessity and Reasonableness of the Transaction	Attend the meeting to consider	
			2024	2025		Audit Committee	Board of Directors

Report of the Board of Directors' Responsibilities for the Financial Statements

The Board of Directors gives priority to discharging its supervisory duties and responsibilities in accordance with the Company's Good Corporate Governance Policy. Financial reports and information disclosed in the 2024 Annual Report contain accurate, complete, adequate details, and are prepared in compliance with the generally – accepted accounting Standards using appropriate accounting policies that are consistently applied based on prudent consideration. The Board has assigned the Audit Committee to review the Company's latest financial statements. Said financial reports have been reported to be carefully prepared in accordance with the generally-accepted accounting principles using appropriate accounting policies, and been assessed for their appropriateness of overall items presented in the statements, with adequate information disclosed in the notes to the financial statements. The Audit Committee's opinions regarding such matters are stated in the Company's Annual Report and also the Annual Registration Statement for the year 2025.

Additionally, the Board has set up an efficient and affection internal control system to ensure complete and accurate recording of accounting transactions, as well as an asset control system to prevent frauds or material damages.

In summary, the Board is of an opinion that the Company's overall internal control systems are at a satisfactory level to establish reasonable confidence in the reliability of the Company's financial statements of 31 December 2025. The external auditor has audited the aforementioned statements according to the generally – accepted auditing standards and viewed that the financial statements present fairly, in all material respects, the financial position and financial performance in accordance with generally-accepted accounting principles.



Mr. Pakorn Malakul Na Ayudhya

Chairman of the Board of Director

Part 3 Financial Statements

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

Independent Auditor's Report

To the Shareholders of Starflex Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Starflex Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Starflex 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 Starflex Public Company Limited and its subsidiaries and of Starflex Public Company Limited as at 31 December 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

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

Key Audit Matters

Key audit matter is a matter that, in my professional judgement, was of most significance in my audit of the financial statements of the current period. This matter was 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 this matter.

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

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

Revenue recognition

Revenue from sales is considered a significant account, as it is material, representing 99 percent of total revenue in the consolidated financial statements and directly impacting the Group's performance. The Group's sales transactions are made to order for customers with a variety of arrangements and conditions. Therefore, I have determined that revenue recognition is a key audit matter, with a focus on the amount and timing of the revenue recognition of the Group.

I examined the Group's revenue recognition by assessing and testing its key internal controls with respect to the revenue recognition by making enquiries of responsible executives, gaining an understanding of the controls and selecting representative samples on a sampling basis to test the operation of the designed controls. In addition, I expanded the scope of the testing of the internal controls in response to the above risks. On a sampling basis, I also examined supporting documents for actual sales transactions occurring during the year and near the end of the accounting period. I sent confirmation request letters to verify the balances of accounts receivables as at the end of the year and reviewed credit notes issued by the Group after the period-end date to ensure no early revenue recognition occurred. Moreover, I performed analytical procedures on disaggregated data to detect possible irregularities in sales transactions throughout the period, particularly for accounting entries made through journal vouchers.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the 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 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.

Siriwan Suratepin
Certified Public Accountant (Thailand) No. 4604

EY Office Limited
Bangkok: 25 February 2026

Starflex Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2025

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalents	7	93,748,099	62,076,964	72,214,773	44,229,292
Trade and other current receivables	8	375,640,684	316,144,283	375,650,645	315,470,444
Inventories	9	307,090,976	398,493,504	304,854,338	396,239,849
Other current financial assets		10,900	627,376	10,900	627,376
Other current assets		83,454,246	39,646,545	83,453,811	39,645,937
Total current assets		859,944,905	816,988,672	836,184,467	796,212,898
Non-current assets					
Restricted bank deposits	10	32,536,416	12,474,590	32,536,416	12,474,590
Investments in subsidiaries	11	-	-	371,347,782	371,347,782
Investment in joint venture	12	113,530,889	124,272,377	124,999,700	124,999,700
Investment in associate company	13	382,719,856	367,601,231	-	-
Property, plant and equipment	14	823,460,747	831,406,641	823,460,745	831,406,639
Right-of-use assets	15	11,610,268	19,898,376	11,610,268	19,898,376
Intangible assets	16	9,022,861	8,447,593	9,022,860	8,447,592
Deferred tax assets	26	9,091,806	24,519	9,091,806	4,932,409
Other non-current financial assets		3,102,607	4,985,766	3,102,607	4,985,766
Other non-current assets		345,590	554,224	345,590	554,224
Total non-current assets		1,385,421,040	1,369,665,317	1,385,517,774	1,379,047,078
Total assets		2,245,365,945	2,186,653,989	2,221,702,241	2,175,259,976

Starflex Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans	17	270,936,693	237,917,352	270,936,693	237,917,352
Trade and other current payables	18	351,906,976	305,772,396	351,517,308	305,480,836
Derivative liabilities	35	97,892	-	97,892	-
Current portion of long-term loans from financial institutions	19	94,199,273	86,526,262	94,199,273	86,526,262
Current portion of lease liabilities	15	5,496,358	7,538,171	5,496,358	7,538,171
Total current liabilities		722,637,192	637,754,181	722,247,524	637,462,621
Non-current liabilities					
Long-term loans from financial institutions - net of current portion	19	285,489,901	341,492,956	285,489,901	341,492,956
Lease liabilities - net of current portion	15	4,792,371	10,286,730	4,792,371	10,286,730
Non-current provision for employee benefits	20	74,771,122	56,756,347	74,771,122	56,756,347
Total non-current liabilities		365,053,394	408,536,033	365,053,394	408,536,033
Total liabilities		1,087,690,586	1,046,290,214	1,087,300,918	1,045,998,654

Starflex 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 (continued)					
Shareholders' equity					
Share capital					
Registered	21				
922,505,072 ordinary shares of Baht 0.5 each (2024: 1,004,500,000 ordinary shares of Baht 0.5 each)		461,252,536	502,250,000	461,252,536	502,250,000
Issued and fully paid-up					
820,005,072 ordinary shares of Baht 0.5 each		410,002,536	410,002,536	410,002,536	410,002,536
Share premium		303,008,449	303,008,449	303,008,449	303,008,449
Treasury stocks	22	(226,986,323)	(150,017,349)	(226,986,323)	(150,017,349)
Retained earnings					
Appropriated - statutory reserve	23	46,125,224	46,125,224	46,125,224	46,125,224
Reserve for treasury stocks		226,986,323	150,017,349	226,986,323	150,017,349
Unappropriated		412,961,804	399,599,697	375,265,114	370,125,113
Other components of shareholders' equity		(14,422,654)	(18,372,131)	-	-
Total shareholders' equity		1,157,675,359	1,140,363,775	1,134,401,323	1,129,261,322
Total liabilities and shareholders' equity		2,245,365,945	2,186,653,989	2,221,702,241	2,175,259,976

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

Starflex Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2025

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Profit or loss:					
Revenues					
Sales	27	1,962,866,490	1,869,065,031	1,962,786,105	1,860,205,881
Gain on exchange		296,535	3,046,967	288,110	3,046,967
Other income		22,160,109	26,683,490	22,338,134	26,893,160
Total revenues		1,985,323,134	1,898,795,488	1,985,412,349	1,890,146,008
Expenses	24				
Cost of sales		1,489,327,785	1,407,709,491	1,489,274,075	1,399,546,616
Selling and distribution expenses		44,354,300	44,809,216	44,351,420	44,641,561
Administrative expenses		189,425,699	150,359,495	188,655,235	149,656,776
Total expenses		1,723,107,784	1,602,878,202	1,722,280,730	1,593,844,953
Operating profit		262,215,350	295,917,286	263,131,619	296,301,055
Share of net profit and loss from investments in joint venture and associate		9,151,831	23,721,128	-	-
Finance cost	25	(30,810,607)	(35,007,731)	(30,797,151)	(35,006,135)
Profit before income tax expenses		240,556,574	284,630,683	232,334,468	261,294,920
Income tax (expenses) income	26	2,674,783	(3,871,656)	2,674,783	(3,871,656)
Profit for the year		243,231,357	280,759,027	235,009,251	257,423,264
Other comprehensive income:					
Other comprehensive income to be reclassified to profit or loss in subsequent periods					
Exchange differences on translation of financial statements in foreign currency – net of income tax		3,949,477	(8,736,490)	-	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods – net of income tax		3,949,477	(8,736,490)	-	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods					
Remeasurement loss on defined benefit plans		(7,423,070)	-	(7,423,070)	-
Less: Income tax effect	26	1,484,614	-	1,484,614	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods –		(5,938,456)	-	(5,938,456)	-

net of income tax					
Other comprehensive income for the year		(1,988,979)	(8,736,490)	(5,938,456)	-
Total comprehensive income for the year		241,242,378	272,022,537	229,070,795	257,423,264
Earnings per share	29				
Basic earnings per share		0.32	0.36	0.31	0.33

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

Starflex Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2025

(Unit: Baht)

Consolidated financial statements										
								Other components of equity		
								Other comprehensive income	Total other components of shareholders' equity	
	Note	Issued and fully paid-up share capital	Share premium	Treasury stocks	Appropriated - statutory reserve	Reserve for treasury stocks	Unappropriated	Exchange differences on translation of financial statements in foreign currency		Total
Balance as at 1 January 2024		410,002,536	303,008,449	(100,058,516)	41,925,785	100,058,516	255,208,046	(9,635,641)	(9,635,641)	1,000,509,175
Profit for the year		-	-	-	-	-	280,759,027	-	-	280,759,027
Other comprehensive income for the year		-	-	-	-	-	-	(8,736,490)	(8,736,490)	(8,736,490)
Total comprehensive income for the year		-	-	-	-	-	280,759,027	(8,736,490)	(8,736,490)	272,022,537
Treasury stocks	22	-	-	(49,958,833)	-	49,958,833	(49,958,833)	-	-	(49,958,833)
Dividend paid	30	-	-	-	-	-	(82,209,104)	-	-	(82,209,104)
Unappropriated retained earnings										

transferred to statutory reserve	23	-	-	-	4,199,439	-	(4,199,439)	-	-	-
Balance as at 31 December 2024		410,002,536	303,008,449	(150,017,349)	46,125,224	150,017,349	399,599,697	(18,372,131)	(18,372,131)	1,140,363,775
Balance as at 1 January 2025		410,002,536	303,008,449	(150,017,349)	46,125,224	150,017,349	399,599,697	(18,372,131)	(18,372,131)	1,140,363,775
Profit for the year		-	-	-	-	-	243,231,357	-	-	243,231,357
Other comprehensive income for the year		-	-	-	-	-	(5,938,456)	3,949,477	3,949,477	(1,988,979)
Total comprehensive income for the year		-	-	-	-	-	237,292,901	3,949,477	3,949,477	241,242,378
Treasury stocks	22	-	-	(76,968,974)	-	76,968,974	(76,968,974)	-	-	(76,968,974)
Dividend paid	30	-	-	-	-	-	(146,961,820)	-	-	(146,961,820)
Balance as at 31 December 2025		410,002,536	303,008,449	(226,986,323)	46,125,224	226,986,323	412,961,804	(14,422,654)	(14,422,654)	1,157,675,359

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

Starflex 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						
	Note	Issued and fully paid-up share capital	Share premium	Treasury stocks	Retained earnings			Total
					Appropriated - statutory reserve	Reserve for treasury stocks	Unappropriated	
Balance as at 1 January 2024		410,002,536	303,008,449	(100,058,516)	41,925,785	100,058,516	249,069,225	1,004,005,995
Profit for the year		-	-	-	-	-	257,423,264	257,423,264
Other comprehensive income for the year		-	-	-	-	-	-	-
Total comprehensive income for the year		-	-	-	-	-	257,423,264	257,423,264
Treasury stocks	22	-	-	(49,958,833)	-	49,958,833	(49,958,833)	(49,958,833)
Dividend paid	30	-	-	-	-	-	(82,209,104)	(82,209,104)
Unappropriated retained earnings								
transferred to statutory reserve	23	-	-	-	4,199,439	-	(4,199,439)	-
Balance as at 31 December 2024		410,002,536	303,008,449	(150,017,349)	46,125,224	150,017,349	370,125,113	1,129,261,322
Balance as at 1 January 2025		410,002,536	303,008,449	(150,017,349)	46,125,224	150,017,349	370,125,113	1,129,261,322
Profit for the year		-	-	-	-	-	370,125,113	235,009,251
Other comprehensive income for the year		-	-	-	-	-	(5,938,456)	(5,938,456)
Total comprehensive income for the year		-	-	-	-	-	229,070,795	229,070,795
Treasury stocks	22	-	-	(76,968,974)	-	76,968,974	(76,968,974)	(76,968,974)
Dividend paid	30	-	-	-	-	-	(146,961,820)	(146,961,820)
Balance as at 31 December 2025		410,002,536	303,008,449	(226,986,323)	46,125,224	226,986,323	375,265,114	1,134,401,323

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

Starflex Public Company Limited and its subsidiaries

Cash flow statement

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit before tax	240,556,574	284,630,683	232,334,468	261,294,920
Adjustments to reconcile profit before tax to				
net cash provided by (paid from) operating activities				
Depreciation and amortisation	70,730,755	66,283,724	70,730,755	66,277,557
Allowance for expected credit losses (reversal)	2,271,798	(5,341,915)	2,271,798	(5,341,915)
Allowance for reduction of inventory to				
net realisable value (reversal)	4,110,173	(9,977,332)	4,110,173	(9,977,332)
Gain on disposal/write-off of equipment	(896,340)	(1,289,045)	(896,340)	(1,289,045)
Share of net profit from investments in joint venture and associate	(9,151,831)	(23,721,128)	-	-
Non-current provision for employee benefits	14,159,609	11,564,081	14,159,609	11,564,081
Unrealised loss (gain) on exchange	206,937	(708,226)	206,937	(708,226)
Finance income	(447,805)	(624,508)	(404,251)	(563,697)
Finance cost	30,797,150	35,006,135	30,797,150	35,006,135
Profit from operating activities before				
changes in operating assets and liabilities	352,337,020	355,822,469	353,310,299	356,262,478
Operating assets (increase) decrease				
Trade and other current receivables	(61,768,867)	(2,702,926)	(62,452,667)	(6,390,665)
Inventories	87,292,355	(62,546,224)	87,275,338	(68,724,333)
Other current financial assets	503,020	(985,908)	503,020	(985,908)
Other current assets	(43,807,701)	(12,447,036)	(43,807,874)	(12,454,451)
Operating liabilities increase (decrease)				
Trade and other current payables	45,773,982	(17,092,611)	45,675,875	(8,251,829)
Cash flows from operating activities	380,329,809	260,047,764	380,503,991	259,455,292
Cash received from interest income	447,805	625,805	404,251	564,994
Cash paid for long-term employee benefits	(3,567,904)	(1,264,054)	(3,567,904)	(1,264,054)
Cash paid for interest expenses	(26,574,661)	(28,886,219)	(26,574,661)	(28,886,220)
Cash paid for income tax	-	(14,967,945)	-	(14,408,896)
Net cash flows from operating activities	350,635,049	215,555,351	350,765,677	215,461,116

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

Starflex Public Company Limited and its subsidiaries

Cash flow statement (continued)

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from investing activities				
Increase in restricted bank deposits	(20,061,826)	(62,024)	(20,061,826)	(62,024)
Cash received from short-term loan to related party	-	17,000,000	-	17,000,000
Cash paid for short-term loan to related party	-	(17,000,000)	-	(17,000,000)
Increase in investments in subsidiary	-	-	-	(184,756)
Increase in investment in joint venture	-	(62,250,000)	-	(62,250,000)
Cash received from the return of investment in associate	4,218,796	1,357,307	-	-
Acquisition of equipment	(53,883,792)	(107,690,120)	(53,883,792)	(107,690,120)
Proceeds from disposals of equipment	1,004,131	13,459,344	1,004,131	13,459,344
Acquisition of intangible assets	(829,292)	(5,199,100)	(829,292)	(5,199,098)
Decreased in other non-current financial assets	1,883,159	-	1,883,159	-
Decrease in other non-current assets	208,634	32,934,225	208,634	32,934,225
Net cash used in investing activities	(67,460,190)	(127,450,368)	(71,678,986)	(128,992,429)
Cash flows from financing activities				
Cash received from short-term loans	1,310,252,167	1,468,450,936	1,310,252,167	1,468,450,936
Repayment of short-term loans	(1,277,232,826)	(1,613,252,748)	(1,277,232,826)	(1,613,252,748)
Cash paid for lease liabilities	(7,536,172)	(13,542,293)	(7,536,172)	(13,542,293)
Cash received from long-term loans	49,239,028	469,717,288	49,239,028	469,717,288
Repayment of long-term loans	(97,569,071)	(279,399,777)	(97,569,071)	(279,399,777)
Interest paid	(4,323,542)	(6,402,976)	(4,323,542)	(6,402,976)
Dividend paid	(146,961,820)	(82,209,104)	(146,961,820)	(82,209,104)
Cash paid for treasury stocks	(76,968,974)	(49,958,833)	(76,968,974)	(49,958,833)
Net cash used in financing activities	(251,101,210)	(106,597,507)	(251,101,210)	(106,597,507)
Translation adjustment	(402,514)	(212,992)	-	-
Net increase (decrease) in cash and cash equivalents	31,671,135	(18,705,516)	27,985,481	(20,128,820)
Cash and cash equivalents at beginning of year	62,076,964	80,782,480	44,229,292	64,358,112
Cash and cash equivalents at end of year (Note 7)	93,748,099	62,076,964	72,214,773	44,229,292
Supplemental cash flows information				
Non-cash transactions from investing activities				
Accounts payable from purchasing equipment	1,227,341	760,612	1,227,341	760,612
Increase in right-of-use assets	-	3,530,921	-	3,530,921
Transferred right-of-use assets to property, plant and equipment	-	10,288,054	-	10,288,054
Transferred advance payment for shares to investment in subsidiary	-	-	-	355,663,000

Starflex Public Company Limited and its subsidiaries

Notes to financial statements

For the year ended 31 December 2025

1. General information

Starflex Public Company Limited (“the Company”) was incorporated as a limited company under Thai laws and registered the transformation to a public company under the Public Limited Companies Act on 28 March 2019 and domiciled in Thailand. The Company is principally engaged in the manufacture and distribution of flexible packaging. The registered head office of the Company is at 189/48-49 Moo.3 Theparak Road, T. Bangpreang, A. Bangbor, Samutprakan.

