



ANNUAL REPORT 2025

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED



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Message from the Chairman of the Board of Directors

Dear Shareholders and Stakeholders

By 2025, Thailand's overall demand for rubber gloves is projected to increase both domestically and in export markets. The export market, which accounts for 89% of the Thai rubber glove market, is expected to grow by 8.0% year-on-year, driven by the growth of the US medical industry. Furthermore, the positive impact of United State trade barriers, specifically the increased tariffs on rubber gloves from China, presents an opportunity for Thailand to increase its exports of rubber gloves to the United States, thereby potentially replacing imports from China. However, other export markets declined as Chinese rubber glove manufacturers accelerated the export of rubber gloves to markets other than the United States, such as the European Union. However, the imposition of import tariffs on Thai rubber gloves by the United States at the same level as on Malaysia has reduced Thailand's rubber glove export opportunities. This is because Malaysia is the world's leading producer of rubber gloves and possesses more advanced manufacturing technology than Thailand, as well as lower production and sales costs. As a result, US importers are increasingly interested in importing rubber gloves from Malaysia. The domestic rubber glove market, which accounts for approximately 11% of the Thai rubber glove market, expanded by 5.4% year-on-year. This growth was driven by the expansion of the medical industry and the growth of Thailand's processed food industry, thus increasing domestic demand for rubber gloves. However, Thailand's rubber glove business continues to face high risks stemming from: high latex prices, high rubber glove production costs, the appreciation of the Thai baht, government-mandated wage increases, and the return of hundreds of thousands of Cambodian workers to their country due to border disputes between Thailand and Cambodia. Therefore, medium and small-sized rubber glove factories that rely heavily on labor in their production process will be severely affected and face increased price competition.



The aforementioned production and marketing situation of the Thai rubber glove industry inevitably has a direct impact on Shun Thai Rubber Gloves Industry Public Company Limited, a medium-sized rubber glove manufacturer with a low market share. However, the Company has continuously and consistently adjusted its plans and operating measures to align with the rubber glove industry situation, whether by downsizing the corporate structure to increase management efficiency, adjusting production plans to meet market demand, reducing administrative expenses, and decreasing production costs to increase opportunities and competitiveness. In addition, the Company prioritizes good corporate governance, having an efficient internal

control system, and maintaining governance standards in compliance with regulatory requirements and international standards in order to create positive changes in the rubber glove business for the Company.

On this occasion, in my capacity as the Chairman of the Board, I would like to thank the shareholders and all stakeholders for their continuous support and trust in the Company. As the representative of all directors, I promise that we will lead our Shun Thai Rubber Gloves Industry Public Company Limited toward stable and sustainable performance.

Sincerely yours,



(Mr. Chakarn Saengruksawong)

Chairman of the Board of Directors

Part 1

Business and Operations

1. Structures and Operations of the Group

1.1 Policy and Overview of Business Operations

Shun Thai Rubber Gloves Industry Public Company Limited had started business since 1988 and registered as a public company limited on September 4, 2001, conducting business of manufacturing, distribution and export of rubber gloves, classifying into 3 types, consisting of:

Type 1: Medical Glove

- Surgical Glove: Highly flexible, strong, and 100% sterilized by Gamma rays. Designed for single-use.
- Examination Glove: Available in both powdered and powder-free types. Designed to be ambidextrous (can be worn on either hand) with an affordable price.

Type 2: Household Glove

- Large size, strong, and durable. Emphasizes aesthetics and wearing comfort.

Type 3: Industrial Glove

- Used in industrial factories, such as the food processing or ready-to-eat food industry, and the electronics industry.

1.1.1 Vision, Objectives, Goals

Board of directors is contributed to prescribe and approve vision, mission, strategies, goals, business plan and budgets of the Company as well as govern the management division to operate to meet the business plan and the given budget efficiently and effectively in order to add the highest economic value to the business, taking account into the Sustainable Growth, relevant sectors or Stakeholders in the Value Chain.

Board of directors has provided the Company to have internal control system, internal audit and risk management measures as well as monitoring the operations of the said matter regularly in the meeting of board of directors.

Objectives

- Focus in marketing for products with high profitability ratios and Custom Made,
- Reduce and control production costs,
- Improve production processes and internal management to increase productivity and reduce the damaged product,

- Maintain Product Quality to meet the international standards,
- Develop the Green Product,
- Build Brand Loyalty by delivery of quality products that customers require.

Goals

“There is efficient production process, modern management system, eco-friendly and community, build sustainable growth to all sectors of Stakeholders and produce variety products and standardized, emphasizing on effectiveness of production and marketing, and continuous development of Value Chain.”

1.1.2 Key Changes and Development

Shun Thai Rubber Gloves Industry Public Company Limited had been registered establishment on May 24, 1988 with initial registered capital of 30 million baht.

First Steps toward Becoming a Listed Company (1988 - 2004)

- **1988:** Founded the company to operate the business of manufacturing and distributing rubber gloves.
- **2001:** The Company transformed into a public limited company on September 4, 2001, and changed the par value of shares from 10 Baht per share to 1 Baht per share.
- **2002:** Registered as a public company and began trading on the Market for Alternative Investment (MAI) under the ticker symbol “STHAI” on August 1, 2002.
- **2003:** Expanded the business base to the United States through an associate company (S.T. Med Co., Ltd.) and increased capital until the securities could be moved to trade on the Stock Exchange of Thailand (SET) in the Medical Supplies sector on January 1, 2004.

Period of Expansion and Capital Restructuring (2006 - 2014)

- **2006 - 2009:** Issued and exercised warrants (STHAI-W1 and ESOP-W1) and began selling investments in non-core businesses, such as the latex mattress business.
- **2010:** Proceeded with a reduction of registered capital to cancel shares remaining from supporting capital increases and warrant conversions, ensuring the registered capital aligned with reality.
- **2013 - 2014:** Continuously increased registered capital to enhance financial liquidity by issuing new shares offered to existing shareholders at a price lower than the par value to resolve financial position issues.

Significant Challenges and Transitions (2015 - 2020)

- **2015 - 2016:** Entered the alternative energy business by acquiring a 48.25% shareholding in Northern Renewable Energy Co., Ltd. (NRE).
- **2018:** A major change occurred within the Board of Directors. The Company faced obstacles regarding financial statements as the auditor issued a disclaimer of opinion due to incomplete capital increase issues in the associate company (NRE). This led to cost reduction planning and a focus on producing "Powder-Free" rubber gloves to meet global market demands.
- **2019:** Shareholders passed a significant resolution to remove 6 existing directors and appoint 6 new directors, along with a resolution to pursue legal action against persons involved in the potentially unlawful capital increase.
- **2020:** The Registrar accepted the registration of the change in NRE's directors, allowing the Company to regain management authority over the associate company.
- **Major Capital Restructuring:** 1. Changed the par value from 1.00 Baht to 0.50 Baht. 2. Reduced the registered capital to offset the discount on share capital and offset accumulated losses to clean up the balance sheet and increase financial transparency.

Period of Restoring Confidence and Dividend Payments (2021 - 2022)

- **2021:** On March 31, 2021, the Company submitted an application to the Stock Exchange of Thailand to resume trading (Resume Stage).
 - The Board of Directors approved an interim dividend payment at the rate of 0.098 Baht per share, totaling 160.12 million Baht, reflecting improved profitability and liquidity following the restructuring.
- **2022:** Adjusted the Audit Committee structure by appointing Mr. Chatchawas Sethaluck to fill the vacancy to ensure complete corporate governance.
 - The Company focused on consistently rewarding shareholders by paying a dividend from the 2021 operating results at the rate of 0.11 Baht per share, totaling 179.72 million Baht.

Legal Success and Debt Management (2023)

- **2023: * Legal Cases:** The Company successfully defended a criminal case regarding providing false information to the Registrar. The Northern Bangkok Municipal Court and Dusit Municipal Court ruled in favor of the Company and penalized the offenders; the case has reached its final judgment.

Compromise Agreement: The Company filed a civil lawsuit against a subsidiary, leading to a compromise agreement at the Civil Court. The subsidiary agreed to settle a total debt of 331.05 million Baht through the transfer of land and building ownership (valued at 245.82 million Baht), along with a reduction of registered capital and a change in the list of shareholders to reflect the actual situation.

Changes in Stock Exchange Status (2024 - 2025)

- 2024: Despite the Company's efforts to submit a request for the resumption of trading and to appeal the delisting order, the Stock Exchange of Thailand (SET) issued an appeal decision on December 18, 2024, upholding the original consideration to delist the Company's ordinary shares from being listed securities.
- 2025: Current Status: The Company's ordinary shares have been delisted from being listed securities, effective from January 9, 2025, onwards.

