

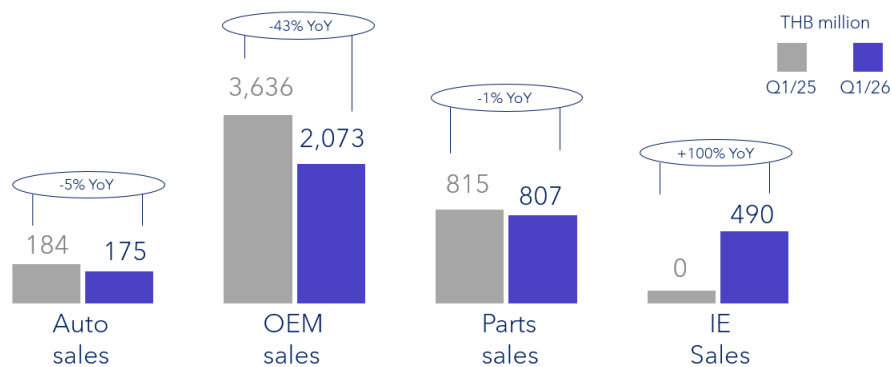
SNC014/2026

8 May 2026

Subject: The 2025 Operating Results

To: The Director and Manager of the Stock Exchange of Thailand

In the first quarter of 2026, the Company's revenue performance was mixed across business segments compared to the same period last year. While certain segments faced challenges, others showed robust growth and began contributing significant income.

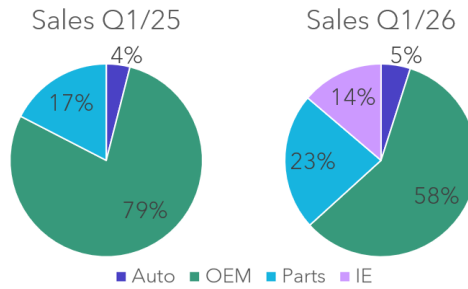


- Auto Segment:** Revenue decreased by 5%, primarily due to a slowdown in the automotive market and intensified competition. Nevertheless, the Company successfully maintained its revenue close to the previous year's level.
- OEM Segment:** Revenue declined by 43%, in line with the Company's strategic plan to restructure its revenue base. This shift aims to reduce reliance on OEM income and align with the current business direction, focusing on diversification into high-potential segments.
- Parts Segment:** Revenue decreased by 1% year-on-year, mainly due to the overall economic slowdown and heightened price competition. However, the Company has implemented stringent cost-control measures and continuously refined its strategies to maintain competitiveness and prepare for market recovery.
- IE Segment (Industrial Estate):** Revenue from Industrial Estate projects amounted to THB 490 million, a significant increase from the same period last year when no revenue was recognized. This aligns with the Company's strategy to expand its business base and establish new sustainable income streams.

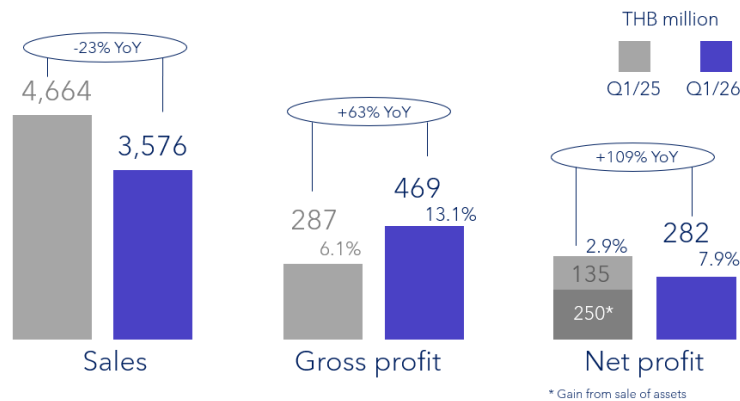


บริษัท เอส เอ็น ซี ฟอर्मอร์ จำกัด (มหาชน)

SNC FORMER PUBLIC COMPANY LIMITED



Comparison of revenue proportions of the Auto, OEM, Parts, and IE segments between Q1/2025 and Q1/2026



Gross Profit

The Company's gross profit improved compared to the same period last year, driven by strategic revenue mix management. By reducing the proportion of low-margin contracts and increasing the share of higher-margin businesses, the overall gross margin has strengthened.

Net Profit

Net profit for the first quarter of 2026 amounted to THB 282 million, representing a decrease of THB 103 million compared to a net profit of THB 385 million in the same period last year. However, the prior year's net profit included a gain from the disposal of non-operating land and buildings (net of tax) totaling THB 250 million. Excluding this non-recurring item, the normalized net profit for Q1/2026 would represent a 109% increase year-on-year, primarily driven by the improved performance of the Industrial Estate (IE) business, as previously mentioned.

Yours Faithfully,

Mr. Rattapoom Nuntapatawee

Chief Financial Officer

333/3 หมู่ที่ 6 ตำบลบางเพรียง อำเภอบางบ่อ จังหวัดสมุทรปราการ 10560

333/3 Moo 6 Bang Phriang Sub-district, Bang Bo District, Samutprakarn 10560

Tel : (662) 108-0360-61, 70-72 Email : snc@sncformer.com