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 Starflex Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2025	2024
			Percent	Percent
Held by the Company				
P S Plus Consulting Company Limited	Purchasing and Trading of flexible packaging	Thailand	100	100
SFLEX Investment Pte. Ltd.	Holding company	Singapore	100	100

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) The assets and liabilities in the financial statements of overseas subsidiary company are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues 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 subsidiary, joint ventures and associate 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 and interpretations 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 standards that will become effective for fiscal years beginning on or after 1 January 2026

The Federation of Accounting Professions issued a revised financial reporting standard, which is effective for fiscal years beginning on or after 1 January 2026. This financial reporting standard was aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

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

4. Accounting policies

4.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting discounts to customers.

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 first in, first out method) and net realisable value. The cost of inventories includes all production costs and attributable factory overheads.

Raw materials and supplies are valued at the lower of cost (first in, first out method) and net realisable value and are charged to production costs whenever consumed.

4.4 Investments in subsidiaries

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

4.5 Investments in joint venture and associate

Joint venture is joint arrangement whereby the Group has joint control of the arrangement and has rights to the net assets of the arrangement. The joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Associate is that company whereby the Group has significant influence, but not control or joint control, over the financial and operating policies.

The Group uses the purchase method to record the acquisition of joint venture and associate, except for business combinations under common control. Cost includes the purchase price and other costs directly attributable to the acquisition as of the acquisition date. Any difference between the cost of the investment and the entity's share of the net fair value of the investee's identifiable assets and liabilities is accounted for as follows:

- Goodwill related to an associate or a joint venture is included in the carrying amount of the investment. Goodwill is not amortised.

The consolidated financial statements of the Group include the share of profit and loss from joint venture and associate under equity method, from the date that significant influence commences until the date that significant influence ceases. Unrealized gains or losses on transactions between the Group and its joint venture and associate are eliminated to the extent of the Group's interest in the joint venture and associate unless the transactions provide evidence of impairment of the transferred assets.

The Group records share of profit or loss from joint venture and associate in proportion to the Group's equity interest in those gains and losses. Any dividends received from joint venture and associate are deducted from the book value of the investments.

When the Group's share of loss in joint venture and associate equals or exceeds its interest in the joint venture and associate, the Group does not recognize further losses, unless the Group has incurred collateral or constructive obligations or made payments on behalf of the joint venture and associate.

Upon the disposal of investments, the difference between the net disposal proceeds and the carrying amount of the investments is recorded in profit or loss.

Investments in joint venture and associate have been presented under the cost method in the separate financial statements and under the equity method in the consolidated financial statements.

4.6 Property, plant and equipment and depreciation

Land is stated at cost. Plant and equipment are stated at cost less accumulated depreciation and allowance for impairment loss (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:

Plant	- 20 and 30 years
Plant improvement	- 10 - 20 years
Machinery and equipment	- 5 - 20 years
Furniture and office equipment	- 3 - 5 years
Motor vehicles	- 5 years

Depreciation is included in determining income. No depreciation is provided on land and assets under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.7 Intangible assets and amortisation

Intangible assets acquired are recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

	<u>Useful lives</u>
Computer software	3 - 10 years

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 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.

Plant, plant improvement	-	2 - 3 years
Machinery and equipment	-	5 years
Furniture and office equipment	-	3 - 5 years
Motor vehicles	-	2 - 5 years

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

Lease liabilities

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

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

Short-term leases and leases of low-value assets

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

4.9 Related party transactions

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

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

4.10 Foreign currencies

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

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

Gains and losses on exchange are included in determining income.

4.11 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of investment in associate. 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.

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 benefit

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 benefit

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law and other employee benefit plan. 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 plan is determined by professionally qualified independent actuaries based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term benefit 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 Treasury stocks

Treasury stocks are stated at cost and presented as a deduction from shareholders' equity. If the selling price of treasury stocks is greater than the purchase price of treasury stocks, the Company recognises the difference under the caption of "premium on treasury stocks". If the selling price of treasury stocks is less than the purchase price of treasury stocks, the difference is initially deducted from premium on treasury stocks, with the remaining deducted against retained earnings.

4.15 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.

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

4.16 Financial instruments

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

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

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

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

Financial assets at FVOCI (debt instruments)

The Group measures financial assets at FVOCI if the financial asset is held to collect contractual cash flows and to sell the financial asset 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.

Interest income, foreign exchange revaluation and impairment losses or reversals are recognised in profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in other comprehensive income. Upon derecognition, the cumulative fair value change recognised in other comprehensive income is recycled to profit or loss.

Financial assets at FVTPL

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

Classification and measurement of financial liabilities

Except for derivative 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 fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

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

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 30 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

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

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

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

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.17 Derivatives

The Group uses derivatives, such as forward currency contracts to hedge its foreign currency risks.

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

Derivatives are presented as 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.

4.18 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 its assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

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

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

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

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

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

5. Significant accounting judgements and estimates

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

Leases

Determining the lease term with extension and termination options - The Company as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Company is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Company to exercise either the extension or termination option.

Estimating the incremental borrowing rate - The Company as a lessee

The Company cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Company's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Allowance for diminution in inventory value

In determining an allowance for diminution in inventory value, the management needs to make judgement in estimating loss from slow moving and deteriorated inventories including the effect from declining in net realisable value of inventories.

Allowance for impairment of non-financial assets

In determining allowance for impairment of a non-financial asset, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next 5 years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the cash-generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

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

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

6. Related party transactions

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

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements		Transfer pricing policy
	2025	2024	2025	2024	
<u>Transactions with subsidiary company</u> (eliminated from the consolidated financial statements)					
Warehouse rental income	-	-	150	150	At the contractual price
Service fees income	-	-	120	120	At the contractual price
Purchase goods	-	-	83	2,719	At a mutually agreed price
<u>Transactions with joint venture</u>					
Sales of goods	3,439	-	3,439	-	At a mutually agreed price
Revenue from manufacturing service of goods	605	-	605	-	At a mutually agreed price
Manufacturing service of goods	5,560	-	5,560	-	At a mutually agreed price
Interest income	-	436	-	436	Interest at fixed rate per annum

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 financial statements		Separate financial statements	
	2025	2024	2025	2024
<u>Trade accounts receivable - related party (Note 8)</u>				
Joint venture	909	-	909	-
Total trade accounts receivable – related party	909	-	909	-
<u>Other current receivables - related party (Note 8)</u>				
Subsidiary	-	-	23	23
Total other current receivables – related party	-	-	23	23

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade payables - related parties (Note 18)				
Subsidiaries	-	-	-	45
Joint venture	1,032	-	1,032	-
Total trade payables- related parties	1,032	-	1,032	45

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 financial statements / Separate financial statements	
	2025	2024
Short-term employee benefits	48,614	45,560
Post-employment benefits and other long-term benefits	2,633	2,221
Total	51,247	47,781

7. Cash and cash equivalents

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash	120	120	110	110
Bank deposits - saving accounts	82,960	56,580	65,973	39,912
Bank deposits - fixed deposit accounts	634	630	634	630
Bank deposits - current accounts	10,034	4,747	5,498	3,577
Total	93,748	62,077	72,215	44,229

As at 31 December 2025, bank deposits in saving and fixed deposit accounts carried interests between 0.10 - 0.70 percent per annum (2024: between 0.15 - 0.90 percent per annum).

8. Trade and other receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade accounts receivable - related party				
Aged on the basis of due dates				
Not yet due	517	-	517	-
Past due				
Up to 3 months	392	-	392	-
Total trade accounts receivable - related party	909	-	909	-
Trade accounts receivable - unrelated parties				
Aged on the basis of due dates				
Not yet due	246,344	214,177	246,344	213,480
Past due				
Up to 3 months	125,415	101,225	125,415	101,225
3 - 6 months	538	127	538	127
6 - 12 months	1,574	147	1,574	147
Over 12 months	2,735	5,633	2,735	5,633
Total trade accounts receivable - unrelated parties	376,606	321,309	376,606	320,612
Less: Allowance for expected credit losses	(2,313)	(5,186)	(2,313)	(5,186)
Trade accounts receivable - unrelated parties - net	374,293	316,123	374,293	315,426
Total trade accounts receivable - net	375,202	316,123	375,202	315,426
Other current receivables				
Other current receivables - related party (Note 6)	-	-	23	23
Other current receivables - unrelated parties	7,729	2,179	7,729	2,179
Other current receivables - the Revenue Department	13	-	-	-
Less: Allowance for expected credit losses	(7,303)	(2,158)	(7,303)	(2,158)
Other current receivables - net	439	21	449	44
Trade and other current receivables - net	375,641	316,144	375,651	315,470

The normal credit term is 30 to 100 days.

Set out below is the movement in the allowance for expected credit losses of trade receivables.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance	7,344	12,686	7,344	12,686
Allowance for expected credit losses (reversal)	2,272	(5,342)	2,272	(5,342)
Ending balance	9,616	7,344	9,616	7,344

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	85,976	153,565	(9,379)	(4,744)	76,597	148,821
Work in process	104,745	99,848	(1,441)	(498)	103,304	99,350
Raw materials	120,247	147,400	(3,251)	(4,719)	116,996	142,681
Supplies	7,501	6,206	-	-	7,501	6,206
Goods in transit	2,693	1,436	-	-	2,693	1,436
Total	321,162	408,455	(14,071)	(9,961)	307,091	398,494

(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2025	2024	2025	2024	2025	2024
Finished goods	83,739	151,311	(9,379)	(4,744)	74,360	146,567
Work in process	104,745	99,848	(1,441)	(498)	103,304	99,350
Raw materials	120,247	147,400	(3,251)	(4,719)	116,996	142,681
Supplies	7,501	6,206	-	-	7,501	6,206
Goods in transit	2,693	1,436	-	-	2,693	1,436
Total	318,925	406,201	(14,071)	(9,961)	304,854	396,240

During the current year, the Group reduced cost of inventories by Baht 4.1 million and for the Company only: Baht 4.1 million, to reflect the net realisable value, which was included in cost of sales (2024: the Group reversed the write-down of cost of inventories by Baht 10 million and for the Company by Baht 10 million to reduced the amount of inventories recognised as expenses during the year).

10. Restricted bank deposits

As at 31 December 2025, the Company pledged the fixed deposit account amount of Baht 32.5 million (2024: Baht 12.5 million) to secure its credit facilities of short-term loans and long-term loans from financial institutions as described in Note 17 and 19 to the financial statements

11. Investments in subsidiaries

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

(Unit: Thousand Baht)

Company	Paid-up capital	Shareholding percentage	Cost	
			2025	2024
		%		
P S Plus Consulting Co., Ltd.	Baht 15.5 million	100	15,500	15,500
SFLEX Investment Pte. Ltd.	SGD 13.4 million	100	355,848	355,848
Total			371,348	371,348

12. Investments in joint venture

12.1 Details of investments in joint venture:

(Unit: Thousand Baht)

Joint venture	Nature of business	Consolidated financial statements					
		Shareholding percentage		Cost		Carrying amounts based on equity method	
		2025	2024	2025	2024	2025	2024
		(%)	(%)				
Star Union Packaging Co., Ltd.	Manufacture and distribution of flexible packaging	50	50	125,000	125,000	113,531	124,272
				125,000	125,000	113,531	124,272

(Unit: Thousand Baht)

			Separate financial statements			
Joint venture	Paid-up capital		Shareholding percentage		Carrying amounts based on cost method	
	2025	2024	2025	2024	2025	2024
	Million Baht	Million Baht	(%)	(%)		
Star Union Packaging Co., Ltd.	250	250	50	50	125,000	125,000

12.2 Share of comprehensive income

During the years, the Company recognised its share of comprehensive income from investment in the joint venture in the consolidated financial statements as follows:

(Unit: Thousand Baht)

	Consolidated financial statements	
Joint venture	Share of loss from investment in joint venture	
	2025	2024
Star Union Packaging Co., Ltd.	10,645	725

12.3 Summarised financial information about joint venture

Summarised information about financial position as at 31 December 2025 and 2024

(Unit: Thousand Baht)

	Star Union Packaging Co., Ltd.	
	2025	2024
Cash and cash equivalents	8	1
Other current receivables	1	19
Inventories	5	-
Property, plant and equipment	425	341
Intangible assets	1	-

Other current assets	28	1
Other current payables	(2)	(2)
Other current liabilities	(6)	-
Lease liabilities	(77)	-
Long-term loans	(156)	(112)
Net assets	227	248
Shareholding percentage (%)	50	50
Carrying amounts of joint venture based on equity method	114	124

Summarised information about comprehensive income for the years ended 31 December 2025 and 2024

(Unit: Thousand Baht)

	Star Union Packaging Co., Ltd.	
	<u>2025</u>	<u>2024</u>
Sales	2,244	-
Other income	5,683	59
Cost of sales	(6,809)	-
Selling and distribution expenses	(18,365)	-
Finance cost	(4,044)	-
Loss for the year	(21,291)	(1,451)
Total comprehensive income	(21,291)	(1,451)

13. Investment in associate company

13.1 Details of associate company

(Unit: Thousand Baht)

Company's name	Nature of business	Consolidated financial statements					
		Shareholding percentage		Cost		Carrying amounts based on equity method	
		2025	2024	2025	2024	2025	2024
		(Percent)	(Percent)				
Starprint Vietnam JSC (Holding by SFLEX Investment Pte. Ltd.)	Manufacture of Foldable cardboard box packaging	25	25	349,826	354,045	382,720	367,601
สตาร์พริ้นท์				349,826	354,045	382,720	367,601

Movements in investment in associate for the years ended 31 December 2025 and 2024 under the equity method in the consolidated financial statements are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements	
	2025	2024
Balance at beginning of year	367,601	345,766
Add: Share of profit from investment in associate	19,797	24,447
Less: Received investment downward	(4,219)	(1,357)
Exchange differences on translation of financial statements	(459)	(1,255)
Balance at end of year	382,720	367,601

According to the terms and conditions of the share purchase agreement of Starprint Vietnam JSC (its associate company), the purchase price of the investment will be adjusted within 3 years from the purchase date (18 December 2023). The previous shareholders will repay the share price if it is not comply with the conditions as stipulated in the agreement such as the associated company's performance and the investment in equipment, etc. Therefore, during the years the Group received such repayment, and the movement of investment in the associate company for the years ended 31 December 2025 and 2024 under the cost method is as follows:

(Unit: Thousand Baht)

	Consolidated financial statements	
	<u>2025</u>	<u>2024</u>
Balance at beginning of year	354,045	355,402
Less: Received investment downward	(4,219)	(1,357)
Balance at end of year	349,826	354,045

13.2 Share of comprehensive income

During the years, the Group recognised its share of comprehensive income from investment in associate in the consolidated financial statements as follows:

(Unit: Thousand Baht)

	Consolidated financial statements	
Company's name	Share of profit from investment in associate	
	<u>2025</u>	<u>2024</u>
Starprint Vietnam JSC	19,797	24,447

13.3 Summarised financial information about material associate

Summarised information about financial position

(Unit: Thousand Baht)

	Starprint Vietnam JSC	
	<u>2025</u>	<u>2024</u>
Current assets	597	488
Non-current assets	159	332
Current liabilities	(331)	(298)
Non-current liabilities	(5)	(55)
Net assets (100%)	420	467
Shareholding percentage (%)	25	25
Net assets value attributable to the Group	105	117

(Net book value of investment in associate)

Summarised information about comprehensive income for the years ended 31 December 2025 and 2024.