However, the Company maintains its status as a "Public Limited Company" and remains committed to continuously operating the business of manufacturing and distributing rubber gloves, adhering to the principles of good corporate governance and transparency to protect the interests of all shareholders.

1.2 Natures of Business Operations

The Company operates the business of manufacturing and distributing natural rubber gloves and nitrile gloves, including both powdered and powder-free types, for medical and industrial use. The business model includes both manufacturing under the Company's own brand and original equipment manufacturing (OEM) for distribution both domestically and internationally.

1.2.1 Revenue Structure

In the past 5 years, the Company has had the sales value and revenue proportions from domestic and international sales as follows:

Year	Rubber Gloves Distribution (Thousand Baht)				Total (Thousand Baht)
	Domestic	%	Foreign	%	
2021	940,847	65.82	488,593	34.18	1,429,440
2022	251,491	39.65	399,252	61.35	650,743
2023	157,425	40.60	230,367	59.40	387,792
2024	134,588	40.15	200,639	59.85	335,227
2025	126,658	42.30	172,750	57.70	299,408

- Total revenue in 2025 was 299,408 thousand Baht, which has continuously decreased since the Post-Pandemic era (2021). However, the Company has begun to see signs of stabilization in revenue proportions, with a more balanced risk distribution between the domestic markets (42.30%) and the international market (57.70%) compared to the previous year.
- Direction for 2025: The Company focuses on expanding the customer base into other industrial groups beyond the medical sector to create long-term revenue stability.

1.2.2 Product Information

(1) Characteristics of Products and Services and Development of Business Innovation

The Company manufactures and distributes natural rubber gloves and nitrile gloves under the Company's brands, namely Royal Guard, Pure Glove, Pure Guard, and Sun shine, including Original Equipment Manufacturing (OEM), by dividing products into 3 main groups:

Group 1: Medical Glove

- Surgical Glove: For surgical work, characterized by thin texture, strength, and good flexibility. Undergoes sterilization processes. Manufactured from powder-free natural rubber. Produced and distributed under the Royal Guard brand.
- Examination Glove: For general medical examination use. Available in both powdered and powder-free types. Manufactured from natural rubber and nitrile rubber. Produced and distributed under the Royal Guard brand.






Group 2: Industrial Glove

- Emphasizes chemical resistance and cleanliness at the food industry level (Food Grade), beauty works, and electronics works. Produced and distributed under the Pure Glove, Pure Guard, and Sun Shine brands.

Group 3: Household Glove

- Extra thick type, resistant to washing and cleaning agents. Produced and distributed under the Sun Shine brand.

Product Samples under the Brands of Shun Thai Rubber Gloves Industry Public Company Limited

Products	Brand	Key Features
Medical Gloves	Royal Guard 	Medical Standard Compliant
Industrial / Multi-Purpose Gloves	Pure Glove 	Easy to don, emphasizes chemical resistance, and protects against general impurities.
	Pure Guard  Sun Shine 	Easy to don, protects against general impurities.
House Hold Gloves	Sun Shine 	Extra thick, resistant to detergents and cleaning agents.

Product Standards and Quality Systems

The Company highly recognizes and prioritizes business operations in accordance with international standards to support international exports. The Company has been certified with licenses and standards for both products and quality management systems, covering both domestic and international levels as follows:

1. Domestic Standards (Thai Industrial Standards)

The Company has been certified with Thai Industrial Standards (TIS), covering 3 main areas of application:

- **TIS 538-2560:** Standard for sterile rubber surgical gloves for single-use (Authorized on December 23, 2020).
- **TIS 1056-2556:** Standard for medical examination gloves for single-use (Authorized on January 26, 2021).
- **TIS 2505-2553:** Standard for rubber gloves used in the food industry (Authorized on September 9, 2013).

2. International Standards

To ensure products can be distributed worldwide, the Company complies with the strict standard criteria of major trading partner groups as follows:

European Union

- **EU Regulation 2017/745 MDR:** Medical device standard under the **CE Mark** for Natural Rubber (NR) and Nitrile Butadiene Rubber (NBR) gloves (Latest certification received on June 12, 2025).
- **EN ISO 374-1:2016+A1:** Protective gloves standard for protection against dangerous chemicals and micro-organisms.
- **EN455:** Specific standard for medical gloves used for examination and surgery.

United States

- **510(k) FDA:** Certification from the U.S. Food and Drug Administration, confirming the safety and effectiveness of examination and surgical gloves.
- **ASTM (D3577, D3578, D6319):** Material testing and physical property standards for medical gloves.

Global Standards

- **ISO 11193 & ISO 10282:** Fundamental international standards defining the quality of rubber gloves for examination and surgical work globally.

3. Factory Standards & Awards

In addition to product standards, the Company adheres to international quality management system standards, certified by leading institutions and recognized by the government as follows:

Quality Management System Standards

1. **ISO 9001: 2015 (Quality Management System):** Certified since 2006 | BSI |
2. **ISO 13485: 2016 (Medical Devices Quality Management System):** Certified since 2009 | BSI |

Government Recognition

The Company received the **"Good Performance Exporter of Thailand"** award from the Thai government, reflecting the potential and reliability of its continuous export business operations. Consequently, the Company has also been granted benefits and classified as a "Good Performance Exporter" by the Revenue Department.

(2) Marketing and Competition

(A) Marketing Policies of Major Products or Services

The Company has formulated a marketing plan to determine the buyer group or target group, which is considered an important factor in increasing sales for the company. The company is looking for a specific group of customers who have the purchasing power of high-priced gloves with more special characteristics, whether from the existing customer base, both foreign and domestic customers, and finding new customers. together with maintaining the existing market with the proportion of sales divided by domestic and foreign markets as the following table

Detail	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025	Average
Total Volume (Thousand pieces)	882,507	544,179	360,910	244,405	227,364	452,061
Domestic Proportion (%)	66	39	41	40	44	46
International Proportion (%)	34	61	59	60	56	54

Marketing Strategies

- The Company had a policy emphasized to expand marketing base by the Company focuses on expansion of product market that the Company has potential to manufacture and gives high yield such as Powder Free Rubber Natural Medical and Nitrile Gloves, and Household Glove, manufacturing under quality requirements in standard criteria and to be suitable for production line of the Company.

- The Company has distribution via variety of channels including via mediums such as trader, broker and direct sale to large user group such as hospital, industrial factory, etc. both domestic and foreign.
- For pricing, the Company will take account into material cost, foreign exchange rate, order quantity and proportion of glove sizes per order list, and compare the glove prices of competitors in the market to be a criteria for determining the sale price.

B. Competition Conditions in Industry

Domestic Market Conditions

The demand for rubber gloves within the country has decreased in demand due to the sluggish market all over the world. In addition, there are many new rubber glove factories in the country. This gives traders quite a lot of options when buying latex gloves. This results in high competition in the market. Due to the stagnation of latex gloves, many factories have closed. The factories that remained were also trying to reduce the price of gloves to get more orders.

International Market Conditions

The demand for rubber gloves in overseas has decreased in demand due to the sluggish market of rubber gloves all over the world. In addition, there are many new rubber glove factories abroad. Especially in countries with high purchasing power like China which able to produces as many nitrile gloves as Malaysia and now has become one of top exporters. And since India is the second most populous country in the world, customers have more options to buy gloves from other countries and the market share is even higher than ever.

The Competition of the Rubber Glove Industry

Industry Overview of Thai Rubber Gloves in 2025: "Opportunities amidst Volatility"

1. Market Situation and Export (Market Overview) Export Volume: Growth is forecasted at 1.8% to 8.0%, which is a significant slowdown compared to the previous year (which grew nearly 20%) due to U.S. imports reaching a saturation point after new tax measures took effect. Although the volume increases, the total value may contract by approximately 9.5%. The main causes are the Price War in the global market and pressure from the Thai Baht's strengthening trend, which affects the Baht revenue of Thai exporters.

2. Positive Factors and Strategic Opportunities Impact of US-China Trade War: The U.S. has sharply increased import taxes on rubber gloves from China, from 7.5% to 50% in 2025, with plans to adjust to 100% in 2026. Thailand has become an important "Alternative Source," with an expected average import tax of 19%, which remains much lower than China's. As a result, Thai manufacturers have significantly higher competitiveness in the U.S. market than the first and second-ranked competitors.

3. Negative Factors and Key Risk Factors Dumping from China: When China is barred from the U.S. market, Chinese manufacturers have turned to aggressively enter other markets instead, such as Europe, ASEAN, and Japan, causing Thai operators to face severe price-cutting in these markets.

Environmental Regulations (EUDR): The European Union has begun enforcing the EU Deforestation Regulation (EUDR), which takes full effect on December 30, 2025, forcing Thai manufacturers to invest in Traceability systems for raw latex, which directly affects operating costs.

Supply of Rubber Glove Industry

1) Government Policy for Promotion of Rubber Glove Manufacturing and Export

In 2025, the government adjusted its policy from focusing solely on stimulating domestic natural rubber consumption to elevating the Thai rubber industry standards toward sustainability under international criteria to create price stability and competitiveness as follows:

Elevation to EUDR Standards: The government, through the Rubber Authority of Thailand (RAOT), has established a Traceability system for raw latex to comply with the European Union Deforestation Regulation (EUDR). This has resulted in Thai natural rubber prices having a higher premium than competitors as "Eco-friendly Rubber."

Trade War Countermeasures: The government has collaborated with the private sector to negotiate import tax rates with major markets like the U.S. and Europe to push Thai rubber gloves as a key "Alternative Source" to replace products from China that are facing trade barriers..

2) Sufficiency and Price of Raw Materials

Sufficiency and price of raw materials used in manufacturing rubber gloves are key factors affected to rubber glove supply and competitiveness of global rubber glove manufacturer. Main raw materials used for manufacturing rubber gloves such as concentrated latex for manufacturing natural rubber gloves and synthetic latex for manufacturing nitrile glove.

(3) Procurement of Products and Services

Manufacturing Rubber Gloves

Currently, the Company has 2 rubber glove production factories with a total of 15 production lines, categorized as follows:

Factory 1: 7 rubber glove production lines (Production Lines 1 – 7)

Factory 2: 8 rubber glove production lines (Production Lines 8 – 15)

Raw Material Procurement

The Company prioritizes the selection of high-quality raw materials to ensure products meet international standards, with procurement details as follows:

Concentrated Latex (Latex 60%): Entirely purchased from domestic manufacturers, covering important raw material sources in the Eastern region (Rayong, Chonburi) and the Southern region (Surat Thani and neighboring provinces).

Synthetic Latex (Nitrile Latex): Purchased from both domestic and international manufacturers to support Nitrile rubber glove production and meet market demand.

Procurement and Cost Management Policy

The Company adheres to systematic procurement criteria for maximum transparency and cost-effectiveness:

Supplier Selection: Focuses on suppliers capable of delivering high-quality, standardized raw materials at appropriate prices.

Price Verification: Implements a process to compare quotations from at least 3 suppliers during the same period.

Reference Price: Regularly compares purchase prices with the reference prices from the Rubber Authority of Thailand (RAOT) to ensure that raw material costs remain at a competitive level.

Price comparison table for 60% latex from 2020 – 2024 (unit Baht/Kg.)

Price (Baht/Kg.)	2021	2022	2023	2024	2025	Average
Actual Average	43.3	43.39	36.33	49.52	43.26	43.16
Rubber Authority of Thailand	43.72	44.58	38.81	53.84	46.53	4550

In the past, the company was able to procure concentrated latex at an average price lower than the Rubber Authority of Thailand.

(4) Assets used in business operations

In 2025 and 2024, the Company recorded total assets of BAHT 862.66 million and BAHT 978.05 million, respectively. The majority of these assets consisted of cash, property, plant and equipment, inventories, trade receivables, and investment properties.

In 2025, the Company has net cash and cash equivalents of 127.40 million Baht, and other financial assets of 98.60 million Baht. There are net land, buildings, and equipment for the rubber glove production business totaling 236.57 million Baht, with the following supporting details

Key characteristics of fixed assets used by the Company in business operations as of December 31, 2025

Type/Nature of Property	Ownership characteristics	Book Value (Million Baht)	Obligations
Land and Land Improvement Section Located at T. Kached, A. Muang Rayong, Rayong Province , total area 141 Rai 0 Ngan 60.4 Square Wah	Owned	90.92	Land Area 108 Rai 1 Ngan 16 Square Wah, Mortgage worth 70 million baht
Building and Renovation Section is located at T. Kached, A. Muang Rayong, Rayong Province.	Owned	77.53	The factory building is mortgaged with a combined value of land.
Machinery & Equipment	Owned	66.62	Mortgaged worth 91.14 million baht
Other	Owned	1.50	-
Total		236.57	

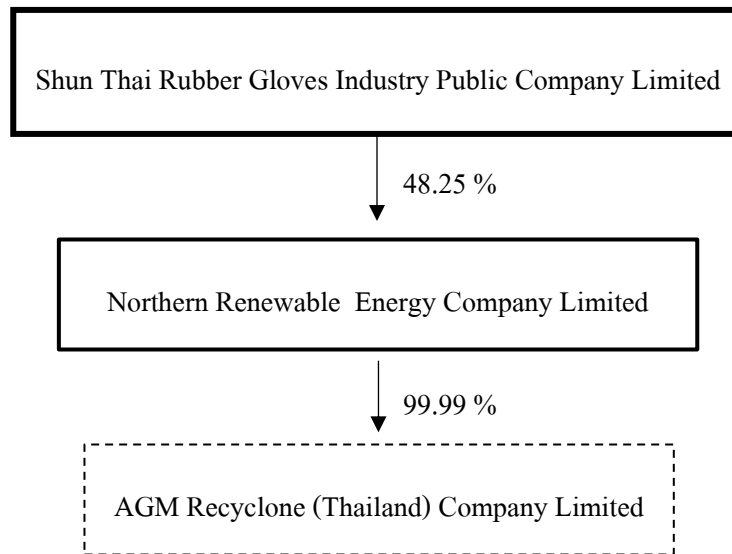
1.3 Shareholding Structure of Group

1.3.1 Shareholding Structure of the Group of Company

Shun Thai Rubber Gloves Industry Public Company Limited (the "Company") was incorporated as a limited company on May 24, 1988, and completed its transformation into a public limited company on September 4, 2001. Currently, the Company's registered and paid-up capital details are as follows:

Registered Capital	:	816,929,502 Baht
Paid-up Capital	:	816,929,502 Baht
Number of Common Shares	:	1,633,859,004 Shares
Par Value	:	0.50 Baht per share

Shareholding Structure of the Group of Company



Company Name	Types of Business	Shareholding Proportions
1. Main Business Shun Thai Rubber Gloves Industry Public Company Limited	Manufacturing, distribution and export of rubber gloves	
2. Other Businesses Northern Renewable Energy Company Limited	Comprehensive production and distribution of biomass energy and production of electricity from biomass and waste (temporary business closure)	48.25 %
3. AGM Recyclone (Thailand) Company Limited	Transformation of biomass to be renewable energy to generate eco-friendly electricity (temporary business closure)	Northern Renewable Energy Company Limited 99.99 %

1.3.2 Person with a potential conflict of interest holds shares of a subsidiary or associated company at an amount exceeding 10 percent of the voting shares.

- No Conflict -

1.3.3 Relationship with Group of Major Shareholders

- None -

1.3.4 Shareholders

List of Major Shareholders

List of the Company's top 10 major shareholders as of March 13, 2026 and their proportion as follows

No.	List of Major Shareholders	Number of shares	Shareholding (%)
1	MISS TENG CHUN-YU	228,622,885	13.99
2	Mr. Luckchai Kittipol	227,660,454	13.93
3	MISS CHUN-CHING TENG	125,760,138	7.70
4	MISS Nonn Nonnkarintha	82,136,428	5.03
5	Mr. Polaphat Nitsiriphat	81,738,644	5.00
6	MR. HSUN-MIN YANG	62,026,817	3.80
7	Mr. Ekkachai Tangsatjatham	43,248,200	2.65
8	Mr. Kiet Srichomkwan	41,985,593	2.57
9	Mr. Phatchari Nitsiriphat	37,098,033	2.27
10	Mr. Sitthichai Tangsatjatham	31,866,779	1.95
Total		962,143,971	58.89

Source : Thailand Securities Depository Company Limited

1.4 Amounts of Registered Capital and Paid-Up Capital

The Company has registered capital of 816,929,502 baht and it is paid-up capital of 816,929,502 baht, splitting into 1,633,859,004 ordinary shares, - preference shares at par value of 0.50 baht per share.

1.5 Issuance of Other Securities (Convertible Securities and Debt Securities)

As of December 31, 2024, the Company did not issue convertible and debt securities.