(Unit: Thousand Baht)

	2025	2024
Revenues	1,430,868	1,413,479
Profit for the year	78,242	97,058
Total comprehensive income	78,242	97,058

14. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements							
	Land and land improvement	Plant	Plant improvement	Machinery and equipment	Furniture and office equipment	Motor vehicles	Assets under installation	Total
Cost								
1 January 2024	163,815	262,720	101,119	499,924	67,737	11,437	34,521	1,141,273
Additions	-	-	-	60,501	1,715	5,001	40,377	107,594
Disposals/write-off	-	-	(278)	(22,384)	(329)	-	-	(22,991)
Transfers in (out)	-	-	171	13,038	3,506	-	(16,715)	-
Transfer from right-of-use assets	-	-	-	17,893	-	539	-	18,432
31 December 2024	163,815	262,720	101,012	568,972	72,629	16,977	58,183	1,244,308
Additions	-	-	-	14,100	3,884	-	36,366	54,350
Disposals/write-off	-	-	(308)	(49,396)	(1,061)	-	-	(50,765)
Transfers in (out)	-	-	310	10,352	71	-	(10,733)	-
31 December 2025	163,815	262,720	101,014	544,028	75,523	16,977	83,816	1,247,893
Accumulated depreciation:								
1 January 2024	92	43,227	58,435	228,525	30,966	9,803	-	371,048
Depreciation for the year	551	10,469	6,172	31,805	6,492	1,080	-	56,569
Transfers in (out)	-	-	-	52	(52)	-	-	-
Depreciation on disposals/write-off	-	-	(195)	(22,340)	(326)	-	-	(22,861)
Transfer from right-of-use assets	-	-	-	7,703	-	442	-	8,145
31 December 2024	643	53,696	64,412	245,745	37,080	11,325	-	412,901
Depreciation for the year	549	10,439	5,909	37,458	6,229	1,605	-	62,189

Transfers in (out)	-	-	-	(31)	31	-	-	-
Depreciation on disposals/write-off	-	-	(205)	(49,396)	(1,057)	-	-	(50,658)
31 December 2025	<u>1,192</u>	<u>64,135</u>	<u>70,116</u>	<u>233,776</u>	<u>42,283</u>	<u>12,930</u>	<u>-</u>	<u>424,432</u>
Net book value:								
31 December 2024	<u>163,172</u>	<u>209,024</u>	<u>36,600</u>	<u>323,227</u>	<u>35,549</u>	<u>5,652</u>	<u>58,183</u>	<u>831,407</u>
31 December 2025	<u>162,623</u>	<u>198,585</u>	<u>30,898</u>	<u>310,252</u>	<u>33,240</u>	<u>4,047</u>	<u>83,816</u>	<u>823,461</u>
Depreciation for the year								
2024 (Baht 48 million included in manufacturing cost, and the balance in selling and distribution and administrative expenses)								<u>56,569</u>
2025 (Baht 52 million included in manufacturing cost, and the balance in selling and distribution and administrative expenses)								<u>62,189</u>

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(Unit: Thousand Baht)

	Separate financial statements							
	Land and land improvement	Plant	Plant improvement	Machinery and equipment	Furniture and office equipment	Motor vehicles	Assets under installation	Total
Cost								
1 January 2024	163,815	262,720	101,119	499,924	67,718	11,437	34,521	1,141,254
Additions	-	-	-	60,501	1,715	5,001	40,377	107,594
Disposals/write-off	-	-	(278)	(22,384)	(329)	-	-	(22,991)
Transfers in (out)	-	-	171	13,038	3,506	-	(16,715)	-
Transfer from right-of-use assets	-	-	-	17,893	-	539	-	18,432
31 December 2024	163,815	262,720	101,012	568,972	72,610	16,977	58,183	1,244,289
Additions	-	-	-	14,100	3,884	-	36,366	54,350
Disposals/write-off	-	-	(308)	(49,396)	(1,061)	-	-	(50,765)

Transfers in (out)	-	-	310	10,352	71	-	(10,733)	-
31 December 2025	163,815	262,720	101,014	544,028	75,504	16,977	83,816	1,247,874
Accumulated depreciation:								
1 January 2024	92	43,227	58,435	228,525	30,949	9,803	-	371,031
Depreciation for the year	551	10,469	6,172	31,805	6,490	1,080	-	56,567
Transfers in (out)	-	-	-	52	(52)	-	-	-
Depreciation on disposals/write-off	-	-	(195)	(22,340)	(326)	-	-	(22,861)
Transfer from right-of-use assets	-	-	-	7,703	-	442	-	8,145
31 December 2024	643	53,696	64,412	245,745	37,061	11,325	-	412,882
Depreciation for the year	549	10,439	5,909	37,458	6,229	1,605	-	62,189
Transfers in (out)	-	-	-	(31)	31	-	-	-
Depreciation on disposals/write-off	-	-	(205)	(49,396)	(1,057)	-	-	(50,658)
31 December 2025	1,192	64,135	70,116	233,776	42,264	12,930	-	424,413
Net book value:								
31 December 2024	163,172	209,024	36,600	323,227	35,549	5,652	58,183	831,407
31 December 2025	162,623	198,585	30,898	310,252	33,240	4,047	83,816	823,461
Depreciation for the year								
2024 (Baht 48 million included in manufacturing cost, and the balance in selling and distribution and administrative expenses)								56,567
2025 (Baht 52 million included in manufacturing cost, and the balance in selling and distribution and administrative expenses)								62,189

As at 31 December 2025, the Company has the net book value of the machineries amounting to approximately Baht 121.9 million (2024: Baht 104.5 million) which is under sales and leaseback agreements with a financial institution.

As at 31 December 2025, the Group had certain equipment which have been fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to Baht 256 million and for the Company amounted to Baht 256 million (2024: Baht 258 million and for the Company amounted to Baht 258 million).

As at 31 December 2025, the Group has mortgaged their property, plant and equipment amounting to approximately Baht 555 million (2024: Baht 556 million) as collateral against credit facilities received from financial institutions (the Company only: Baht 554 million, 2024: Baht 556 million).

15. Leases

The Group as a lessee, has lease contracts for various items of assets used in its operations. Leases generally have lease terms between 1 - 5 years.

15.1 Right-of-use assets

Movement of right-of-use assets for the years ended 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

	Consolidated/Separate financial statements			
	Plant and plant improvement	Machinery and equipment	Motor vehicles	Total
1 January 2024	5,127	25,035	5,971	36,133
Additions	-	-	3,530	3,530
Transfer out	-	(10,190)	(97)	(10,287)
Depreciation for the year	(2,366)	(5,043)	(2,069)	(9,478)
31 December 2024	2,761	9,802	7,335	19,898
Depreciation for the year	(2,366)	(3,570)	(2,352)	(8,288)
31 December 2025	395	6,232	4,983	11,610

15.2 Lease liabilities

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	<u>2025</u>	<u>2024</u>
Lease liabilities	10,830	19,027
Less: Deferred interest expenses	(542)	(1,202)
Total	10,288	17,825
Less: Portion due within one year	(5,496)	(7,538)
Lease liabilities - net of current portion	<u>4,792</u>	<u>10,287</u>

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	
	<u>2025</u>	<u>2024</u>
Balance at beginning of year	17,825	27,836
Additions	-	3,213
Accretion of interest	252	321
Repayments	(7,789)	(13,545)
Balance at end of year	<u>10,288</u>	<u>17,825</u>

A maturity analysis of lease payments is disclosed in Note 35.2 to the financial statements under the liquidity risk.

15.3 Expenses relating to leases that are recognised in profit or loss

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	<u>2025</u>	<u>2024</u>
Depreciation expense of right-of-use assets	8,288	9,478
Interest expense on lease liabilities	252	321
Expense relating to short-term leases	3,031	3,290
Expense relating to leases of low-value assets	757	944

15.4 Others

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 11.6 million (2024: Baht 17.8 million) (the Company only: Baht 11.6 million, 2024: Baht 17.8 million), including the cash outflow related to short-term leases and leases of low-value assets.

16. Intangible assets

The net book value of intangible assets as at 31 December 2024 and 2023 is presented below.

(Unit: Thousand Baht)

=	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Cost - Computer software	25,130	24,301	25,091	24,262
Less: Accumulated amortisation	(16,107)	(15,853)	(16,068)	(15,814)
Net book value	9,023	8,448	9,023	8,448

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	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Net book value as at 1 January	8,448	3,485	8,448	3,481
Acquisition during the year - cost	829	5,199	829	5,199
Amortisation during the year	(254)	(236)	(254)	(232)
Net book value as at 31 December	9,023	8,448	9,023	8,448

17. Short-term loans

(Unit: Thousand Baht)

	(Percent per annum)		Consolidated/Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Short-term loans from financial institutions	2.95 – 3.46	3.67 - 3.90	160,937	107,917
Promissory notes from financial institutions	2.82 – 4.20	3.55 - 4.75	110,000	130,000
Total			270,937	237,917

Movements of the short-term loans during the year ended 31 December 2025 and 2024 are summarised below

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	<u>2025</u>	<u>2024</u>
Balance as at beginning of year	237,917	382,719
Add: Increase during the year	1,310,253	1,468,451
Less: Repayment during the year	(1,277,233)	(1,613,253)
Balance as at end of year	270,937	237,917

During the year 2025, the Company entered into short-term loan agreements with three financial institutions, granting credit facilities of Baht 106 million.

Short-term loans from financial institutions of the Group are secured by the pledge of the Company's fixed deposits

As at 31 December 2025, the Group has short-term credit facilities which have not yet been drawn amounted to Baht 459 million and the Company only: Baht 459 million (2024: Baht 386 million and the Company only: Baht 386 million).

18. Trade and other payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Trade payables - unrelated parties	243,092	225,937	243,028	225,937
Trade payables - related parties (Note 6)	1,032	-	1,032	45
Other current payables – unrelated parties	32,735	24,298	32,735	24,301
Accrued expenses	69,719	46,171	69,394	45,843
Other current payables - the Revenue department	5,329	9,366	5,328	9,355
Total trade and other current payables	351,907	305,772	351,517	305,481

19. Long-term loans from financial institutions

Long-term loans from financial institutions as at 31 December 2025 and 2024 are as follows:

No.	Credit facilities (Million Baht)	Significant terms and conditions of loan agreements		Consolidated/Separate financial statements	
		Repayment term	Collateral	2025 (Thousand Baht)	2024 (Thousand Baht)
1.	30	Repayment of principal and interest in 48 monthly installments with the first installment in September 2021 - Installment 1 - 47 Baht 0.7 million each - Installment 48 The remain principal and interest	-	-	6,310
2.	39.5	Repayment of principal and interest in 57 monthly installments with the first installment in December 2021 - Installment 1 - 3 Repayment of interest - Installment 4 - 56 Baht 0.7 million each - Installment 57 The remain principal and interest	Mortgaged of machineries with a carrying amount of Baht 38.1 million	8,109	16,454
3.	61.7	Machineries sales and leaseback agreements, repayment of principal and interest in 60 monthly installments with the first installment in November 2023	Mortgaged of machineries with a carrying amount of Baht 56.7 million	36,647	48,528
4.	351	Repayment of principal and interest in 84 monthly installments with the first installment in April 2024 - Installment 1 - 83 Baht 4.2 million each - Installment 84 The remain principal and interest	Mortgaged of land and machineries with a carrying amount of Baht 413.0 million	248,959	296,078
5.	51	Sales and leaseback agreements, repayment of principal and interest in 60 monthly installments with the first installment in January 2025	Mortgaged of machineries with a carrying amount of Baht 47.9 million	41,621	50,967

6.	10	Repayment of principal and interest in 36 monthly installments at Baht 0.31 million each, the first installment in November 2024	-	-	9,682
7.	24	Repayment of principal and interest in 24 monthly installments at Baht 1.06 million each, the first installment in September 2025 - Installment 1 - 23 Baht 1.06 million each - Installment 24 The remain principal and interest	Fixed Deposit amount of Baht 6.0 million	20,060	-
8.	26	Sales and leaseback agreements, repayment of principal and interest in 60 monthly installments at Baht 0.46 million each, the first installment in November 2025	Mortgaged of machineries with a carrying amount of Baht 27.7 million	24,293	-
Long-term loans from financial institutions				379,689	428,019
Less: Current portion				(94,199)	(86,526)
Long-term loans - net of current portion				285,490	341,493

The interest on such long-term loans will bear interest at the rate as specified in the agreements.

Movements of the long-term loans from financial institutions during the years ended 31 December 2025 and 2024 are summarised below

(Unit: Thousand Baht)

	Consolidated/ Separate financial statements	
	<u>2025</u>	<u>2024</u>
Beginning balance	428,019	237,701
Additional borrowings	24,000	418,750
Addition from sales and leaseback of machinery	25,239	50,967
Repayments	(97,569)	(279,399)
Ending balance	379,689	428,019

As at 31 December 2025 and 2024, the Group has no long-term credit facilities which have not yet been drawn down

As the Company entered into machineries sales and leaseback agreements with a local financial institution, which were deemed to be a financing transaction and are not true sell. The Company continues to record machineries as property, plant and equipment, while recording the cash received as long-term loans

Certain long-term loans are secured by mortgaged of property, plant and equipment with a carrying value of Baht 555 million (2024: Baht 556 million) and are secured by the Company's fixed deposit account of Baht 6 million as specified in the loan agreements.

The loan agreements contain several covenants which, among other things, require the Group to maintain debt-to-equity ratio and debt service coverage ratio at the rate prescribed in the agreements. The covenants are tested annually on 31 December each year. The Group has no indication that it will have difficulty complying with these covenants within the twelve months after the reporting period.

20. Provision for long-term employee benefits

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					
	2025			2024		
	Post-employment benefits	Other long-term employee benefits	Total	Post-employment benefits	Other long-term employee benefits	Total
Non-current provision for employee benefits at beginning of year	52,986	3,770	56,756	43,103	3,353	46,456
Included in profit or loss:						
Current service cost	11,403	1,225	12,628	9,647	969	10,616
Interest cost	920	71	991	918	67	985
Past service costs and losses on settlement	(299)	(41)	(340)	12	(49)	(37)
Remeasurement (gain) loss arising from						
Demographic assumptions changes	-	582	582	-	-	-
Financial assumptions changes	-	1,263	1,263	-	-	-
Experience adjustments	-	(964)	(964)	-	-	-
Included in other comprehensive income:						
Remeasurement (gain) loss arising from						
Demographic assumptions changes	5,253	-	5,253	-	-	-
Financial assumptions changes	2,304	-	2,304	-	-	-
Experience adjustments	(134)	-	(134)	-	-	-
Benefits paid during the year	(3,100)	(468)	(3,568)	(694)	(570)	(1,264)
Non-current provision for employee benefits at end of year	69,333	5,438	74,771	52,986	3,770	56,756

The Group expects to pay Baht 4.3 million of long-term employee benefits during the next year (2024: Baht 3.1 million) (the Company only: Baht 4.3 million, 2024: Baht 3.1 million).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit is 18 years (2024: 17 years) (the Company only: 18 years, 2024: 17 years)

Significant actuarial assumptions are summarised below:

(Unit: Thousand Baht)

	Consolidated/ Separate financial statements	
	2025	2024
Discount rate	1.58	2.13
Salary increase rate	5.00	5.00
Turnover rate	0.00 - 24.00	0.00 - 28.00

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

(Unit: Thousand Baht)

	Consolidated/Separate financial statements			
	2025		2024	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(4.73)	5.33	(3.87)	4.35
Salary increase rate	5.15	(4.66)	5.07	(4.55)
Turnover rate	(5.04)	3.33	(4.21)	2.44

21. Share capital

On 24 April 2025, a meeting of the Annual General Meeting of the Company's shareholders passed a resolution for approving a reduction in the Company's registered capital in the amount of Baht 41.0 million decreasing from Baht 502.3 million to Baht 461.3 million through the cancellation of unissued 82.0 million ordinary shares with a par value of Baht 0.50 per share. The purpose of this reduction is to eliminate the remaining shares previously reserved for the exercise of warrants (SFLEX-W1). In compliance with legal requirements, the Company's Articles of Association, Article 4, must be amended accordingly to align with the reduction of the Company's registered capital. The Company registered the share capital reduction with the Ministry of Commerce on 8 July 2025.

22. Treasury stocks

On 26 February 2025, the meeting of the Company's Board of Directors approved the share repurchase program for financial management purpose in the maximum amount not exceeding Baht 50 million or approximately 20 million shares, which is approximately 2.44 percent of total issued shares at par value of Baht 0.50 per share by repurchasing in the Stock Exchange of Thailand, which the repurchase price shall not be exceeding 115 percent of the average closing stock price prior to 5 working days on the date of repurchase of treasury stocks. The repurchase period is from 1 April 2025 to 30 September 2025.

Subsequently on 14 May 2025, the meeting of the Company's Board of Directors approved the additional share repurchase program for financial management purpose in the maximum amount not exceeding Baht 70 million (up from the previous limit of not exceeding Baht 50 million) or approximately 28 million shares (up from approximately 20 million shares), which is 3.41 percent of total issued shares (up from 2.44 percent of total issued shares) at par value of Baht 0.50 per share by repurchasing in the Stock Exchange of Thailand, which the repurchase price shall not be exceeding 115 percent of the average closing stock price prior to 5 working days on the date of repurchase of treasury stocks. The repurchase period is from 1 April 2025 to 30 September 2025.

The Company has gradually repurchased shares under the program and reported the results in accordance with the Stock Exchange of Thailand. However, on 11 July 2025, the Company repurchased an additional 560,000 shares valued at Baht 1,604,492.23, which resulted in exceeding the approved program budget by Baht 235,898.90, bringing the total repurchase amounting to Baht 70,235,838.90. Nevertheless, the total number of repurchased shares 23,855,900 shares remains within the approved limit of 28,000,000 shares under the program. Therefore, to rectify the matter, the meeting of the Company's Board of Directors held on 13 August 2025, resolved to ratify the excess repurchase amounting to Baht 235,838.90 and to amend the program's repurchase budget from the original Baht 70,000,000 to a maximum of Baht 70,235,838.90, so that it aligns with the actual repurchase amount.

Subsequently on 4 December 2025, the meeting of the Company's Board of Directors approved the share repurchase program for financial management purpose in the maximum amount not exceeding Baht 45 million or approximately 14.5 million shares, which is approximately 1.77 percent of total issued shares at par value of Baht 0.50 per share by repurchasing in the Stock Exchange of Thailand, which the repurchase price shall not be exceeding 115 percent of the average closing stock price prior to 5 working days on the date of repurchase of treasury stocks. The repurchase period is from 8 December 2025 to 7 May 2026.

During the year 2025, the Company purchased the treasury stocks of Baht 76.97 million (2024: Baht 49.96 million). As at 31 December 2025, the Company had the outstanding treasury stocks totaling of 69.77 million shares (2024: 43.67 million shares) in the account with an average cost of Baht 3.25 per share (2024: Baht 3.44 per share). The total cost was

Baht 226.99 million (2024: Baht 150.02 million). The treasury stocks of 69.77 million shares have a par value of Baht 0.50 per share. The Company set aside an amount from retained earnings equal to the cost of the treasury shares to a separate reserve account with such reserve to remain outstanding until either the shares are sold or paid-up capital is reduced by the cancellation of any remaining unsold shares. As at 31 December 2025, the Company has set aside totaling of Baht 226.99 million (2024: Baht 150.02 million) with the Company recording the reserve as “Retained earnings - reserve for treasury stocks” in the statement of financial position.

23. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. During the year 2024, the Company has aside the statutory reserve of Baht 4.2 million.

24. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Raw materials and consumables used	998,884	1,095,941	998,884	1,095,941
Changes in inventories of finished goods and work in process increase (decrease)	(66,016)	62,899	(68,253)	60,646
Salaries, wages and other employee benefits	368,726	333,443	368,726	333,443
Depreciation and amortisation expenses	70,731	64,152	70,731	64,152
Freight and transportation of goods expenses	12,826	12,485	12,823	12,317

25. Finance cost

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Interest expenses on borrowings	30,150	34,028	30,136	34,026
Interest expenses on lease liabilities	661	980	661	980
Total finance cost	30,811	35,008	30,797	35,006

26. Income tax

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

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Current income tax:				
Current income tax charge	-	-	-	-
Deferred tax:				
Relating to origination and reversal of temporary differences	(2,675)	3,872	(2,675)	3,872
Income tax (income) expenses reported in profit or loss	(2,675)	3,872	(2,675)	3,872

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follow:

(Unit: Thousand Baht)

			Consolidated financial statements	
			<u>2025</u>	<u>2024</u>
Deferred tax on exchange differences from translating foreign currency financial statements			-	(229)
Deferred tax relating to remeasurement loss on defined benefit plans			1,485	-
			1,485	(229)

The reconciliation between accounting profit and income tax expenses is shown below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Accounting profit before tax	240,557	284,631	232,334	261,295
Applicable tax rate	20%, 17%	20%, 17%	20%	20%
Accounting profit before tax multiplied by income tax rate	46,467	52,213	46,467	52,259
Effects of:				
Promotional privileges (Note 27)	(48,423)	(50,956)	(48,423)	(50,956)
Non-deductible expenses	9,736	5,127	9,736	5,127
Additional expense deductions allowed	(7,780)	(1,903)	(7,780)	(1,903)
Others	(2,675)	(609)	(2,675)	(655)
Total	(49,142)	(48,341)	(49,142)	(48,387)
Income tax (income) expenses reported in profit or loss	(2,675)	3,872	(2,675)	3,872

The components of deferred tax assets (liabilities) are as follows:

(Unit: Thousand Baht)

	Statements of financial position			
	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Deferred tax assets (liabilities)				
Allowance for expected credit losses	1,923	1,469	1,923	1,469
Allowance for diminution in value of inventories	2,814	1,992	2,814	1,992
Accumulated depreciation - equipment	(5,954)	(6,939)	(5,954)	(6,939)
Non-current provision for employee benefits	14,954	11,351	14,954	11,351
Others	(4,645)	(7,848)	(4,645)	(2,941)
Total	9,092	25	9,092	4,932

27. Promotional privileges

The Company has received the promotional privileges under the Investment Promotion Act B.E. 2520 as approved by the Board of Investment as follows:

Certificate No.	63-0658-1-04-1-0	66-1354-2-07-1-0
Date	22 June 2020	3 October 2023
1. Promotional privileges for	Manufacture of multilayer plastics packaging	Manufacture of multilayer plastics packaging
2. Significant privileges		
2.1 Exemption from corporate income tax on income derived from the promoted operations (commencing from the date of earning operating income after receiving the promotional privileges) and exemption from income tax on dividend paid from the income of the promoted operations throughout the period in which the corporate income tax is exempted	3 years with income tax exemption based on percentage of investment value not exceeding Baht 39.17 million (expired on 22 June 2023)	3 years with income tax exemption based on percentage of investment value not exceeding Baht 192.44 million (will expire on 3 October 2026)
2.2 Allowance to carry-forward the annual loss from promoted operations incurred during the corporate income tax exemption period to offset with net income incurred thereafter (after exemption period in 2.1).	5 years	5 years
2.3 Exemption from import duty on machines which are approved by Board of Investment commencing from the first import date.	3 years	3 years
3. Date of first earning operating income	1 July 2020	4 October 2023

The Company has to comply with certain conditions and restrictions specified under the promotional certificates.

The Company's operating revenues for the years ended 31 December 2025 and 2024, divided between promoted and non-promoted operations, are summarised below.

(Unit: Thousand Baht)

	Separate financial statements					
	Promoted operations		Non-promoted operations		Total	
	2025	2024	2025	2024	2025	2024
Sales						
Domestic sales	1,944,660	1,857,124	12,312	2,970	1,956,972	1,860,094
Export sales	-	78	5,814	34	5,814	112
Total sales	1,944,660	1,857,202	18,126	3,004	1,962,786	1,860,206

28. Warrants

In 2022, the Company issued and allocated warrants for rights to purchase the Company's ordinary shares No. 2 (SFLEX-W2), totaling 102,499,398 units to the existing shareholders of the Company. Details are as follows:

Warrants SFLEX-W2

Type	: Name registered and transferrable
Number of issue warrants	: 102,499,398 units
Offering price per unit	: Baht 0 per unit
Maturity of warrants	: 4 years from the date of issuance and allocation
Conversion ratio	: 1 ordinary share per 1 unit of warrant
Exercise price	: Baht 10.00 per share, subject to change in accordance with the conditions of rights adjustments
Expiry date	: 20 January 2026
Conditions and period of exercise	: One time, on the last business day on 20 January 2026

Conditions and period of exercise One time, on the last business day on 20 January 2026

During the current year, no SFLEX-W2 warrant had been exercised; therefore, as at 31 December 2025, there were SFLEX-W2 of 102,499,398 units (2024: 102,499,398 units) unexercised warrants outstanding.

29. Earnings per share

Basic earnings per share is calculated by dividing profit for the year (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

Diluted earnings per share is calculated by dividing profit for the year (excluding other comprehensive income) by the sum of the weighted average number of ordinary shares in issue during the year plus the weighted average number of ordinary shares which would need to be issued to convert all dilutive potential ordinary shares into ordinary shares. The calculation assumes that the conversion took place either at the beginning of the period or on the date the potential ordinary shares were issued.

29.1 Weighted average number of ordinary shares

(Unit: Thousand share)

	Consolidated/Separate financial statements	
	For the years ended 31 December	
	<u>2025</u>	<u>2024</u>
Beginning balance	781,540	795,892
Less: Treasury stocks during the year	(14,771)	(14,352)
Weighted average number of ordinary shares	766,769	781,540

29.2 The reconciliation of earnings per share

The following table sets forth the computation of basic earnings per share:

	For the years ended 31 December			
	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Profit for the year (Thousand Baht)	243,231	280,759	235,009	257,423
Weighted average number of ordinary shares (Thousand shares)	766,769	781,540	766,769	781,540
Earnings per share (Baht/share)	0.32	0.36	0.31	0.33

The warrants were excluded from the potential ordinary shares for SFLEX-W2 since their exercise prices were in excess of the fair value of the ordinary shares.

30. Dividends

Dividends paid for the years ended 31 December 2025 and 2024 are as follows:

	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)	Paid on
<u>2025</u>				
Dividend on 2024 income	Annual General Meeting of the shareholders on 24 April 2025	103.25	0.133	
Less: Interim dividend paid on earnings for the six-month period of 2024	Board of Directors Meeting on 13 August 2024	(46.58)	(0.060)	10 September 2024
		56.67	0.073	23 May 2025
Interim dividend paid on earnings of 2024	Board of Directors Meeting on 13 August 2025	50.00	0.060	12 September 2025
Interim dividend paid on earnings for the six-month period of 2025	Board of Directors Meeting on 13 August 2025	40.30	0.054	12 September 2025
Total dividends paid 2025		146.97	0.187	
<u>2024</u>				
Dividend on 2023 income	Annual General Meeting of the shareholders on 11 April 2024	71.26	0.090	
Less: Interim dividend paid on earnings for the six-month period of 2023	Board of Directors Meeting on 23 November 2023	(35.63)	(0.045)	6 December 2023
Dividend on 2023 income payment in 2024		35.63	0.045	9 May 2024
Interim dividend paid on earnings for the six-month period of 2024		46.58	0.060	10 September 2024
Total dividends paid 2024		82.21	0.105	

31. 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.

Product information

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

- The packaging products for food
- The packaging products for non-food
- Others

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

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

The following tables present revenue and profit information regarding the Group's operating segments for the years ended 31 December 2025 and 2024.

(Unit: Thousand Baht)

	Food packaging		Non-food packaging		Others		Total segments		Elimination of inter-segment revenues		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Revenues												
Revenues from external customers	259,285	279,056	1,703,501	1,581,150	80	8,859	1,962,866	1,869,065	-	-	1,962,866	1,869,065
Inter-segment revenues	-	-	-	-	83	2,719	83	2,719	(83)	(2,719)	-	-
Total revenue	<u>259,285</u>	<u>279,056</u>	<u>1,703,501</u>	<u>1,581,150</u>	<u>163</u>	<u>11,578</u>	<u>1,962,949</u>	<u>1,871,784</u>	<u>(83)</u>	<u>(2,719)</u>	<u>1,962,866</u>	<u>1,869,065</u>
Operating information												
Segment gross profit	38,442	34,927	435,070	425,732	(86)	572	473,426	461,231	113	125	473,539	461,356
Other income											22,160	26,683
Gain on exchange											296	3,047
Selling and distribution expenses											(44,354)	(44,809)
Administrative expenses											(189,426)	(150,359)
Share of net profit and loss from investments in joint venture and associate											9,152	23,721
Finance cost											(30,811)	(35,008)
Profit before income tax expenses											240,556	284,631
Income tax (expenses) income											2,675	(3,872)
Profit for the year											<u>243,231</u>	<u>280,759</u>

Geographic information

The Group is organised into one operating segment to manufactures and sell of flexible packaging products and the main geographical area of its operation is Thailand. 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 revenue and on a basis consistent with that used to measure operating revenue in the financial statements pertain to the aforementioned reportable operating segment and geographical area.

Property, plant and equipment

Property, plant and equipment of the Group are mainly located in Thailand.

Major customers

For the year 2025, the Group has revenue from 4 major customers in amount of Baht 1,659 million (2024: 4 major customers in amount of Baht 1,446 million).

32. Provident fund

The Company and its employees have established a provident fund under the Provident Fund Act BE 2530. The Company and its employees will contribute to the fund monthly at the rate of 2 to 5 of basic salary. The provident fund is managed by UOB Asset Management Company Limited and will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2025 amounting to Baht 6.7 million (2024: Baht 6.4 million) were recognised as expenses.

33. Commitments and contingent liabilities**33.1 Capital commitments**

As at 31 December 2025, the Group had capital commitments of approximately Baht 70.0 million relating to the construction of factory buildings, acquisition of machinery and equipment and acquisition of computer software and the Company only: Baht 70.0 million (2024: Baht 33.3 million and the Company only: Baht 33.3 million).

33.2 Lease commitments

As at 31 December 2025 and 2024, the Group has future lease payments of low-value assets required under these leases contracts that have not yet commenced as follows:

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
In up to 1 year	0.7	1.0	0.7	1.0
In over 1 and up to 5 years	0.3	0.8	0.3	0.8
Total	1.0	1.8	1.0	1.8

33.3 Long-term service commitments

- The Company has commitments under several service agreements in respect of the security service, maintenance service of computer software and other services. The terms of the agreements are averagely 1 year. As at 31 December 2025, future minimum payments under these agreements were Baht 1.8 million (2024: Baht 1.0 million).
- The Company has commitments under service agreements regarding the consulting of Baht 2.7 million (2024: Baht 2.0 million).

33.4 Letters of credit

As at 31 December 2025, the Company had commitments under letters of credit with overseas suppliers amounting to approximately USD 0.41 million (2024: USD 0.79 million).

33.5 Guarantees

- As at 31 December 2025, the Company had contingent liabilities arising from guarantees of credit facilities from financial institutions of the joint venture amounting to Baht 166.6 million (2024: Baht 125.5 million) and guarantees of electricity use of joint venture amounting to Baht 0.8 million (2024: Baht 0.8 million).
- As at 31 December 2025, there were outstanding bank guarantees of Baht 6.6 million issued by banks in respect of certain performance bonds as required in the normal course of business to guarantee electricity use (2024: Baht 7.1 million to guarantee electricity use and guarantee for requesting permission to be a user of hydrocarbon solutions).

33.6 Other commitments

AAs at 31 December 2025, the Company had outstanding commitments in respect of uncalled portion of investment in joint venture and investment in subsidiary of Baht 4.5 million (2024: Baht 4.5 million).

34. 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
Financial assets measured at fair value		
Derivatives		
Forward exchange contracts	-	0.5
Financial liabilities measured at fair value		
Derivatives		
Forward exchange contracts	0.1	-

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

35. Financial instruments

35.1 Derivatives

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	<u>2025</u>	<u>2024</u>
Derivative assets		
Derivatives assets not designated as hedging instruments		
Foreign exchange forward contracts	-	546
Total derivative assets	-	546
Derivative liabilities		
Derivatives assets not designated as hedging instruments		
Foreign exchange forward contracts	98	-
Total derivative liabilities	98	-

Derivatives not designated as hedging instruments

The Group uses foreign exchange forward contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally not over 6 months.

35.2 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other receivables, trade and other payables, short-term and long-term loans and lease liabilities. 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 receivables, 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 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 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 Companyings of various customer segments with similar credit risks. The Group classifies customer segments by customer rating. 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. Generally, trade receivables are written-off if past due for more than 360 days and not subject to enforcement activity.

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 and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's Board of Directors on an annual basis, and may be updated throughout the year subject to approval of the Group's Executive Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments and derivatives 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 comprising currency risk and interest rate risk.

Foreign currency risk

The Group's exposure to the foreign currency risk relates primarily to its trading transactions 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.

The Group had balances of financial assets and liabilities denominated in foreign currencies as follows:

As at 31 December 2025				
Foreign currency	Financial assets	Financial liabilities	Exchange rate as at 31 December 2025	
	(Million)	(Million)	(Baht per 1 foreign currency unit)	
			<u>Buying rate</u>	<u>Selling rate</u>
US dollar	0.2	0.2	31.4215	31.7436

As at 31 December 2024				
Foreign currency	Financial assets	Financial liabilities	Exchange rate as at 31 December 2025	
	(Million)	(Million)	(Baht per 1 foreign currency unit)	
			<u>Buying rate</u>	<u>Selling rate</u>
US dollar	-	1.2	33.8296	34.1461

As at 31 December 2025 and 2024, the Group had the outstanding foreign exchange contracts outstanding as summarised below.