1.6 Dividend Payment Policy

The Company has a policy to pay dividends to shareholders at a rate of no less than 40 percent of the net profit based on the separate financial statements, after deduction of corporate income tax and after deduction of all types of reserves as required by law each year. However, such dividend payments may

change from the specified rate depending on various factors for the maximum benefit of the shareholders and the Company, such as operating results and financial position, liquidity and the necessity of working capital usage, future investment plans and business expansion, conditions and restrictions specified in loan agreements, and other factors related to management as the Board of Directors and/or the shareholders deem appropriate.

In this regard, the annual dividend payment must be approved by the shareholders' meeting, except for interim dividend payments, which the Board of Directors has the authority to approve when it is considered that the Company has sufficient profit to do so, and must report to the shareholders' meeting for acknowledgment at the next meeting.

Over the past 4 fiscal years, the Company has the following operational details and dividend payment resolutions:

Year	2022	2023	2024	2025
Net Profit Per Share (baht/share)	(0.048)	(0.003)	(0.084)	(0.065)
Net Profit Rate Per Share (%)	(12.05)	(1.33)	(40.76)	(31.46)
Dividend Rate Per Share of Accounting Period	No dividend declared	No dividend declared	No dividend declared	No dividend declared
Interim Dividend Per Share (baht/share)	-	-	-	-
Dividend Payment Rate Per Net Profit (%)	-	-	-	-

2. **Risk Management**

2.1 Risk Management Policy and Plan

Shun Thai Rubber Gloves Industry Public Company Limited recognizes the importance of good management to support driving the organization toward sustainable success. The Company is prepared to handle the changing conditions it constantly faces from both internal and external factors, which may impact the ability to achieve organizational goals.

In a business environment that is complex and continuously changing, the Company will utilize the risk management system as a tool to support strategic planning, management, and operational improvement to enhance potential, increase business opportunities, create value-added for the organization, and support the achievement of overall objectives. This is established by requiring all employees at every level to recognize their duties and responsibilities in managing risks together as a corporate culture.

2.1.1 The Company prescribes the risk management is responsibility of all levels of employees that shall aware of the operational risk in their agencies and the organization by training and providing knowledge about products and correct work procedures to create expertise and creating work manuals as documents to prevent mistakes that may occur from a person's work. Including providing specialized knowledge from training by experts outside the organization.

2.1.2 The Company promote and support to use risk management as an important tool for management of the Company that all levels of personnel shall understand, cooperate and mutual use risk management to build good image, strengthen good corporate governance and excellent management, and build confidence to shareholders and stakeholders of the Company.

2.1.3 The Company provided to have efficient risk management under principles of Good Corporate Governance and integration as well as risk management report systematization in order to Risk Management Committee manages the risk efficiently to reduce opportunity of risk occurrence and impact from the risk, reduce uncertainty in overall performance and increase opportunity of success.

2.1.4 The Company promotes and stimulates the risk management to become organizational culture by encouraging all employees aware of the importance of risk management.

2.1.5 All employee are responsible for complying with the risk management system and procedures in organizational, line of work, and operational levels as prescribed by the Risk Management Committee.

2.1.6 Risk Management Committee and executives audit, monitor and evaluate the performance to manage the risks of organization to be appropriate.

2.2 Risk Factors on Business Operations of the Company

2.2.1 Risks from Business Operations

- **Risks from Competition, Marketing and External Factors**

Following the COVID-19 pandemic during 2020 - 2021, the rubber glove industry faced a period of skyrocketing demand, resulting in high volatility in selling prices and market demand. However, this situation stimulated existing manufacturers both domestically and internationally (especially in Malaysia) to accelerate production capacity expansion, while numerous new players also entered the market.

Current Impact and Situation:

Over Supply: Since the second half of 2022, the industry has entered a state of oversupply as previous capacity expansions began entering the system, coupled with aggressive market entry by manufacturers from China.

Selling Price Adjustment: As the pandemic situation eased globally, the Average Selling Price (ASP) significantly decreased compared to 2020 - 2021, leading to price wars and intensified competition.

Risk Management Guidelines

The Company recognizes these challenges and has adjusted its operational strategy to create sustainability and reduce the impact of price competition as follows:

Shift toward Custom Made products: Focusing on manufacturing products according to specific customer orders with special requirements to create differentiation and avoid competition in the commodity market that focuses solely on price.

Building Partner Relationships: Emphasizing long-term business partnerships with customer groups requiring high-quality standards to maintain a stable revenue base.

Increasing Production Efficiency: Developing internal processes to control costs with maximum efficiency, in line with fluctuating raw material prices and changing market conditions.

● Risks in Raw Material Procurement and Production

Main raw materials are considered a key factor for costs and operational efficiency. Therefore, the Company prioritizes Supply Chain management to reduce risks from price volatility and raw material shortages as follows:

Concentrated Latex 60% (Natural Rubber)

The Company procures from domestic suppliers. There is a risk from fluctuating raw material prices. 60% concentrated latex is the main raw material in rubber glove production. In 2025, the average price of concentrated latex decreased from 2024. In order to mitigate the risk of raw material shortages and raw material prices, the Company therefore purchases concentrated latex from multiple raw material suppliers in both the Eastern and Southern regions of the country. This is done by entering into advance purchase contracts and comparing quotations from at least 3 suppliers at the same time, along with comparing with the central market price from the Rubber Authority of Thailand. In addition, the Company also considers the payment term (Credit Term).

Nitrile Rubber

In 2025, the Company focused on cost-effectiveness and risk management in its synthetic latex procurement. The purchasing proportion consisted of 53.71% from overseas and 46.29% from domestic sources. The primary factor influencing this decision was that the prices offered by international suppliers were lower than those of domestic suppliers.

Purchasing Strategy

Forward Purchasing: To prevent price fluctuation and create security in the supply chain, the Company has proceeded to purchase synthetic latex in advance in appropriate quantities.

Price Comparison: In the vendor selection process, the Company will compare prices from at least 3 sellers to ensure that the most competitive price is received.

Finding New Suppliers: To increase options and look for cost reduction opportunities, the Company continues to proceed with searching for and evaluating new sellers with the potential to offer lower prices continuously. Samples of synthetic latex from new sellers have been brought for testing to check quality to see if it conforms to the Company's standards or not.

Fuels for Steam Energy

The Company utilizes fuel from two primary sources: palm shells and wood chips. All of these are purchased from domestic suppliers. The reason for using only these two types is due to the decreased steam production capacity. To ensure an adequate supply and maintain quality, the Company primarily purchases wood chips and conducts a price comparison every time a purchase order is placed.

● Production Risks

Production is a key factor of business operations. If machinery cannot operate normally, it will cause the losses of opportunity of monetization and delivery of products to customers. Accordingly, the Company has continuously planned for maintenance and machinery improvements to ensure that production can proceed without interruption. Furthermore, there has been an investment in machinery regarding the purchase of replacement molds for those with surface deterioration that could not be used for production in 2025, in order to produce goods efficiently and avoid impacting product costs.

● Personnel Risks

The Company shall rely on expertise personnel on manufacturing rubber gloves as well as shall always administer numbers of employees to be sufficient for manufacturing due to characteristics of the Company's products shall rely on personnel with experts and specific skills.

However, the Company has set appropriate and competitive compensation and pay attention to treat to employees fairly and correctly under the principles of human rights, to have training and development of employee's skill continuously in order to maintain numbers of personnel to be sufficient and enhance capability of personnel to keep up with change of competition world at the present and in the future, and give opportunity to personnel to sustainable grow up together with the Company.

- **Inventory Risks**

Due to the Company's business is characterized by the manufacturing industry, there is an inventory management risk arising from imbalances in inventory levels, which may impact product delivery, operating costs, and financial liquidity.

The Company manages inventory risks through aging analysis, setting appropriate stock levels, FIFO management, and efficient forecasting. Consequently, total risk exposure is kept at an acceptable level.

- **Foreign Exchange Risk**

The Company is exposed to foreign exchange risk due to the sale of products to foreign customers and the purchase of raw materials from abroad. The Company has opened both USD and EURO foreign currency deposit accounts since November 2021 to manage risks by using foreign currency received from customers and using the same currency to pay for goods, also known as Natural Hedging. It also reduces the risk of currency fluctuations. Additionally, the Company opened additional foreign currency deposit accounts that offer higher interest returns. Additional financial instruments such as Forward Contracts or Option for foreign currencies that cannot be processed as above are considered.

- **Risk of Outstanding Payment from Customers**

The Company considers the credit terms provided to each customer differently based on the Company's principles. Regarding the selection policy for each customer, consideration is given to the customer's reputation and financial position to ensure there are no debt collection issues that may arise in the future.

Allowance for doubtful accounts is set based on debtor behavior. For overdue accounts with clear signs of non-payment, a 100% allowance is provided, while the Company maintains strict monitoring to mitigate losses

- **Environmental and Community Risks**

The Company operates its business and production facilities within local communities and recognizes the importance of minimizing impacts on the environment and surrounding areas. The Company is committed to implementing various measures in compliance with applicable standards, regulations, and laws to ensure its operations are sustainable and environmentally friendly.

Environmental Measures

1. Adoption of Environmentally Friendly Raw Materials

- The Company selects raw materials that minimize environmental and community impact.

2. Utilization of Biomass Energy

- Biomass fuel is used as a substitute for conventional fuel sources to reduce air pollution.

3. Waste Treatment and Pollution Control Systems

- Pollution emission control systems have been installed.
- Wastewater and air pollution treatment systems are operated under legal standards before any discharge into the environment.
- Air quality and wastewater discharge are regularly monitored to ensure compliance with regulatory standards.

4. Continuous Improvement of Treatment Systems

- The Company continuously develops and improves its treatment systems to enhance pollution control efficiency.

Furthermore, Shun Thai Public Company Limited consistently reports its environmental performance to relevant government agencies and the public to ensure that its business operations do not adversely affect surrounding areas and remain aligned with all applicable environmental standards.

3. Summary of the Financial Information

Analysis of Operations and Financial Status, Important Change

3.1 Overall Operations

In 2025, the Company continued to face price competition in the rubber glove market from other manufacturers. Decreased demand for gloves resulted in lower production volumes, leading to higher product costs. For instance, manufacturers with modern machinery and very high production capacities can produce in large volumes, resulting in lower costs and the ability to capture more market share. However, the Company has adjusted its strategies to suit the current situation, improved product efficiency, and controlled production costs to remain continuously price-competitive, which will support the Company's long-term recovery.

Future Strategies and Plans

1. Improve product quality and enhance selling prices for existing customers.
2. Sourcing new export customers to increase product groups with higher gross profit margins.
3. Shifting the product mix toward those with better profit margins, including increasing focus on the industrial sector, beauty business, and distributor groups.
4. Reducing costs in terms of both COGS and Operations.

3.2 Performance

Income

The revenue proportion consists of domestic revenue at 42.30%, amounting to sales of 126.66 million Baht, and international revenue at 57.70%, amounting to sales of 172.75 million Baht.

Revenue from rubber glove sales in 2025 totaled 299.41 million Baht, a decrease of 10.68% from 2024, resulting from price competition and a decline in customer demand.

In this regard, the Company had total glove sales volume of 227.36 million pieces, a decrease of 6.97% from the previous year, while the average selling price per piece decreased by 4.39% compared to 2024.

Cost of Goods Sold

The average cost of goods sold in 2025 decreased by 5.63% from 2024, primarily due to the reduction in volume in line with sales.

Gross Profit

The gross loss amounted to 21.96 million Baht, an increase of 10.97% from the previous year. This was primarily due to a 4.39% decrease in the average selling price and a 6.59% decrease in sales volume compared to 2024, while the cost of goods sold decreased by 9.48% relative to 2024.

Loss from Impairment of Assets

In 2025, the Company recognized an impairment loss on assets amounting to 8.85 million Baht, resulting from the impairment of idle glove production machinery and office equipment.

Sales and administrative expenses (SG&A)

Regarding Selling and Administrative Expenses (SG&A), the Company saw a decrease of 49.96%, dropping from 115.78 million Baht in 2024 to 57.94 million Baht in 2025. This reduction is consistent with the decline in sales revenue.

Net Profit

In 2025, the Company reported a net loss of 105.48 million Baht. This was comprised of an operating loss of 73.83 million Baht, a net loss from the impairment of fixed assets totaling 8.85 million Baht, and a provision for deferred tax of 22.80 million Baht.

Consolidated Financial Statements (Unit:Thousand Baht)	2025	2024	2023	2022	2025	2024	2023	2022
Statement of Comprehensive Income								
Revenue from Rubber Glove Sales								
Domestic Sales	126,658	134,588	157,425	251,521	42.3%	40.1%	40.6%	38.7%
International Sales	172,751	200,649	230,375	399,245	57.7%	59.9%	59.4%	61.4%
Total Revenue from Rubber Glove Sales	299,408	335,237	387,800	650,766	100.0%	100.0%	100.0%	100.0%
Cost of Goods Sold	(321,367)	(355,025)	(434,184)	(642,617)	-107.3%	-105.9%	-112.0%	-98.7%
Gross Profit	(21,958)	(19,788)	(46,384)	8,149	-7.3%	-5.9%	-12.0%	1.3%
Other Income	7,639	4,408	5,062	4,797	2.6%	1.3%	1.3%	0.7%
Gain (Lost) from Exchange Rate	(10,427)	(2,453)	3,662	7,325	-3.5%	-0.7%	0.9%	1.1%
Credit Loss on Trade Receivables (Reversal)				(292)	0.0%	0.0%	0.0%	0.0%
Distribution Costs	(7,103)	(7,037)	(7,953)	(10,853)	-2.4%	-2.1%	-2.1%	-1.7%
Impairment Loss on Assets	(8,851)	(63,787)	(29,857)	(35,935)	-3.0%	-19.0%	-7.7%	-5.5%
Administrative Expenses	(41,983)	(44,957)	(62,451)	(54,067)	-14.0%	-13.4%	-16.1%	-8.3%
Profit (Loss) from Operating Activities	(82,683)	(133,614)	(137,921)	(80,876)	-27.6%	-39.9%	-35.6%	-12.4%
Share of Loss from Investment in Associate					0.0%	0.0%	0.0%	0.0%
Finance Costs		(650)	(751)	(1,105)	0.0%	-0.2%	-0.2%	-0.2%
Profit (Loss) Before Income Tax Expense	(82,683)	(134,264)	(138,672)	(81,981)	-27.6%	-40.1%	-35.8%	-12.6%
Income Tax Expense (Income)	(22,795)	(2,117)	(844)	12,949	-7.6%	-0.6%	-0.2%	2.0%
Net Profit (Loss)	(105,478)	(136,381)	(139,516)	(69,032)	-35.2%	-40.7%	-36.0%	-10.6%
Other Comprehensive Income								
Other Comprehensive Income for the Year	629							
Total Comprehensive Income (Loss) for the Year	(104,849)	(136,381)	(139,516)	(69,032)				
Allocation of Profit (Loss)								
Attributable to Owners of the Parent	(105,478)	(136,381)	(115,738)	(73,897)	-35.2%	-40.7%	-29.8%	-11.4%
Attributable to Non-controlling Interests		(370)	(23,778)	4,865	0.0%	-0.1%	-6.1%	0.7%
	(105,478)	(136,751)	(139,516)	(69,032)	-35.2%	-40.8%	-36.0%	-10.6%
Depreciation and Amortization	40,960	69,450	70,611	82,437	13.7%	20.7%	18.2%	12.7%
EBITDA	(64,518)	(67,301)	(68,905)	13,405	-21.5%	-20.1%	-17.8%	2.1%