As at 31 December 2025			
Foreign currency	Bought amount	Contractual exchange rate from amount bought	Contractual maturity rate
	(Million)	(Baht per 1 foreign currency unit)	
US dollar	0.3	30.71 – 32.05	January - July 2026
Euro	0.4	37.38	May 2026

As at 31 December 2024			
Foreign currency	Bought amount	Contractual exchange rate from amount bought	Contractual maturity rate
	(Million)	(Baht per 1 foreign currency unit)	
US dollar	1.4	32.23 – 33.64	April - July 2025

Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in US dollar and Euro exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2025 and 2024.

	2025		2024	
Currency	Change in FX rate	Effect on profit before tax	Change in FX rate	Effect on profit before tax
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
US dollar	+6	(78)	+7	(2,882)
US dollar	-6	78	-7	2,882
Euro	+5	(12)	-	-
Euro	-5	12	-	-

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its cash at banks, restricted bank deposits and short-term and long-term borrowings. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

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	Non-	Total	Interest rate
	Within	1 - 5	interest	interest		
	1 year	years	rate	bearing		
	(percent per annum)					
Financial assets						
Cash and cash equivalents	-	-	83	11	94	0.10 - 0.70
Trade and other current receivables	-	-	-	376	376	
Restricted bank deposits	-	-	33	-	33	0.05 - 1.45
Other non-current financial assets	-	-	-	3	3	
	-	-	116	390	506	
Financial liabilities						
Short-term loans	271	-	-	-	271	2.82 - 4.20
Trade and other current payables	-	-	-	352	352	-
Long-term loans from financial institutions	-	123	257	-	380	MLR - 1.705 to 2.375 and 3.95
Liabilities under lease agreements	5	5	-	-	10	1.04 - 6.95
	276	128	257	352	1,013	

(Unit: Million Baht)

	Consolidated financial statements					
	As at 31 December 2024					
	Fixed interest rates		Floating interest rate	Non- interest bearing	Total	Interest rate
	Within 1 year	1 - 5 years				
						percent per annum)
Financial assets						
Cash and cash equivalents	-	-	57	5	62	0.15 - 0.90
Trade and other current receivables	-	-	-	316	316	-
Restricted bank deposits	-	-	12	-	12	0.50
Other non-current financial assets	-	-	-	6	6	-
	<u>-</u>	<u>-</u>	<u>69</u>	<u>327</u>	<u>396</u>	
Financial liabilities						
Short-term loans	238	-	-	-	238	3.55 - 4.75
Trade and other current payables	-	-	-	306	306	-
Long-term loans from financial institutions	-	109	319	-	428	MLR - 1.705 to - 2.375 and 4.60 - 4.75
Liabilities under lease agreements	8	10	-	-	18	1.04 - 6.95
	<u>246</u>	<u>119</u>	<u>319</u>	<u>306</u>	<u>990</u>	

(Unit: Million Baht)

	Separate financial statements					
	As at 31 December 2024					
	Fixed interest rates		Floating interest rate	Non- interest bearing	Total	Interest rate
	Within 1 year	1 - 5 years				
						(percent per annum)
Financial assets						
Cash and cash equivalents	-	-	66	6	72	0.10 - 0.70
Trade and other current receivables	-	-	-	376	376	-
Restricted bank deposits	-	-	33	-	33	0.05 - 1.45
Other non-current financial assets	-	-	-	3	3	-
	<u>-</u>	<u>-</u>	<u>99</u>	<u>385</u>	<u>484</u>	
Financial liabilities						
Short-term loans	271	-	-	-	271	2.82 - 4.20
Trade and other current payables	-	-	-	352	352	-
Long-term loans from financial institutions	-	123	257	-	380	MLR - 1.705 to 2.375 and 3.95
Liabilities under lease agreements	5	5	-	-	10	1.04 - 6.95
	<u>276</u>	<u>128</u>	<u>257</u>	<u>352</u>	<u>1,013</u>	

(Unit: Million Baht)

	Separate financial statements					
	As at 31 December 2024					
	Fixed interest rates		Floating	Non-		
	Within	1 - 5	interest	interest	Total	Interest rate
	1 year	years	rate	bearing		
						(percent per annum)
Financial assets						
Cash and cash equivalents	-	-	41	3	44	0.15 - 0.90
Trade and other current receivables	-	-	-	315	315	-
Restricted bank deposits	-	-	12	-	12	0.50
Other non-current financial assets	-	-	-	6	6	-
	<u>-</u>	<u>-</u>	<u>53</u>	<u>324</u>	<u>377</u>	
Financial liabilities						
Short-term loans	238	-	-	-	238	3.55 - 4.75
Trade and other current payables	-	-	-	305	305	-
Long-term loans from financial institutions	-	109	319	-	428	MLR - 1.705 to - 2.375 and 4.60 - 4.75
Liabilities under lease agreements	8	10	-	-	18	1.04 - 6.95
	<u>246</u>	<u>119</u>	<u>319</u>	<u>305</u>	<u>989</u>	

Liquidity risk

The Group monitors the risk of a shortage of liquidity position by maintain level of cash and cash equivalent and has credit lines with various banks. The Group has access to a sufficient variety of sources of funding. As at 31 December 2025 and 2024, the Group has assessed the sufficient of the Group's net working capital to refinancing its debt in financial statements and concluded it to be low.

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: Thousand Baht)

	As at 31 December 2025					
	Consolidated financial statements			Separate financial statements		
	Less than			Less than		
	1 year	1 to 5 years	Total	1 year	1 to 5 years	Total
Non-derivatives						
Short-term loans	270,937	-	270,937	270,937	-	270,937
Trade and other current payables	351,907	-	351,907	351,517	-	351,517
Long-term loans	94,199	285,490	379,689	94,199	285,490	379,689
Lease liabilities	5,892	4,938	10,830	5,892	4,938	10,830
Total non-derivatives	722,935	290,428	1,013,363	722,545	290,428	1,012,973
Derivatives						
Derivative liabilities: net settled	98	-	98	98	-	98

(Unit: Thousand Baht)

As at 31 December 2024						
	Consolidated financial statements			Separate financial statements		
	Less than 1 year	1 to 5 years	Total	Less than 1 year	1 to 5 years	Total
Non-derivatives						
Short-term loans	237,917	-	237,917	237,917	-	237,917
Trade and other current payables	305,772	-	305,772	305,481	-	305,481
Long-term loans	86,050	341,969	428,019	86,050	341,969	428,019
Lease liabilities	8,198	10,829	19,027	8,198	10,829	19,027
Total non-derivatives	637,937	352,798	990,735	637,646	352,798	990,444
Derivatives						
Derivative liabilities: net settled	546	-	546	546	-	546

35.3 Fair values of financial instruments

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

36. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value and it meets financial covenants attached to the loan agreements. The Group has complied with these covenants throughout the reporting periods.

As at 31 December 2025, the Group's debt-to-equity ratio was 0.94:1 and the Company's was 0.96:1 (2024: 0.92:1 and the Company's was 0.93:1).

37. Event after the reporting period

37.1 Additional share subscription from the exercise of warrants

On 12 January 2026, the Company received subscriptions of Baht 10 per share for the additional ordinary shares arising from the exercise of 80 warrants (SFLEX-W2), for a total of Baht 800. The Company registered the resulting increase of Baht 40 in its capital with the Ministry of Commerce on 2 February 2026 and the Stock Exchange of Thailand listed the 80 ordinary shares on 9 February 2026.

37.2 Reduction of the Company's registered capital and dividend

On 25 February 2026, a meeting of the Company's Board of Directors passed the following significant resolutions

- 1) Approve a reduction in the Company's registered capital in the amount of Baht 51.25 decreasing it from Baht 461.25 to Baht 410.0 million through the cancellation of Baht 102.5 million unissued ordinary shares with a par value of Baht 0.50 per share. The purpose of this reduction is to eliminate the remaining shares previously reserved for the exercise of warrant (SFLEX-W2). In compliance with legal requirements, the Company's Articles of Association, Article 4, must be amended accordingly to align with the reduction of the Company's registered capital.
- 2) Approved to propose the payment of a dividend of Baht 0.104 per shares or a total of Baht 77.6 million from the Company's 2025 operating result. The Company paid an interim dividend of Baht 0.054 per share, a total of Baht 40.3 million, in September 2025 and is to pay the remaining Baht 0.05 per share, or a total of Baht 37.3 million.

The reduction in the Company's registered capital and dividend payment will later be proposed for approval in the Annual General Meeting of the Company's shareholders.

38. Approval of financial statements

These financial statements were authorised for issue by the Board of directors on 25 February 2026.

Part 4 Certification of Information

Certification of Information

The Company has carefully reviewed the information in this annual report. The Company hereby certifies that such information is correct, complete, not false and not misleading or lack of information that should be notified in material matters.

1. Financial statements and financial information that summarized in the annual report present fairly, in all material respects, the financial position of Starflex Public Company Limited and its subsidiary, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.
2. The Company has established a good information disclosure system to ensure that the Company has disclosed the information in the important parts both of the Company and its subsidiary correctly and completely as well as to control and supervise the implementation of the system.
3. The Company has set up a good internal control system and supervise to ensure compliance with the system and the Company has informed the internal control system assessment information as of the latest available date to the auditor and the Audit Committee of the Company. This covers deficiencies and significant changes in the internal control system including unlawful conduct that may affect the preparation of the Company's financial reports and subsidiary.

In this regard, as evidence that all documents are the same set of documents that the Company has been verified. The Company has assigned Mr. Somchai Wongrassamee to sign this document on every page. If any document does not have the signature of Mr. Somchai Wongrassamee, the Company shall be deemed not to be the information that the Company certifies the accuracy of the above information.

Name	Position	Signature
Mr. Somchai Wongrassamee	Chief Financial Officer/ Executive Board of Directors / Risk Management Committee/ Corporate Governance and Sustainable Development Committee/ Company Secretary	 <hr/> (Mr.Somchai Wongrassamee)

Attachment 1: Details of directors, executives and controlling persons



Mr. Pakorn Malakul Na Ayudhya (Age 84 Years)

Chairman of the Board of Directors/ Independent Director*

Education/ Training Course

Bachelor Degree Economics Queen's University, United Kingdom

Certificate National Defence College, Class of 8

Certificate Top Executive Course, Capital Market Academy (CMA.), Class of 4

Work Experience for Last 5 Years

2023 - Present	PKN Inter Holding Public Company Limited Chairman of the Board of Directors/ Independent Director
2022 - Present	Thai Life Insurance Public Company Limited Chairman of the Corporate Governance/ Independent Director
2018 - Present	Starflex Public Company Limited Chairman of the Board of Directors/ Independent Director
2014 - Present	Interlink Telecom Public Company Limited Chairman of the Board of Directors/ Independent Director
2012 - Present	Institute of research and Development for Public Enterprise, Ministry of Finance Vice Chairman
2007 - Present	Associate of Capital Market Academy President of the Association
2007 - Present	Standard Charter Bank (Thai) Public Company Limited Deputy Chairman/ Chairman of the Nomination and Remuneration Committee/ Member of the Audit Committee

Director Training Certificate by Thai Institute of Directors (IOD)

Role of the Chairman Program (RCP), class of 2002

Shareholding in the Company: Ordinary Share 2,140,000 ^{/1} shares equal to 0.26% (as of December 30, 2025)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None -

Meeting Attendance in 2025: 5 out of 5 meetings

* The first date of appointment for the Company Director : May 11, 2018

^{/1} Shares Held include Spouse and Child (Children) not over 20 years old



Mr. Printhorn Apithanasriwong (Age 62 Years)

Vice Chairman of the Board of Directors/ Director*/

Chairman of the Board of Executive Directors

Educational

Bachelor Degree in Commerce and Accountancy Chulalongkorn University

Master Degree in Business Administration Saint Louis University, USA.

Diploma Top Executive Course, Capital Market Academy (CMA.), class of 9

Work Experience for Last 5 Years

2023 - Present	PKN Inter Holding Public Company Limited Vice Chairman of the Board of Directors/ Director
2021 - Present	P. S. Plus Consulting Co., Ltd. Director
2003 - Present	Starflex Public Company Limited Vice Chairman of the Board of Directors/ Chairman of the Board of Executive Directors /Director
1991 - Present	Starprint Public Company Limited Board of director/ Chief Executive Officer

Director Training Certificate by Thai Institute of Directors (IOD)

Finance for Non-Finance Director (FND), class of 2004

Director Accreditation Program (DAP), class of 2004

Director Certification Program (DCP), class of 2005

Shareholding in the Company: Ordinary Share 161,834,900^{/1} shares equal to 19.74% (as of December 30, 2025)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None –

Meeting Attendance in 2025: 5 out of 8 meetings

* The first date of appointment for the Company Director : August 20, 2003

^{/1} Shares Held include Spouse and Child (Children) not over 20 years old



Gen. Montee Sungkasap (Age 77 Years)

Chairman of the Audit Committee / Independent Director*

Chairman of the Nomination and Remuneration Committee

Educational

Bachelor Degree of Science	Chulachomklao Royal Military Academy
Master Degree of Art	Command and General Staff College
Diploma	National Defense Course (1998), National defense College, United Kingdom National defense Course (class of 44), National defense College

Work Experience for Last 5 Years

2018 - Present	Starflex Public Company Limited Chairman of the Audit Committee / Chairman of the Nomination and Remuneration Committee/ Independent Director
2022 - Present	The Navakij Insurance Public Company Limited Chairman of the Board of Nomination and Remuneration Committee/ Independent Director
2018 - Present	NFC Public Company Limited Chairman of the Board of Directors/ Independent Director
2011 - 2022	Television Business and the National Telecommunications Commission (NBTC) Director

Director Training Certificate by Thai Institute of Directors (IOD)

Board Nomination and Compensation Program, class of 2020

Advance Audit Committee Program (AACP), class of 2018

Director Certification Program (DCP, class of 2018

The Role of Chairman Program (RCP), class of 2007

Shareholding in the Company: - (as of December 30, 2025)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None –

Meeting Attendance in 2025: 5 out of 5 meetings

* The first date of appointment for the Company Director : May 11, 2018



Mr. Ek Picharnchitra (Age 76 Years)

Vice Chairman of the Executive Board/ Director*

Educational

Bachelor Degree in Economics	Thammasat University
Master of Monetary Policy (Honor)	Middle Tennessee State University, USA.

Work Experience for Last 5 Years

2020 - Present	Starflex Public Company Limited Vice Chairman of the Executive Board/ Directors
2017 - 2020	Starflex Public Company Limited Chief Executive Officer/ Board of the Board of Executive Directors/ Director
2002 - 2019	Starprint Public Company Limited Board of Directors

Director Training Certificate by Thai Institute of Directors (IOD)

Director Certification Program (DCP), class of 2017

Shareholding in the Company: Ordinary Share 68,974,500^{/1} shares equal to 8.41% (as of December 30, 2025)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None –

Meeting Attendance in 2025: 5 out of 5 meetings

* The first date of appointment for the Company Director: May 26, 2010

^{/1} Shares Held include Spouse and Child (Children) not over 20 years old



Mr. Kajhitphome Sudsok (Age 60 Years)

Chairman of the Risk Management Committee/ Audit Committee/
Independent Director*/Corporate Governance and Sustainability Development
Committee/ Nomination and Remuneration Committee/

Educational

Bachelor Degree in Marketing Faculty of Commerce and Accountancy, Chulalongkorn University
Master Degree in International Marketing City University, U.S.A.

Certificate Financial Management, City University, U.S.A.