Statement of Financial Position	2025	2024	2023	2022	2025	2024	2023	2022
Assets								
Current Assets								
Cash and Cash Equivalents	127,402	223,134	268,211	269,454	14.8%	22.8%	24.2%	21.2%
Trade and Other Current Receivables - Net	21,490	28,530	23,256	35,090	2.5%	2.9%	2.1%	2.8%
Inventories - Net	83,614	78,104	84,298	132,870	9.7%	8.0%	7.6%	10.5%
Other Current Financial Assets	98,599	51,141	397	397	11.4%	5.2%	0.0%	0.0%
Total Current Assets	331,105	380,909	376,162	437,811	38.4%	38.9%	34.0%	34.5%
Non-current Assets								
Other Non-current Financial Assets	15,193	16,138	16,025	15,936	1.8%	1.7%	1.4%	1.3%
Investment in Associate - Net					0.0%	0.0%	0.0%	0.0%
Investment Property - Net	274,608	276,742	278,951	313,516	31.8%	28.3%	25.2%	24.7%
Property, Plant and Equipment - Net	236,575	276,855	405,840	472,381	27.4%	28.3%	36.7%	37.2%
Right-of-Use Assets (ROU) - Net			447	1,032	0.0%	0.0%	0.0%	0.1%
Intangible Assets - Net	3,684	3,128	2,540	21	0.4%	0.3%	0.2%	0.0%
Deferred Tax Assets		22,795	24,912	25,756	0.0%	2.3%	2.3%	2.0%
Other Non-current Assets	1,491	1,491	1,329	2,497	0.2%	0.2%	0.1%	0.2%
Total Non-current Assets	531,551	597,149	730,044	831,139	61.6%	61.1%	66.0%	65.5%
Total Assets	862,656	978,058	1,106,206	1,268,950	100.0%	100.0%	100.0%	100.0%
Liabilities and Shareholders' Equity								
Current Liabilities								
Trade and Other Current Payables	47,691	56,694	48,825	71,513	5.5%	5.8%	4.4%	5.6%
Current Portion of Lease Liabilities			304	582	0.0%	0.0%	0.0%	0.0%
Short-term Loans from Related Parties	7,475	7,475	7,475	7,475	0.9%	0.8%	0.7%	0.6%
Corporate Income Tax Payable					0.0%	0.0%	0.0%	0.0%
Other Current Financial Liabilities					0.0%	0.0%	0.0%	0.0%
Total Current Liabilities	55,166	64,169	56,604	79,570	6.4%	6.6%	5.1%	6.3%
Non-current Liabilities								
Lease Liabilities				304	0.0%	0.0%	0.0%	0.0%
Deferred Tax Liabilities	6,170	6,170	6,170	6,170	0.7%	0.6%	0.6%	0.5%
Non-current Provisions for Employee Benefits	4,443	5,989	5,321	5,279	0.5%	0.6%	0.5%	0.4%
Total Non-current Liabilities	10,613	12,159	11,491	11,753	1.2%	1.2%	1.0%	0.9%
Total Liabilities	65,779	76,328	68,095	91,323	7.6%	7.8%	6.2%	7.2%

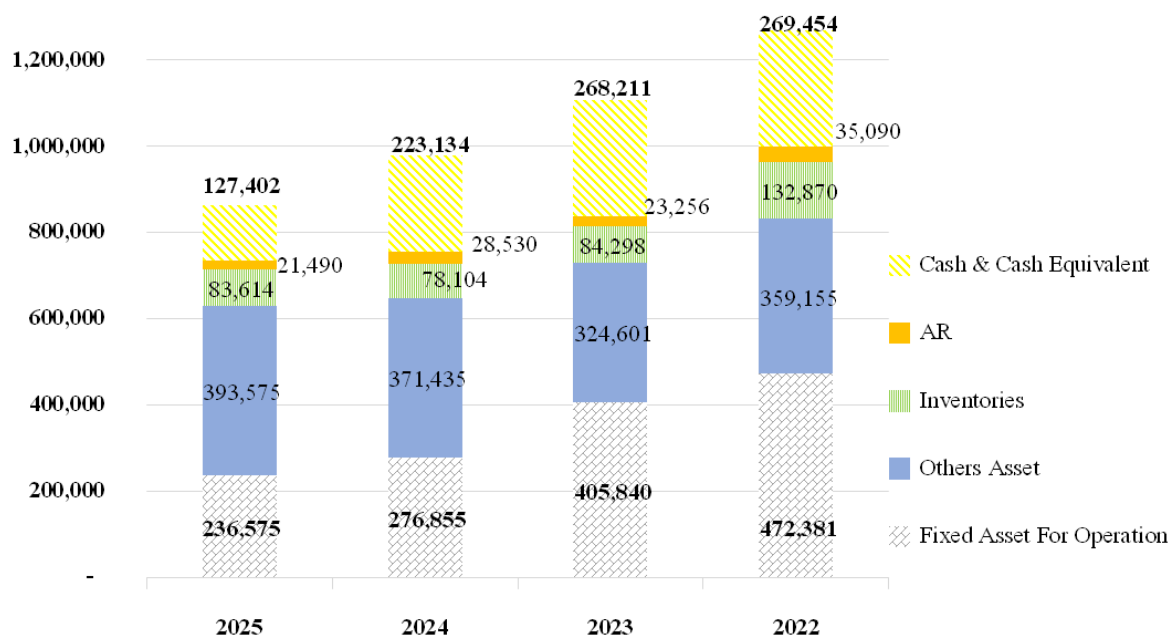
Shareholders' Equity (Unit : Thousand Baht)	2025	2024	2023	2022	2025	2024	2023	2565
Share Capital								
Registered Capital	816,930	816,930	816,930	816,930				
Issued and Paid-up Share Capital	816,930	816,930	816,930	816,930	94.7%	83.5%	73.8%	64.4%
Discount on Ordinary Shares								
Retained Earnings (Deficit)								
Appropriated - Legal Reserve	75,750	75,750	75,750	75,750				
Unappropriated	(148,957)	(44,108)	91,903	207,641				
Other Components of Equity	24,681	24,681	24,681	24,681				
Total Equity Attributable to Owners of the Parent	768,404	873,253	1,009,264	1,125,002	89.1%	89.3%	91.2%	88.7%
Non-controlling Interests	28,477	28,477	28,847	52,625				
Total Shareholders' Equity	796,881	901,730	1,038,111	1,177,627	92.4%	92.2%	93.8%	92.8%
Total Liabilities and Shareholders' Equity	862,660	978,058	1,106,206	1,268,950	100.0%	100.0%	100.0%	100.0%

Operational Financial Ratios		2025	2024	2023	2022
Liquidity Ratio					
Current Ratio	times	6.00	5.94	6.65	5.50
Quick Ratio	times	2.70	3.92	5.15	3.83
Cash Flow Liquidity Ratio	times	(0.74)	0.11	0.16	(0.16)
Accounts Receivable Turnover Ratio	times	11.97	12.95	13.29	13.28
Average Collection Period	days	31	29	28	28
Inventory Turnover Ratio	times	3.97	4.37	4.00	4.21
Average Inventory Period	days	92	84	92	87
Accounts Payable Turnover Ratio	times	6.16	6.73	7.22	5.65
Average Payment Period	days	60	55	51	65
Cash Cycle	days	63	58	69	50

Profitability Ratio	2025	2024	2023	2022
Gross Profit Margin	-7.33%	-5.90%	-11.96%	1.25%
Operating Profit Margin	-27.62%	-39.86%	-35.56%	-12.43%
Other Income to Total Revenue Ratio	2.49%	1.30%	1.29%	0.73%
Cash Flow to Net Profit Ratio	41.96%	-4.82%	-7.96%	33.16%
Net Profit Margin	-35.02%	-40.68%	-35.98%	-10.61%
EBITDA Margin	-21.34%	-20.08%	-17.77%	2.06%
Return on Equity (ROE)	-12.35%	-14.06%	-12.59%	-5.31%
Efficiency Ratio				
Return on Assets (ROA)	-11.39%	-13.09%	-11.75%	-4.74%
Return on Equity (ROE)	-12.35%	-14.06%	-12.59%	-5.31%
Return on Fixed Assets	-25.33%	-20.25%	-15.69%	2.70%
Asset Turnover Ratio	0.33	0.32	0.33	0.45
Financial Policy Analysis				
Debt-to-Equity Ratio (D/E Ratio)	0.08	0.08	0.07	0.08

3.3 Financial Status

Asset group Item (Unit : Thousand Baht)



3.4 Assets

Cash and cash equivalents

As of December 31, 2025, the Company had cash and cash equivalents totaling 127.40 million Baht, a decrease of 95.73 million Baht from the beginning of the period. This consisted of 43.995 million Baht in net cash provided by operating activities and 51.74 million Baht used in net investing activities, which included the purchase of production molds for 6.89 million Baht, ERP software investment for 3.80 million Baht, machinery and boiler improvements for 9.81 million Baht, and other equipment purchases of 0.50 million Baht.

Trade receivables and other receivables - Net

The Company had net trade and other receivables of 21.49 million Baht, comprising 10.12 million Baht in trade receivables and 11.38 million Baht in other current receivables.

Inventories - net

The Company's net inventories totaled 83.61 million Baht, consisting of raw materials for production amounting to 25.98 million Baht and rubber glove finished goods amounting to 57.53 million Baht.

Property, Plant & Equipment - Net

The Company holds assets for business operations, specifically a rubber glove manufacturing factory, with a total net value of 236.57 million Baht. This primarily consists of land and land improvements at 90.92 million Baht, buildings and building improvements at 77.53 million Baht, machinery and equipment at 66.62 million Baht, and other net assets totaling 1.50 million Baht.

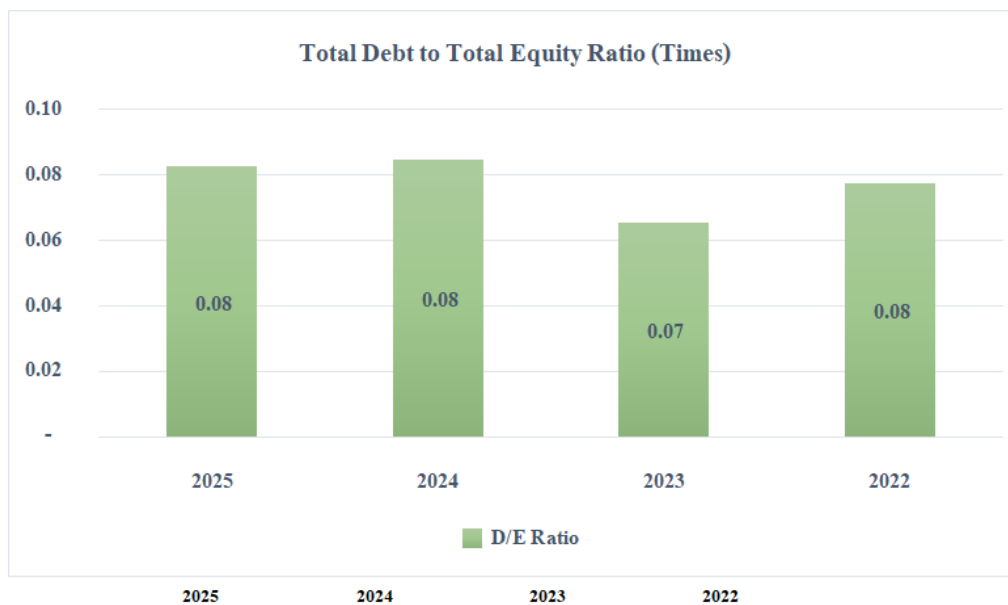
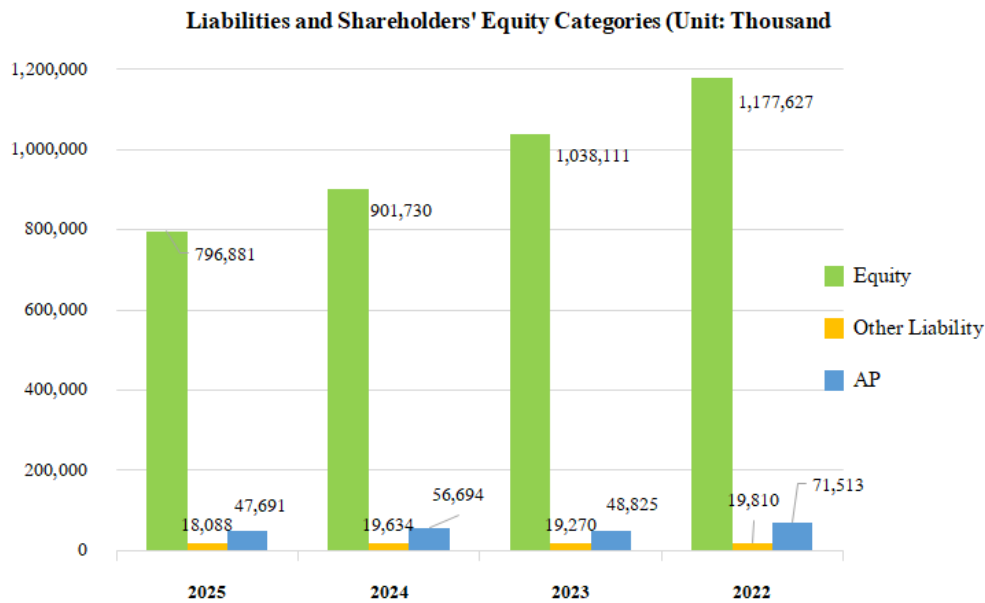
Other non-current assets - Net

The Company had other non-current assets totaling 294.98million Baht. This is divided into investment properties of 274.60 million Baht, while 20.37 million Baht includes restricted fixed deposits of 15.19 million Baht and assets for normal business operations such as intangible assets of 3.68 million Baht and other non-current assets of 1.49 million Baht.

3.5 Liabilities

The Company's total liabilities amounted to 65.78 million Baht, resulting in a Total Debt-to-Equity (D/E) ratio of 0.08 times, consistent with the year 2024.

Total liabilities comprise trade payables of 47.69 million Baht, operational liabilities such as employee benefit obligations of 4.44 million Baht, deferred tax liabilities of 6.17 million Baht, and short-term loans from related parties of 7.48 million Baht. As of the end of 2025, the Company continued to have no financial debt (interest-bearing debt).



3.6 Equity

In 2025, the Company's registered and paid-up capital amounted to 816,929,502 Baht. Appropriated retained earnings as a legal reserve totaled 75.75 million Baht, while unappropriated retained deficit at the end of the year was 148.96 million Baht. Equity attributable to owners of the parent was 768.40 million Baht, and total shareholders' equity amounted to 796.88 million Baht.

Details of reduction of registered capital and stock value change shall meet the resolution of Annual Ordinary Meeting of Shareholders 2020 on June 26, 2020 with resolution as follows:

1. Reduction of registered capital of the Company from 19,978,103,486 share, value of 1 baht per share, amount of 19,978,103,486 baht to 15,982,476,502 shares, value of 1 baht per share, amount of 15,982,476,502 baht, and approved amendment of memorandum of association of the Company. In order to correspond to the said registered capital reduction, the Company already had registered the capital reduction to Ministry of Commerce on July 10, 2020.

2. Change of par value of the Company from 1 baht per share to 0.50 baht per share, resulting in numbers of shares are changed from 15,982,476,502 shares with par value of 1 baht per share to 31,964,953,004 shares with par value of 0.50 baht per share, and approved amendment of memorandum of association of the Company. In order to correspond to change of the said par value, the Company already had registered the change to Ministry of Commerce on July 13, 2020.

3. Capital reduction registration of the Company from 31,964,953,004 shares with value of 0.50 baht per share, amount of 15,982,476,502 baht to 1,633,859,004 shares with value of 0.50 baht per share, amount of 816,929,502 baht to compensate ordinary share discount and accumulated loss, and approved amendment of memorandum of association of the Company. In order to correspond to the said capital reduction, the Company already had registered the capital reduction to Ministry of Commerce on September 30, 2020.

4. General and Other Important Information

4.1 General Information

The Company Name:

Shun Thai Rubber Gloves Industry Public Company Limited

Registration Number:

No. 0 1 0 7 5 4 4 0 0 0 8 6 (Former No. LPC. 669)

Types of Business Operation:

Manufacture, distribute and export medical, household and industrial gloves

Amount and Types of All Distributed Shares of the Company:

Reregistered Capital	816,929,502	baht	Par Value	0.50 baht per share
Paid-Up Capital	816,929,502	baht		
Numbers of Ordinary Shares	1,633,859,004	shares		

Locations of Head Office and Factories:

No. 9, Village No. 4, Kached Sub-district, Mueang District, Rayong 21100, Thailand

Telephone No. (038) 634 – 482-5

Fax No. (038) 634-001

www.shunthaiglove.com

Location of Branch Offices:

No. 14 Village No. 4, Kached Sub-district, Mueang District, Rayong 21100, Thailand

No. 52/18 Village No. 4, Kached Sub-district, Mueang District, Rayong 21100, Thailand

No. 52/19 Village No. 4, Kached Sub-district, Mueang District, Rayong 21100, Thailand

Telephone No. (038) 634 – 482-5, Fax No. (038) 634-001

No. 1, Promphan Tower 2, the 6th Floor, Room No. 608, Latphrao Soi 3,

Chomphon Sub-district, Chatuchak District, Bangkok 10900, Thailand

Telephone No. (02) 511 – 6040, Telephone No. (02) 511 – 6049

Securities Registrar:

Thailand Securities Depository Company Limited

93 Ratchadaphisek Road, Din Daeng Sub-district,

Din Daeng District, Bangkok 10400, Thailand

Telephone No. (02) 009 – 9000, Fax No. (02) 009 – 9991

Auditor:

Miss Kultida Pasurakul, Certified Public Accountant Registration No. 5946
ANS Audit Company Limited
100/72, the 22nd Floor, Vongvanij Building B, Building No. 100/2
Rama IX Road, Huai Khwang Sub-district, Bangkok
Telehpne No. (02)645-0109, Fax No. (02)645-0110

Company Secretary:

Miss Kimfan Watthanapichitpong
No. 9, Village No. 4, Kached Sub-district, Mueang District, Rayong 21100, Thailand
Telephone No. (038) 634 – 482-5
Fax No. (038) 634-001
Email : Kimfan.w@shunthaiglove.com

Subsidiaries:

(Details of its subsidiaries that the Company holds share from 10 percent or more of all numbers of distributed shares of the Company)

Company Name:

Northern Renewable Energy Company Limited

Registration Number:

0 1 0 5 5 5 4 0 4 1 2 4 7

Types of Business Operation:

Produce and distribute comprehensive biomass energy, and produce electricity from biomass and waste

Registered Capital of the Company:

1,000,000,000 baht, dividing into 10,000,000 ordinary shares
Par value of 100 baht per share

Paid-Up Capital of the Company:

1,000,000,000 baht, dividing into 10,000,000 ordinary shares
Par value of 100 baht per share

Numbers of Hold Shares:

Ordinary shares of 4,824,750 shares, accounting for 48.25 percent of paid-up registered capital

Location of Head Office:

No. 75/28, The Prime, Soi Ramkhamhaeng 21,
Ramkhamhaeng Road, Hua Mak Sub-district, Bang Kapi District, Bangkok 10240, Thailand

4.2 Other Material Facts

The Company filed a request to resume trading (Resume Stage) on March 31, 2021. The Stock Exchange of Thailand issued a letter dated August 20, 2024, announcing the revocation of the Company's common shares from being listed securities. Subsequently, on September 3, 2024, the Company filed an appeal against this revocation.