Diploma National Defence College, class of 63
The Executive Program in Energy Literacy, class of 17/2023, Thailand Energy Academy

Work Experience for Last 5 Years

2018 – Present Starflex Public Company Limited
Chairman of the Risk Management Committee/ Audit Committee/ Nomination and
Remuneration Committee/ Corporate Governance and Sustainable Committee
/Independent Director
2011 - 2016 Thai Credit Bank Public Company Limited
Assistant Managing Director (Business credit)
2009 - 2010 Thai Credit Bank Public Company Limited
Senior Vice President of Credit Risk Department

Director Training Certificate by Thai Institute of Directors (IOD)

Role of the Chairman Program (RCP), class of 2020
Strategic Board Master Class (SBM), class of 2020
Risk Management Program for Corporate Leader, class of 2019
Advanced Audit Committee Program (AAP), class of 2018
Director Certification Program (DCP), class of 2018
Ethical Leadership Program (ELP), class of 2015

Shareholding in the Company: Ordinary Share 400,000^{/1} shares equal to 0.05% (as of December 30, 2025)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None -

Meeting Attendance in 2025: 5 out of 5 meetings

* The first date of appointment for the Company Director: May 11, 2018

^{/1} Shares Held include Spouse and Child (Children) not over 20 years old



Mr. Rong Hirunpanich (Age 65 Years)

Audit Committee/ Risk Management Committee/ Independent Director*/
Corporate Governance and Sustainability Development Committee

Educational

Bachelor Degree in Business Administration Business Computer, Assumption University
Master Degree in Business Administration Finance & Marketing Management, Sripatum University

Work Experience for Last 5 Years

2024 - Present Pueantae Capital Company Limited
Chairman of the Audit Committee / Chairman of the Risk Management Committee /
Nomination and Remuneration Committee / Independent Director

2020 - Present Starflex Public Company Limited
Audit Committee/ Risk Management Committee/ Corporate Governance and Sustainability
Development Committee/ Independent Director

2020 - 2022 Thai Credit Bank Public Company Limited
Senior Vice President of Internal Audit

2013 - 2020 Thai Credit Bank Public Company Limited
Senior Director of Internal Audit

Director Training Certificate by Thai Institute of Directors (IOD)

Advanced Audit Committee Program (AACP), class of 2023
Director Certification Program (DCP), class of 2020
Corporate Governance for Executives (CGE), class of 2020

Shareholding in the Company: - (as of December 30, 2025)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None –

Meeting Attendance in 2025: 5 out of 5 meetings

* The first date of appointment for the Company Director : June 24, 2020



Mr. Chairit Simaroj (Age 61 Years)

Chairman of Corporate Governance and Sustainable Committee/
Independent Director*

Educational

Bachelor Degree in Mechanical Engineering Kasetsart University

Master Degree in Business Administration University of Indianapolis, U.S.A.

Diploma Top Executive Course, Capital Market Academy (CMA.), class of 9

Work Experience for Last 5 Years

2023 - Present	Starflex Public Company Limited Chairman of Corporate Governance and Sustainable Committee
2020 - Present	Starflex Public Company Limited Independent Director
2018 – Present	Burirum United Company Limited Audit Committee
2002 - Present	Susco Public Company Limited Chairman of the Board of Executive Directors/ Director

Director Training Certificate by Thai Institute of Directors (IOD)

2023 Training course: The Executive Program in Energy Literacy for a Sustainable Future, Class 18 by Thailand Energy Academy (TEA) on July 20 – December 14, 2023

2019 Training course: Business Revolution and Innovation Network: BRAIN, Class 3/2019 by
The Federation of Thai Industries

2012 Certified Sophisticated Investor Program, class 2, by the Thai Investors Association.

2009 Training course: Capital Market Academy Leader Program (CMA), Class 9 by the Capital Market Academy on August - December 2009

2003 Training course: Director Certification Program (DCP), Class 26/2003 by the Thai Institute of Directors Association (Thai IOD) on March 5, 2003

Shareholding in the Company: - (as of December 30, 2025)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None –

Meeting Attendance in 2025: 5 out of 5 meetings

* The first date of appointment for the Company Director : June 24, 2020

Mr. Sompote Valyasevi (Age 59 Years)

Chief Executive Officer/ Executive Board of Directors / Risk Management Committee
Corporate Governance and Sustainability Development Committee/
Nomination and Remuneration Committee



Education/ Training Course

Bachelor Degree in Engineering	Kasetsart University
Master Degree in Business Administration	University of Dallas, USA.
Doctoral Degree in Business Administration	The Joint Doctoral Program in Business Administration (JDBA) cooperated by Chulalongkorn University, Thammasat University and National Institute of Development Administration (JDBA.)
Certificate	Top Executive Course, Capital Market Academy (CMA.), class of 34

Work Experience for Last 5 Years

2024 - Present	Trinity Watthana Public Company Limited Chairman of the Board of Nomination and Remuneration Committee and Independent Director
2024 - Present	Asia Precision Public Company Limited Chairman of the Board of Directors/ Chairman of the Audit Committee/ Independent Director
2023 - Present	STARPRINT Joint Stock Company (Vietnam) Director
2023 - Present	SFLEX Investment Pte., Ltd. (Singapore) Director
2023 - Present	Star Union Packaging Company Limited Director
2022 - Present	Bitec Enterprise Company Limited Chairman of the Audit Committee/ Independent Director
2021 - Present	I2 Enterprise Public Company Limited Chairman of the Board of Directors/ Chairman of the Audit Committee/ Independent Director
2021 - Present	P. S. Plus Consulting Co., Ltd. Director
2020 – Present	Starflex Public Company Limited Chief Executive Officer

Director Training Certificate by Thai Institute of Directors (IOD)

Role of the Chairman Program (RCP), class of 53/2023
Director Certification Program (DCP), class of 296/2020
Advanced Audit Committee Program (AAP), class of 31/2018
Director Accreditation Program (DAP), class of 86/2010

Shareholding in the Company: Ordinary Share 3,635,200¹ shares equal to 0.40% (as of December 30, 2025)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None -

Meeting Attendance in 2025: 5 out of 5 meetings

* The first date of appointment for the Company Director: May 11, 2018

^{/1}Shares Held include Spouse and Child (Children) not over 20 years old

Mr. Somchai Wongrassamee (Age 59 Years)

Chief Financial Officer/ Executive Board of Directors*/ Risk Management Committee/
Company Secretary



Educational

Bachelor Degree in Electronics Engineering	King Mongkut's Institute of Technology Ladkrabang
Master Degree in Business Administration	University of Dallas, USA.
Doctoral Degree in Engineering Management	Heriot-Watt University, United Kingdom

Work Experience for Last 5 Years

2023 - Present	PKN Inter Holding Public Company Limited Director
2023 - Present	STARPRINT Joint Stock Company (Vietnam) Director
2023 - Present	SFLEX Investment Pte., Ltd. (Singapore) Director
2022 - Present	Star Union Packaging Company Limited Director
2021 - Present	P. S. Plus Consulting Co., Ltd. Director
2021 - Present	I2 Enterprise Public Company Limited Chairman of Risk Committee/ Audit Committee / Remuneration Committee/ Independent Director

Director Training Certificate by Thai Institute of Directors (IOD)

Director Certification Program (DCP), class of 2017

Director Accreditation Program (DAP), class of 2012

Shareholding in the Company: Ordinary Share 500,000^{/1}shares equal to 0.06% (as of December 30, 2028)

Direct and indirect interests in the Company or in the relevant Subsidiaries – None -

Position in any company that may cause conflict of Interest – None -

Meeting Attendance in 2025: 5 out of 5 meetings

* The first date of appointment for the Company Director: May 8, 2017

^{/1}Shares Held include Spouse and Child (Children) not over 20 years old



Ms. Naspaphas Yingsiriumnuay

Sales and Marketing Director/ Executive Committee/ Risk Management Committee

Education

Bachelor Degree Science Chiang Mai University
Master Degree MBA Assumption University

Work Experience for Last 5 Years

2024 – Present Sales and Marketing Director
Starflex Public Company Limited
2003 – 2023 Senior Sales and Marketing Manager
Starflex Public Company Limited

Director Training Certificate by Thai Institute of Directors (IOD) - none -

Shareholding in the Company: (December,30 2025) : 53,200 shares equal 0.01%

Position in any company that may cause conflict of Interest – None –

Illegal record in the last 10 years : --None--



Mr. Pichetpong Sritapun

Human Resources Director/ Executive Committee/ Risk Management Committee

Education

Bachelor Degree Engineering (Civil) Rajamangala Institute of Technology
Master Degree MBA (Finance) Oklahoma City University, U.S.A.

Work Experience for Last 5 Years

2018 – Present Human Resources Director
Starflex Public Company Limited
2008 – 2017 Resources Assistant Manager
Starflex Company Limited

Director Training Certificate by Thai Institute of Directors (IOD)

Corporate Reporting Program (CRP), class of 2017

Board Reporting Program (BRP), class of 2017

Shareholding in the Company: (December,30 2025) : 100,900 shares equal to 0.01%

Position in any company that may cause conflict of Interest – None –

Illegal record in the last 10 years : -None--



Mr. Sompot Techaboonako

Supply Chain Director

Education

Bachelor Degree in Engineering Electrical

Royal Melbourne Institute of Technology, Australia

Work Experience for Last 5 Years

2021 – Present Supply Chain Director Starflex PLC.

2018 – 2020 Managing Director Blue oceaners Consultants Co., Ltd.

Director Training Certificate by Thai Institute of Directors (IOD) - none -

Shareholding in the Company: (December,30 2025) : - None-

Position in any company that may cause conflict of Interest – None –

Illegal record in the last 10 year : -None--



Mr. Niraphan Limwanitrat

Plant Director/ Risk Management Committee

Education

Bachelor Degree Engineering (Electronics) KMIT Ladkrabang

Master Degree Business Administration Bangkok University

Work Experience for Last 5 Years

2020 – Present Plant Director..Starflex PLC.

2018 – 2021 Managing Director
Momentum Marketing Service Co., Ltd.

Director Training Certificate by Thai Institute of Directors (IOD) - none -

Shareholding in the Company: (December,30 2025) : - None-

Position in any company that may cause conflict of Interest – None –

Illegal record in the last 10 year : -None--



Production Director/ Risk Management Committee

Bachelor Degree	Printing Technology	Ragamangala Institute of Technology
Master Degree	Science (IT Management)	KMIT Ladkrabang
Master Degree	Bachelor of Science (B.Sc.) in Digital Technology Innovation Management,	Southeast Asia University

2021 – Present	Plant Director	Starflex PLC
2551 – 2560	Assistant Plant Manager	Inteccard Technology Co., Ltd.

Shareholding in the Company: (December,30 2025) : - None-
Position in any company that may cause conflict of Interest – None –
Illegal record in the last 10 year : -None--

Innovation and Product Director

Bachelor Degree Science (Chemistry) Ramkhamhaeng University

2020 – Present Innovation and Product Director Starflex PLC
Shareholding in the Company: (December,30 2025) : 7,129 shares equal to 0.001%
Position in any company that may cause conflict of Interest – None –
Illegal record in the last 10 year : -None--

Senior Accounting and Finance Manager

Bachelor Degree BA (Accounting) Ramkhamhaeng University

2021 – Present Senior Accounting and Finance Manager Starflex PLC.

2018 – 2021 Director Accounting Perfect Co., Ltd.

Shareholding in the Company: (December,30 2025) : 300,000 shares equal to 0.04%

Position in any company that may cause conflict of Interest – None –

Illegal record in the last 10 year : - None –

Details of the positions held by executives and persons in control of related companies as of December 31, 2025.

Name	SFLEX's Positions	Positions in related companies																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Mr. Pakorn Malakul Na Ayudhya	C, /	/, C	/, AC, N		/, C													
Mr. Printhorn Apithanasriwong	/, //			/, M	/, //	/, //												
Gen. Montee Sungkasap	/, AC, N						/, CG, N											
Mr. Kajhitphome Sudsok	/, AC, N, R, CG																	
Mr. Rong Hirunpanich	/, AC, R, CG																	
Mr. Ek Picharnchitra	/, //																	
Mr. Chairit Simaroj	/, CG							/, AC	/, //									
Mr. Sompote Valyasevi	/, //, M, N, R, CG					/, //				/, //	/, //	/, //	/, C, AC	/, AC	M			C, /
Mr. Somchai Wongrassamee	/, //, M, R				/	/, //				/, //	/, //	/, //	R, AC, N					
Mr. Chirdpong Malatham	M, R																	
Ms. Natpaphas Yingsiriumnuay	//, M, R																	
Mr. Pichetpong Sritapun	//, M, R, CG																	
Mr. Nopphadon Khanacharoen	M, CG																	
Mr. Charoon Sengdonprai	M															/		
Mr. Sompoj Techaboonako	M																	
Mr. Niraphan Limwanitrat	M, CG																//	

Note : C = Chairperson of the Committee / = Committee AC = Member of the Audit Committee
// = Executive committee M = Executives N = Nomination and Remuneration Committee
R = Member of the Risk Committee CG = Corporate Governance and Sustainability Development Committee

The list of Related Companines :

1. Interlink Telecom Public Company Limited
2. Standard Chartered Bank (Thai) PCL
3. Starprint Public Company Limited
4. PKN INTER HOLDING COMPANY LIMITED
5. P S PLUS CONSULTING CO., LTD
6. NFC Public Company Limited
7. Navakij Insurance Public Company Limited
8. BURIRAM UNITED COMPANY LIMITED
9. SUSCO PUBLIC COMPANY LIMITED
10. ASIA PRECISION PUBLIC COMPANY LIMITED
11. A2 TECHNOLOGIES CO.,LTD.
12. I2 Enterprise Public Company Limited.,
13. BITEC ENTERPRISE CO.,LTD.
14. VIA 564 COMPANY LIMITED
15. ACCOUNTING PERFECT COMPANY LIMITED
16. MOMENTUM MARKETINGSERVICE COMPANY LIMITED
17. Trinity Watthana PCL (Trinity)
18. Puentae Capital Company Limited

Attachment 2: Details of the directors of subsidiaries

PS Plus Consulting Company limited

Information of the Board of Directors and the person with the authority to control the Company as of 31 December 2025 is as follows:

	Name	Position
1	Mr. Printhorn Apithanasriwong	Board of Directors
2	Mr. Sompote Valyasevi	Board of Directors
3	Mr. Somchai Wongrassamee	Board of Directors

Star Union Packaging Company Limited

Information of the Board of Directors and the person with the authority to control the Company as of 31 December 2025 is as follows:

	Name	Position
1	Mr. Sompote Valyasevi	Board of Directors
2	Mr. Somchai Wongrassamee	Board of Directors
3	Mr. Piyathep Sritachan	Board of Directors
4	Mr. Choo Chong Chan	Board of Directors

SFLEX INVESTMENT PTE. LTD.

Information of the Board of Directors and the person with the authority to control the Company as of 31 December 2025 is as follows:

	Name	Position
1	Ms. Anthony Anne Catharine	Board of Directors
2	Mr. Sompote Valyasevi	Board of Directors
3	Mr. Somchai Wongrassamee	Board of Directors

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

Details of the Head of Internal Audit

The Company has assigned Ms. Nongnaphas To o charoen to be the head of the Company's internal audit department. The details of the Head of Internal Audit are as following:

Name/ Position	Education / Certificate/ Training	Work experience	
		Period	Position/ Company
Ms. Nongnaphas To o charoen Head of Internal Audit	Education / Certificate: - Bachelor of Business Administration (Accounting) Rajamangala University of Technology Tawan-ok (Chakrabongse Bhuvanath) Training: - Certified Professional Internal Audit of Thailand (CPIAT) from Institute of Internal Auditors (Thailand) - Internal Auditing Certificate Program (IACP) from TFAC - Anti-Corruption Working Paper Course from TFAC - Roles and responsibilities of the Personal Data Protection Officer (DPO) according to the Personal Data Protection Act (PDPA) - Fraud Audit from Institute of Internal Auditors (Thailand) - IT Governance and IT Risk Management 4.0 (1/20) from TFAC - Develop a Modern Internal Audit Plan by List of Audit Objectives from Institute of Internal Auditors (Thailand)	2018 - Present	Internal Audit Deputy Manager Starflex Public Company Limited
		2017 - 2018	Finance Audit / Internal Audit Supervisor Summit Auto Body Industry Co., Ltd.
		2012 - 2017	Internal Audit NHK Spring (Thailand) Co., Ltd.
		2009 - 2012	Internal Audit Supervisor Kim Yoo Seng Co Ltd

Name/ Position	Education / Certificate/ Training	Work experience	
		Period	Position/ Company
	<ul style="list-style-type: none"> - Safety Officer Management Level - Financial Auditing for Internal Auditors or Non Accountants from Institute of Internal Auditors (Thailand) 		

The Company hired P&L Corporation Company Limited to be auditor the Company's internal control system. The details of the head of internal Audit that assigned by P&L Corporation Company Limited are as following:

Name/ Position	Education / Certificate/ Training	Work experience		
		Period	Position/ Company	
P&L Corporation Company Limited	Education / Certificate: <ul style="list-style-type: none"> - Master of Business Administration (MBA) Faculty of Commerce and Accountancy, Thammasat University	2025 – Present	Director	
Ms. Amornwan Dechkamhang Head of Internal Audit		2013 – 2024	P&L Corporation Company Limited P&L Internal Audit Company Limited Assistant Director P&L Corporation Company Limited P&L Internal Audit Company Limited	

	Training: <ul style="list-style-type: none"> - IIAT ANNUAL CONFERENCE 2025 from Institute of Internal Auditors (Thailand) - Compliance Audit from Institute of Internal Auditors (Thailand) - Agile Internal Audit : Enhancing Efficiency and Value in Internal Audit from Institute of Internal Auditors (Thailand) 			
Name/ Position	Education / Certificate/ Training	Work experience		
		Period	Position/ Company	
	<ul style="list-style-type: none"> - Preparation for the New Global Internal Audit Standards 2025 and Enhancing Audit Capabilities through Digital Technology Internal Auditors Network Seminar Program, Kasetsart University - Prepared Course for Certified Internal Auditor: Pre – CIA from Chulalongkorn University - Clinic IA : Topic “Fraud Audit and Caution for Auditor” from Institute of Internal Auditors (Thailand) - Clinic IA : Topic “COSO 2014” from Institute of Internal Auditors (Thailand) - Internal Auditor: ISO 14001 from Learning and Growth Consulting Center Co., Ltd. - Professional Engineering License (Associate Engineer Level) - Internal Auditor: TIS/OHSAS 18001 from Thailand Institute of Standards Certification 			

	<ul style="list-style-type: none"> - Internal Auditor: ISO/TS 16949 from Technology Promotion Association (Thailand-Japan) - Internal Auditor: ISO 9001 from Technology Promotion Association (Thailand-Japan) - Integration of ISO 9001, ISO 14001 and OHSAS 18001 from Technology Promotion Association (Thailand-Japan) 			
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Attachment 4: Assets for business undertaking and details of asset appraisal

Property appraisal data during the fiscal year 2025

1. Building construction plan where the Company is located Bang Phriang Phatthana Project, Bang Phriang-Lad Wai Road, Tambon Bang Phriang, Amphoe Bang Bo, Samut Prakan

Usable area	13,548.73 square meters
Valuer Company	Kasikorn Bank Public Company Limited
Valuer	Mr. Jaroonsak Fongthong, No. Wor.Tor. 197, signed his name. in the property appraisal report No. 64-FSCR-KBANK-259
Date	2 June 2021
Objectives	For credit consideration
Appraisal priceas of the survey date	31,746,785.09 Baht
Appraisal priceas when completed	195,204,921.00 Baht

2. Land with buildings where the Company is located Bang Phriang Phatthana Project, Bang Phriang-Lad Wai Road, Tabon Bang Phriang, Amphoe Bang Bo, Samut Prakan

Total area	32-0-86 14 or 12,481 square wah
Valuer Company	Land and Houses Bank Public Company Limited
Valuer	Mr. Naris Bualuang, No. Wor.Tor. 101, signed his name. in the property appraisal report No. NS-006-121-66
Date	26 September 2023
Objectives	For credit consideration
Construction cost upon completion	449,923,000 Baht
Construction cost as of completion date	418,646,000 Baht
Value according to the title deed	354,218,000 Baht
Value according to the current title deed	337,357,000 Baht

Summary of important contracts in doing business

1. Office Rental

Contracting party	Mr. Somchai Mepremwattana as the “lessor” Starflex Public Company Limited as the “lessee”
Contract date	: 1 March 2026
Relationship with the Company	: None
Property	: Condominiums according to government documents, Title Deed No. 243044, Unit No. 1093/147 (new number is 589/147), 27th floor (buttons in elevator and floor number is 26th floor), Central City Tower, condominium registration no. 24/2537. Khwaeng Bangna, Khet Phra Khanong, Bangkok Total area of approximately 355.34 square meters
Objectives	: Used as the Company's office
Term	: 1 years starting from 1 March 2026 to 28 February 2027.
Terms of Termination	: If the lessee defaults on the rent payment or breaches the contract or fails to comply with the lessee's legal obligations or the lessee is sequestered by the court order or the lessee is sued in bankruptcy The lessor has the right to terminate the lease immediately.

2. Warehouse Rental

Contracting party	KRC Development Company Limited as a “lessor” Starflex Public Company Limited as the “lessee”
Contract date	: 1 May 2025
Relationship with the Company	: None
Property	: Building No. 188/1, Moo 3, Soi Bang Phliang Phatthana Project, Kheha-Lad Wai Road, Tambon Bang Phriang, Amphoe Bang Bo, Samut Prakan. Usable area 4,750 square meters
Objectives	: Used as the Company's warehouse
Term	: 1 year starting from 1 May 2025 to 31 December 2026
Terms of Termination	: If the lessee desires to cancel the lease of the building before the rental period mentioned in this contract expires, the lessee must notify the lessor in writing at least 60 days before the lease expires.

3. Real Estate Rental

Contracting party	Rak Marketing Company Limited as a “lessor” Rak Marketing Company Limited as a “lessor”
Contract date	: 1 June 2024
Relationship with the Company	: None
Property	Title deed number 35488, land number 498, Soi Bang Phreang Phatthana Project, Keha-Lat Wai Road, Bang Phreang Subdistrict, Bang Bo District, Samut Prakan Province, usable area 2 rai 1 ngan 99 square wa
Objectives	Used as a parking lot and for placing certain items.
Terms	3 year starting from 1 June 2024 to 31 May 2028
Terms of Termination	: If the tenant wishes to cancel the rental space before the rental period mentioned in this contract expires, the lessee must notify the lessor in writing at least 60 days before the lease expires.

4. Insurance Contract

4.1 All Risk Insurance

1. Factory and Warehouse

Insurance Company	: Tokio Marine Safety Insurance (Thailand) PCL and Joint Insurance Company
The Insured Name	: Starflex Public Company Limited
Insurance Type	: All Risk Insurance
Location of Property Insured	: (1) Starflex Factory (Flexible packaging production factory)(Factory and extension building) : (2) Bang Phriang Warehouse (warehouse)
Property Insured	: Building, the building (including the foundation), including additions and improvements to the building that are property. All common areas, Solar Rooftop, parking, gate, permanent sign,

	guardhouse, royal shrine, garden, swimming pool (not including water in the pool) Restaurants, fitness centers, front saunas, fixed fixtures, ceilings, floor coverings, building glass, other glass that comes with the building, furniture, carpets, chandeliers, ceiling and standing fans. Other decorative materials, electrical appliances Factory + office equipment, office supplies, computers, systems Notebook computers and various equipment, coin-operated washing machines, coin-operated water dispensers Electric trains or tuk tuks used for business transfers, forklifts, as well as various public utility systems such as electrical systems and generators. Electrical transformers, water systems and various plumbing pipes Central and separate air conditioning systems Air conditioning, refrigeration systems, telephone systems, elevator-escalator systems and control systems Security system, alarm system, CCTV, alarm system, fire extinguishing system, sanitation system Wastewater treatment system Pump system Water with water pressure regulator, TV antenna, satellite signal reception system, lightning rod and all property used in business operations and under the care of the insured
Amount Insured	: 1,348,253,953.85 Baht
Period of Insurance	: 31 January 2026 to 31 January 2027
Policy coverage	: Physical loss or damage to insured property from perils such as fire, lightning, explosion, collision by vehicle, hail, water damage, windstorm, earthquake, aircraft smoke, wildfire, riot and strike. Danger due to acts of vandalism and malicious intent and accidental damage from other external causes which is not excluded under the property insurance policy.

2. Central City Tower

Insurance Company	Dhipaya Insurance PCL
The Insured Name	Starflex Public Company Limited
Insurance Type	Small Business Insurance
Location of Property Insured	Condominiums according to government documents, Title Deed No. 243044, Unit No. 1093/147 (new number is 589/147), 27th

	floor (push button in elevator and floor number is 26th floor), Central City Tower, condominium registration no. 24/2537. Bangna Subdistrict, Phra Khanong District, Bangkok.
Property Insured	Building (excluding foundation) including all additions and improvements to the building that is the property of the Insured Fixing fixtures, ceilings, ceilings, floor coverings, building mirrors, other mirrors, furniture, carpets, pictures and other decorative materials. electrical appliance generator Transformer Plumbing and plumbing systems Shared and split air conditioning systems air conditioner Refrigeration system, telephone system, security system, CCTV, alarm system, fire suppression system, sanitation system, antenna, TV, satellite receiver system, lightning rod and Thaksin are all used in the business and are under the care of the Insured.
Amount Insured	5,881,587.43 Baht
Period of Insurance	29 January 2025 to 29 January 2026
Policy coverage	Physical loss or damage to insured property from perils such as fire, lightning, explosion, collision by motor vehicle, hail, water damage, windstorm, earthquake, aircraft smoke, wildfire, riot and strike. Danger due to acts of vandalism and malicious intent and accidental damage from other external causes which is not excluded under the property insurance policy.

4.2 Business Interruption Insurance

1. Starflex Factory and Warehouse

Insurance Company	Tokio Marine Safety Insurance (Thailand) PCL and Joint Insurance Company
The Insured Name	Starflex Public Company Limited
Insurance Type	Business Interruption Insurance
Location of Property Insured	(1) Starflex Factory (Flexible packaging production factory)(Factory and extension building) (2) Bang Phriang Warehouse (warehouse)
Property Insured	Gross Profit (Variance Basis)

Maximum Indemnity Period	12 months
Amount Insured	424,256,329.00 Baht
Period of Insurance	31 January 2025 to 31 January 2026
Policy coverage	Loss or damage of gross profit and/or increased operating expenses due to business interruption which is a direct consequence of damage incurred to property used by the insured to conduct business. The premises are insured and are covered under a property risk insurance policy.

4.3 Public Liability Insurance

1. Starflex Factory and Warehouse

Insurance Company	Tokio Marine Safety Insurance (Thailand) PCL and Joint Insurance Company
The Insured Name	Starflex Public Company Limited
Insurance Type	Public Liability Insurance
Location of Property Insured	(1) Starflex Factory (Flexible packaging production factory) (Factory and extension building) (2) Bang Phriang Warehouse (warehouse)
Amount Insured	Not exceeding 10,000,000 baht per event and throughout the insurance period.
Period of Insurance	31 January 2026 to 31 January 2027
Policy coverage	Covering the legal liability of the insured to death or injury to the body or illness or damage to the property of third parties The above statutory liability must be incurred by accident. relating to the business or business of the insured within the scope of the risks insured and occurs during the insurance period at the insured territory specified in the insurance policy schedule. according to the conditions of the third party liability insurance policy.

Attachment 5: Corporate Governance Policy and Guidelines (full version)
and Business Ethics (full version)

Attachment 5: Charter, Business Code of Conduct, and Corporate Governance Policies and Guidelines

No.	Document Title	URL Website	QR CODE
Category 1 Charter			
1.1	Board of Directors Charter	https://www.starflex.co.th/storage/content/corporate-governance/charter/20240312-sflex-charter-board-of-directors-th.pdf	
1.2	Audit Committee Charter	https://www.starflex.co.th/storage/content/corporate-governance/charter/20240312-sflex-charter-audit-committee-th.pdf	
1.3	Executive Committee Charter	https://www.starflex.co.th/storage/content/corporate-governance/charter/20240312-sflex-charter-executive-committee-th.pdf	
1.4	Nomination and Remuneration Committee Charter	https://www.starflex.co.th/storage/content/corporate-governance/charter/20240312-sflex-charter-nomination-and-remuneration-committee-th.pdf	
1.5	Risk Management Committee Charter	https://www.starflex.co.th/storage/content/corporate-governance/charter/20240312-sflex-charter-risk-committee-th.pdf	
1.6	Corporate Governance and Sustainable Development	https://www.starflex.co.th/storage/content/corporate-governance/charter/20240312-sflex-charter-cg-and-sustain-th.pdf	
Category 2 Business Code of Conduct			
2.1	SFLEX's Code of Conduct	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-code-of-conduct-th.pdf	
2.2	Business Partner's Code of Conduct	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-business-partners-code-of-conduct-th.pdf	
Category 3 Corporate Governance Policies and Guidelines			
3.1	Corporate Governance Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-corporate-governance-policy-th.pdf	

No.	Document Title	URL Website	QR CODE
3.2	Management of Subsidiaries Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-management-of-subsidiaries-policy-th.pdf	
3.3	Whistle Blowing Policy and complaints	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-sf-whistleblowing-th.pdf	
3.4	The Control of Internal Information Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-the-control-of-internal-information-th.pdf	
3.5	Personal Data Protection Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-personal-data-protection-policy-th.pdf	
3.6	Enterprise Risk Management Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-risk-management-policy-th.pdf	
3.7	Anti-Corruption Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-anti-corruption-policy-th.pdf	
3.8	Sustainability Policy and Guideline	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-sustainability-policy-and-guideline-th.pdf	
3.9	Stakeholder Engagement Policy and Guideline	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-stakeholder-engagement-policy-th.pdf	
3.10	Innovation Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-innovation-policy-th.pdf	
3.11	Tax Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-tax-policy-th.pdf	
3.12	Human Rights and Labor Practices Policy	https://www.starflex.co.th/storage/content/corporate-governance/policy/20230517-sflex-human-rights-and-labor-practices-policy-th.pdf	

No.	Document Title	URL Website	QR CODE
3.13	Climate Change policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-climate-change-policy-th.pdf	
3.14	Environmental Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-environmental-policy-th.pdf	
3.15	Information Security Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-information-security-policy-th.pdf	
3.16	Corporate Social Responsibility Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-corporate-social-responsibility-policy-th.pdf	
3.17	Data Subject Rights Request Form	https://www.starflex.co.th/storage/content/corporate-governance/20230620-sflex-data-subject-rights-request-form-th.pdf	
3.18	Personal Data Disposal Policy & Personal Data Retention Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-personal-data-disposal-policy-personal-data-retention-policy-th.pdf	
3.19	Privacy Notice (Guarantor)	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-privacy-notice-th.pdf	
3.20	Privacy Notice (shareholders and directors)	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-privacy-notice-dicetor-th.pdf	
3.21	Privacy Notice (Business partners and related parties)	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-privacy-notice-business-partners-th.pdf	
3.22	Privacy Notice (Customer)	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-privacy-notice-customer-th.pdf	
3.23	Privacy Notice (Personnel, Job applicants, consultants and Others)	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-privacy-notice-personnel-th.pdf	

No.	Document Title	URL Website	QR CODE
3.24	Human Rights Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-human-rights-policy-th.pdf	
3.25	Succession Planning Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-succession-planning-policy-th.pdf	
3.26	Giving and Receiving Items or Other Benefits Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-giving-and-receiving-items-or-other-benefits-policy-th.pdf	
3.27	Dividend Payment Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-dividend-payment-policy-th.pdf	
3.28	Human Resource Development Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-human-resource-development-policy-th.pdf	
3.29	Investment in Subsidiaries or Affiliated Companies Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-investment-in-subsiidiaries-affiliated-companies-policy-th.pdf	
3.30	Recruitment and Compensation Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-recruitment-and-compensation-policy-th.pdf	
3.31	Personal Data Protection and Processing Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-personal-data-protection-and-processing-policy-th.pdf	
3.32	Labor Practices Policy	https://www.starflex.co.th/storage/content/corporate-governance/20240314-sflex-labour-practices-policy-th.pdf	
3.33	Cookie Policy	https://www.starflex.co.th/storage/content/corporate-governance/20230817-sflex-cookies-policy-th.pdf	
3.34	CCTV Privacy Notice	https://www.starflex.co.th/storage/content/corporate-governance/20230817-sflex-cctv-privacy-notice-th.pdf	

No.	Document Title	URL Website	QR CODE
3.35	Human Rights Due Diligence (HRDD) Manual	https://www.starflex.co.th/storage/content/corporate-governance/20240530-sflex-human-rights-due-diligence-hrdd-manual-th.pdf	

Attachment 6: Report of the Sub Committee

Report of the Audit Committee

Dear Shareholders of Starflex Public Company Limited,

The Audit Committee of Starflex Public Company Limited was appointed by a resolution of the board of directors and is composed of 3 independent directors who possess the qualifications, knowledge, and experience in accordance with the requirements stipulated in the Audit Committee Charter.

In 2025, the Audit Committee held a total of seven 7 meetings, which included joint meetings with management, the external auditor, and the internal auditor as appropriate. The Audit Committee regularly reported its performance and operational outcomes to the Board of Directors on a quarterly basis. The attendance of each Audit Committee member is detailed as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
Gen. Montee Sungkasap	Chairman of the Audit Committee	7/7
Mr. Kajhitphome Sudsok	Member of the Audit Committee	7/7
Mr. Rong Hirunpanich	Member of the Audit Committee	7/7

Ms. Nongnaphas Toocharoen (Internal Audit Deputy Manager) is the secretary of the Audit Committee.

The Audit Committee has performed its duties under the scope of duties and responsibilities as specified in the Audit Committee charter and as assigned by the board of directors carefully, with knowledge, competence, and independence, without any restrictions and conditions for obtaining information, according with the regulations and relevant laws of the Stock Exchange of Thailand, and they will get full cooperation from the management, internal auditor and auditor of the company. In summary, the key duties and responsibilities of the Audit Committee are as follows:

1. Financial Reports

The Audit Committee reviewed the quarterly financial statements and the annual financial statements for the year 2025. In this regard, the Committee inquired and received explanations from management and the external auditor concerning the accuracy and completeness of the financial statements, as well as the adequacy of disclosures. The Audit Committee also considered the independence of the external auditor and deliberated on all matters identified from the audit process.

In addition, the Audit Committee held independent meetings with the external auditor without management's presence, during which the external auditor confirmed its ability to perform its duties and express its opinion independently in accordance with the scope and auditing standards, and that full cooperation was received in the audit process. The Audit Committee concurred with the external

auditor that the financial statements were, in all material respects, accurate, reliable, and prepared in accordance with generally accepted accounting standards.

2. Internal control system

The Audit Committee reviewed information on operations and internal control systems to assess the adequacy and effectiveness of the internal control system. This will help support the operation to achieve the company's policy goals by considering the internal audit report according to the approved work plan, which covers the major work systems of the company. As per the review of the Audit Committee, no significant defects were found. The company has proper custody of its assets and has complied with the law on securities and stock exchange, requirements of the Stock Exchange of Thailand, laws and regulations related to the business of the company, has assigned authority, and has been approved to operate in accordance with the established criteria and according to good internal control system and good corporate governance, including making improvements to be in line with the changing situation effectively.

3. Monitoring of internal audit operation

The Audit Committee has considered the mission and scope of work, roles, and responsibilities, and independence of the internal audit department and internal auditors from the management to be in line with the internal audit guidelines of the Stock Exchange of Thailand and has considered approving the annual internal audit plan, appropriateness of the annual expenditure budget, and has followed up on the performance and audit results of the Internal Audit Department on a regular basis, including giving advice and following up on corrective action on significant issues, including ensuring that the Internal Audit Department has appropriate and sufficient officers. The Audit Committee is of the opinion that the company has an internal audit system with adequacy, appropriateness, and affective being in line with the standards.

4. Good Corporate Governance

The Audit Committee has reviewed and ensured that the Company complies fully and correctly with the laws, the requirements of the Stock Exchange of Thailand, and other regulations relevant to its business in accordance with the principles of good corporate governance. The Audit Committee is of the opinion that the Company has appropriately governed its operations in compliance with applicable laws and regulations. Furthermore, the Company is committed to conducting its business with integrity and transparency, has implemented an Anti-Corruption Policy, and has established clear procedures and channels for receiving complaints or whistleblowing reports from all relevant stakeholders

5. Risk Management

The Company has established a Risk Management Committee to oversee and be responsible for the Company's risk management framework. The Audit Committee performs the duties of reviewing and monitoring risk management, including the effectiveness of the risk management process.

The Audit Committee acknowledges the Company's enterprise risk management information from the risk management reports submitted to the Board of Directors' meetings and has held discussions with the risk management function, representing the Company's Risk Management Committee. No material issues or significant deficiencies were identified. The Audit Committee also provided recommendations for improvements and further development to enhance the adequacy and effectiveness of the Company's risk management system.

6. Transaction for related parties or conflicting with the interest

The Audit Committee has reviewed, supervised, and commented on the transactions that may have conflicts of interest with the company on a quarterly basis based on the principles of reasonableness, transparency, and adequate information disclosure and it will be in line with the requirements of the Stock Exchange of Thailand. In this regard, the Audit Committee is of the opinion that the transaction is a normal business transaction and makes the utmost benefit to the company.

7. Auditor

The Audit Committee considered the selection and nomination of the external auditor and provided its opinion to the Board of Directors for submission to the annual general meeting of shareholders for approval. In its deliberation, the audit committee took into account the auditor's qualifications, skills, knowledge, competence, and auditing experience, credibility, independence, and the quality of audit performance in the previous year, as well as the appropriateness of the audit fee in relation to the scope of the auditor's responsibilities.

Accordingly, the Audit Committee deemed it appropriate to propose the appointment of EY Office Limited as the Company's external auditor, with the following certified public accountants being appointed as the auditors to audit and express opinions on the Company's financial statements for the year 2025.

- | | |
|----------------------------------|---|
| 1. Ms. Siriwan Suratepin | Certified Public Accountant No. 4604 and/or |
| 2. Ms. Siriwan Nitdamrong | Certified Public Accountant No. 5906 and/or |
| 3. Ms. Sarinda Hirunprasurtwutti | Certified Public Accountant No. 4799 and/or |

In addition, the Audit Committee considered the engagement of the external auditor for non-assurance services and reviewed such engagements to ensure that they do not impair or compromise the independence of the external auditor in performing audit services.

8. Self-assessment of the Audit Committee

The Audit Committee has assessed the performance according to the charter of the Audit Committee and is of the opinion that the Audit Committee has completely complied with the charter and reported the performance as well as presented suggestions by regular reports to the board of directors. Moreover, In addition, the Audit Committee reviews the Audit Committee Charter on an

annual basis to ensure its continued appropriateness and alignment with the principles of good corporate governance and the Company's business context.

The Audit Committee has performed all its duties as assigned by the board of directors and is of the opinion that the company has reported accurate financial and operational information with an internal control system, internal audit, compliance with laws, requirements, and relevant regulations, disclosure of accurate related party transactions, and performance which be in line with the good corporate governance system that is adequate, transparent and reliable, including continuous development and improvement of the operational system to quality and suitability for the business environment.

-Sign-

(Gen. Montee Sungkasap)

Chairman of the Audit Committee

Report of Nomination and Remuneration Committee

The Board of Directors of Starflex Public Company Limited ("the Company") has appointed Nomination and Remuneration Committee, consisting of 3 members, with Chairman of the Committee being an independent director. Nomination and Remuneration Committee has carried out its duties as assigned by the Board of Directors, as outlined in Nomination and Remuneration Committee Charter.

In 2025, Remuneration Committee held two meetings to perform its duties as assigned by Board of Directors and reported meeting outcomes to the Board of Directors. Summary as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
Gen. Montee Sungkasap	Chairman of Nomination and Remuneration Committee the Audit Committee	2/2
Mr. Kajhitphome Sudsok	Member of Nomination and Remuneration Committee the Audit Committee	2/2
Mr.Sompote Valyasevi	Member of Nomination and Remuneration Committee the Audit Committee	2/2

Mr. Pichetphong Sritapan served as the Secretary of the Nomination and Remuneration Committee. In 2025 (B.E. 2568), the Nomination and Remuneration Committee convened two meetings, with all members attending every meeting. The meetings were held to consider various matters. The Committee continuously reported the results of its meetings, together with its opinions, to the Board of Directors for consideration. The key aspects of the Committee's duties are as follows:

1. Establish policies, criteria, and procedures for recruitment and selection of company's directors, sub-committees, and senior executives to be submitted to the Board of Directors and/or proposed for approval at shareholders' meeting, as occurred case.
2. Prepare succession plan and ensure continuity in management that is appropriate for position of Chief Executive Officer (CEO) to be presented for approval from board meeting.
3. Develop criteria and policies for determining compensation of the company's board of directors and subcommittees, to be presented to board of directors and/or submitted for approval at the shareholders' meeting, as occurred case.
4. Determine necessary and appropriate compensation, both monetary and non-monetary, for each individual member of Board of Directors on an annual basis, taking into account suitability relative

to the duties, responsibilities, performance, and comparison with similar companies in the same industry, as well as expected benefits to be gained from directors. This proposal should be submitted for the Board of Directors' consideration and then presented to shareholders' meeting for approval.

5. Consider criteria for evaluating performance of Chief Executive Officer (CEO) and also Chief Executive officer of various departments as assigned by Board of Directors.
6. Establish table of criteria for determining compensation and benefits of Chief Executive Officer and Chief Executive Officers of various departments, and present it to Board of Directors for approval
7. Any other operations related to determination of compensation as assigned by company's board of directors.

As performing duties and responsibilities outlined in the Charter of Nomination and Remuneration Committee, Nomination and Remuneration Committee has carried out its duties with diligence, carefulness, transparency, and focus based on advantage or interests of company and its shareholders.

- Sign -

(Gen. Montee Sungkasap)

Chairman of Nomination and Remuneration Committee

Dear Shareholders of Starflex Public Company Limited,

Starflex Public Company Limited ("the Company") recognizes the importance of effective risk management to achieve the company's set goals, ensure sustainable growth, and build confidence and trust among shareholders and all stakeholders. To address this, the Company has established a Risk Management Committee to oversee and manage the key risks faced by the organization. The company classifies its corporate risks into 6 categories as follows:

1. Strategic Risk
2. Operational Risk
3. Financial Risk
4. Ethics and Compliance Risk
5. Environmental, Social, Governance (ESG), and Reputation Risk
6. Emerging Risks

The Company has established guidelines, processes, policies, and monitoring mechanisms to ensure that key risks are managed within acceptable levels.

In 2025, the Risk Management Committee meeting No. 2/2025, held on August 8, 2025, resolved to reduce the number of committee members from 8 to 4, comprising 2 independent directors and 2 members from management. Mr. Khajitbhum Sudsak, an independent director, was appointed as the Chairman of the Risk Management Committee. The committee held 3 meetings between January and December, with details of each committee member's attendance as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
Mr. Kajhitphome Sudsok	Chairman of the Risk Management Committee	3/3
Mr. Rong Hirunpanich	Risk Management Committee	3/3
Mr. Sompote Valyasevi	Risk Management Committee	3/3
Mr. Somchai Wongrassamee	Risk Management Committee	3/3
List of Committee members who changed during the year.		
Mr. Pichetpong Sritapan	Risk Management Committee	2/2
Ms. Natpaphas Yingsirumnuay	Risk Management Committee	2/2
Mr. Chirdpong Malatham	Risk Management Committee	2/2
Mr. Niraphan Limwanitrat	Risk Management Committee	1/1

The Risk Management Committee meeting was conducted within the scope of duties and responsibilities as defined in the Risk Management Committee Charter. The Chairman of the Risk Management Committee reported on the progress and operations regarding the company's key risk management controls and oversight to the Audit Committee and the Board of Directors, respectively, for their information, as follows:

1. Risk Management and the Execution of Duties

- Review the company's risk governance structure, the Risk Management Committee charter, risk management policies, and risk management framework and practices in collaboration with the management and risk owners to ensure flexibility, appropriateness, and alignment with the current circumstances.
- Review the Enterprise Risk Management manual, applying internationally recognized risk management standards under the COSO Enterprise Risk Management Framework: Integrating with Strategy and Performance, 2017 version, to ensure compliance with risk management principles.
- Appoint a risk task force and risk coordinators from all relevant departments to support the Risk Management Committee, ensuring continuous operation of the organization's risk management efforts and achieving objectives efficiently and effectively.
- Review the disclosure of risk management information, which will be included in the annual report (Form 56-1 One Report).
- Assess the performance of the Risk Management Committee annually, following the guidelines of the Stock Exchange of Thailand (SET), and report the evaluation results to the Board of Directors.

2. Consideration and Monitoring of Enterprise Risk Management

- Provide opinions and recommendations regarding the monitoring of risk trends under volatile circumstances that may arise within the year, potentially having a significant impact on the company's operations. Ensure that management closely monitors and keeps a vigilant eye on these risks, while ensuring that the company has sufficient, appropriate, and timely measures in place to address them. Additionally, this process should enable the company to seize business opportunities that will create long-term value.
- Provide opinions and recommendations, as well as monitor the organization's risk management, including risk data and reporting, to ensure that it complies with the prescribed risk management policies. This will help ensure that the company can manage risks within acceptable levels and achieve success in its strategies and business goals effectively.
- Provide opinions and recommendations on environmental, social, and governance (ESG) risk assessments, such as human rights risks, and develop risk mitigation plans to prevent violations of the rights of all stakeholders and to align with the company's sustainability policy.

3. Promoting and Supporting the Development of a Risk Management Culture

- Promote and support communication and practices focused on risk management by fostering motivation from senior management (Tone from the Top). This aims to ensure that employees are aware of the importance of risk management and take ownership of the risks related to their roles and the organization as a whole.
- Encourage and support continuous training and awareness-building on risk management for employees. This ensures that employees understand risk management concepts and apply this knowledge in their day-to-day work, helping to establish a strong risk management culture within the organization.

For 2025, the Risk Management Committee believes that the Company has an appropriate and sufficient risk management system in place. This system includes a solid risk governance structure, risk management tools, policies, and guidelines to promote effective risk management. These methods enable the Company to establish well-defined action plans, manage risks appropriately, and continuously monitor and review the progress of its enterprise risk management plans. Therefore, it is confident that the Company can effectively manage and address risks and emerging risk opportunities.

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- Sign -

(Mr. Kajhitphome Sudsok)

Chairman of the Risk Management Committee

Report of the Corporate Governance and Sustainable Development Committee

Dear Shareholders of Starflex Public Company Limited,

Starflex Public Company Limited ("the Company") recognizes the importance of conducting business responsibly, taking into account the interests of all stakeholders, including customers, employees, partners, and the community. Furthermore, the Company is dedicated to driving sustainable business practices by integrating the Sufficiency Economy Philosophy and the Sustainable Development Goals (SDGs). These principles are embedded into the Company's operations to mitigate environmental and social impacts and ensure the business operates with strong Environmental, Social, and Governance (ESG) standards.

In 2025, the Corporate Governance and Sustainable Development Committee (CGSD Committee) meeting No. 2/2025, held on August 8, 2025, resolved to reduce the number of committee members from 8 to 5, comprising 3 independent directors and 2 members from management. The Chairman of the Committee will serve as an independent director to oversee the committee's adherence to good corporate governance principles and sustainable development. The committee held 3 meetings between January and December, with details of each committee member's attendance recorded as follows:

Name	Position	Number of times attending the meeting / total number of meetings
		Year 2025
Mr. Chairit Simaroj	Chairman of the CGSD Committee	3/3
Mr. Kajhitphome Sudsok	CGSD Committee	3/3
Mr. Rong Hirunpanich	CGSD Committee	3/3
Mr. Sompote Valyasevi	CGSD Committee	3/3
Mr. Somchai Wongrassamee	CGSD Committee	3/3
List of Committee members who changed during the year.		
Mr. Niraphan Limwanitrat	CGSD Committee	2/2
Mr. Nopphadon Khanacharoen	CGSD Committee	2/2
Mr. Pichetpong Sritapan	CGSD Committee	2/2

The Corporate Governance and Sustainable Development Committee has performed its duties and responsibilities as defined in the charter. The Chairman of the Committee provided updates on the progress of implementing corporate governance practices and key sustainability initiatives to the Board of Directors for review and acknowledgment, as follows:

1. Corporate Governance and Sustainability Development, and the Execution of Duties

- Review and evaluate the goals and action plans for Sustainable Development (SD) of the company, encompassing environmental, social, and Environmental/Social/Governance & Economic (ESG) factors.
- Review and assess the corporate governance structure and sustainability development of the company, including the Corporate Governance Committee Charter, policies, business code of conduct to support effective governance and sustainability practices.
- Review the Corporate Governance and Sustainability Working Group and the Anti-Corruption Working Group, comprising representatives from all relevant agencies, to support the Corporate Governance Committee in carrying out corporate governance, sustainability development, and anti-corruption activities more effectively.
- Review the disclosure of governance and sustainability information, to be included in the annual report (Form 56-1 One Report).
- Evaluate the performance of the Corporate Governance and Sustainable Development Committee annually, following the Stock Exchange of Thailand (SET) guidelines, and report the evaluation results to the Board of Directors.

2. Consider and Monitor Corporate Governance and Sustainable Development

- Review and provide recommendations regarding the company's participation in the SET ESG Ratings for listed companies in 2025. The company has been assessed as one of the SET ESG Ratings sustainability stocks by the Stock Exchange of Thailand for the second consecutive year. This year, the company was able to upgrade its assessment result from "A" to "AA".
- Review and provide recommendations for the company's involvement in addressing corruption issues within Thailand's business sector. In 2025, the company is preparing to renew its certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for the first time.
- Review and acknowledge the results of the Corporate Governance Report (CGR) Survey for Listed Companies in Thailand 2025, where the company was evaluated with the highest "Excellent" rating.
- Review and provide recommendations to support the audit of the company's greenhouse gas emissions for Scope 1 and Scope 2 and expand the reporting scope to include Scope 3 emissions. Currently, the company is authorized to use the organizational carbon footprint certification mark from the Thailand Greenhouse Gas Management Organization (Public Organization).

- Review and provide recommendations. Supporting the setting of greenhouse gas emission reduction targets and plans at the organizational level to achieve Net Zero by 2050.
- Review and monitor the company's progress in sustainable development initiatives and report the advancements to the Board of Directors for further review.

3. Promoting and Supporting the Development of Organizational Culture

- Encourage and support continuous training and raising awareness on sustainability among employees, ensuring that they understand and implement sustainable practices in their day-to-day operations. This helps integrate sustainability into the company's organizational culture.

For 2025, the Corporate Governance and Sustainable Development Committee believes that the company has been systematically executing its sustainability policies and practices in line with international sustainability frameworks. The company also emphasizes maintaining good corporate governance, conducting business ethically, respecting the rights of stakeholders and shareholders, and striving to achieve strong financial performance, stability, and long-term sustainability for the company.

- Sign -

(Mr. Chairit Simaraj)

Chairman of the Corporate Governance
and Sustainable Development Committee

- *End* -