On December 18, 2024, The Stock Exchange of Thailand issued a letter announcing the results of the appeal consideration, upholding the original decision to revoke the Company's common shares from being listed securities. This revocation will take effect from January 9, 2025, onwards.

4.3 Legal Disputes

1. Criminal case for making a false statement.

The Company has taken steps to protect its interests by filing lawsuits against the directors of Northern Renewable Energy Co., Ltd. (NRE - a subsidiary) in the Bangkok North District Court (Case No. A. 455/2564) and the Dusit District Court (Case No. A. 2580/2566) for the offense of providing false information.

Case status: The defendant pleaded guilty, and the court handed down a verdict according to the law. The case is now final as neither party appealed.

2. Civil case for recovery of capital increase shares and damages

On August 29, 2023, the Company filed a lawsuit against its subsidiary in the Civil Court (Black Case No. P. 4154/2023) seeking the return of 168.88 million baht in capital increase payments, along with interest, and claiming damages for lost business opportunities in the amount of 80.00 million baht. The total amount claimed, including interest (calculated up to the date of filing), is approximately 251.05 million baht.

Case Status: Subsequently, on November 24, 2023, the Company and its subsidiaries agreed to a mutual settlement agreement. The court has issued a judgment based on the settlement, and the case is now final.

3. Bankruptcy Proceedings (Event in 2025)

Following Civil Case No. P.4154/2566, in which the Company (Plaintiff) and Northern Renewable Energy Co., Ltd. (Defendant) entered into a settlement agreement on November 24, 2023, the Defendant agreed to transfer ownership of five plots of land and reduce its registered capital to settle its debt to the Company. However, Northern Renewable Energy Co., Ltd. failed to comply with the terms of the settlement agreement by not transferring land ownership within the stipulated timeframe and by not paying the transfer fees and expenses.

The Company has already made advance payments on behalf of the defendant, and has also conducted an asset tracing process, finding that the defendant has no other assets that can be seized to satisfy the debt. Furthermore, the defendant has ceased operations since 2020. Therefore, on November 28, 2025, the Company filed a lawsuit against the debtor in the Central Bankruptcy Court, case number L.10178/2568, requesting the court to issue a final order for asset protection and declare the defendant bankrupt.

Current Status: On February 23, 2026, the Central Bankruptcy Court delivered its judgment in Red Case No. L. 2100/2569. The Court determined that the Defendant is indebted to the Plaintiff under a final judgment for an amount of not less than two million Baht. Furthermore, the Defendant exhibited behavior intended to delay debt repayment and was found to possess no seizable assets to satisfy the debt. Consequently, the Court issued an Absolute Receivership Order against Northern Renewable Energy Company Limited (the Defendant) in accordance with the Bankruptcy Act, B.E. 2483. Currently, the case is under the legal proceedings of the Official Receiver.

4.4 Secondary Market

The Company does not have registration in stock exchanges of other countries.

4.5 Financial Institution with Regular Contact (only in case of issuance of debt instruments)

The Company does not have issuance of debt instruments.

Part 2

Corporate Governance

5. Corporate Governance Policy

Shun Thai Rubber Gloves Industry Public Company Limited is confident that good corporate governance can enable the Company to gain efficient and effective management with transparency and accountability as well as to improve the corporate performance for increasing trust and confidence of shareholders and all stakeholders. In addition, corporate governance can enable the Company to get success and achieve the most important goals of the Company by building sustainable growth and prosperity for all stakeholders in the value chain of the business. Therefore, the Company sets the corporate governance policy as the Company's guidelines and operational framework in accordance with the approaches of the supervising authorities, the United Nations Sustainable Development Goals (SDGs), and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

5.1. Overview of the Corporate Governance Policy and Practice

5.1.1 Policy on Directors to Management

Shun Thai Rubber Gloves Industry Public Company Limited is aware of importance of corporate governance as the main factor to build fairness to stakeholders, promote effectiveness of the Company's operation, and create sustainable growth and prosperity to all stakeholders in the business value chain. Therefore, the Company emphasizes on good corporate governance with the following important goals.

- Competitive and profitable while considering long-term impacts.
- Conduct business ethically, respecting the rights of and being responsible to all stakeholders throughout the business value chain.
- Socially and environmentally friendly.
- Adaptable to changing factors.

5.1.2 Policy on Shareholders and Stakeholders

Stakeholders play very important roles for the Company so the Company organizes the corporate governance system relating to the main stakeholders such as customers, receivables, payables, trade partners, employees, community where the Company is located, society, the government sector, other stakeholders such as competitors and auditors etc. The principles and guidelines are set as follows.

- 1) The Company shall treat each group of stakeholders by being aware of stakeholders' right according to laws or agreements with the Company.
- 2) The Company shall not do anything that violates the stakeholders' right.
- 3) The Company shall determine compensation measure in case that any stakeholder gets damage from right violation.
- 4) The Company shall develop mechanism for stakeholders to involve in promoting the Company performance to create sustainable stability to the business.
- 5) The Company shall disclose relevant important information to stakeholders adequately for involving with the business effectively.
- 6) The Company shall provide a measure for whistleblowing to the directors about illegal matters, inaccuracy of financial statements, defects of the internal control system, or unethical matters. In addition, the Company shall set mechanism for right protection of whistleblowers.
- 7) The Company shall manage on social responsibility especially in direct effects on business operation for ensuring the stakeholders that the Company runs business by considering environmental and social factors for sustainable development.

- Shareholders: The Company is always aware of transparency of business operation, is committed to create continuous growth and good benefits for the stakeholders in a long term.
- Customers: The Company is committed to develop product quality and standards, pay attention to give customer service in a friendly manner for full customer satisfaction, and arrange a work unit or personnel responsible for receiving and dealing with customers' complaints quickly and keep customer information in confidence.
- Trade Partners: The Company shall adhere to and treat its partners equally on the basis of fairness by considering on mutual benefits.
- Payables: The Company shall treat its payables fairly by strictly complying to terms and conditions of contracts and financial obligations.
- Competitors: The Company shall behave in accordance with the framework of international competition rules, and the Company shall treat

competitors with fairness by avoiding dishonest methods to destroy competitors' reputation.

- **Employees:** The Company shall adhere that employees are valuable resources which should be treated fairly in terms of benefit opportunity, potential development, and assurance in quality of life, work safety, appropriate welfares, and provident fund.
- **Society and Environment:** The Company shall be committed to operate business for the benefits of economy and society. The Company shall give importance in environmental preservation by appointing the governance committee for supervision and social responsibility as well as for promoting organizational cultures and raising awareness of all personnel in the organization and all stakeholders to develop and promote society and environment in parallel to the Company's growth.

Shareholder Meeting

The Company applies the Public Company Act, Articles of Association, and rules and regulations of Stock Exchange of Thailand as guidelines for strict practice. Accordingly, the shareholder meetings are managed as follows.

- (1) All directors perceive importance and participate in the shareholder meetings.
- (2) Support and opportunity for the shareholders who are unable to attend the meeting to appoint proxy.
 - (2.1) In case that any shareholder is unable to attend the shareholder meeting, the Company shall facilitate such shareholder by providing 3 types of the proxy forms to give opportunity for the grantor to choose as wished. All proxy forms must conform to the specification of Department of Business Development, Ministry of Commerce.
 - (2.2) The grantor shall be facilitated in appointing an independent director to be a proxy performing as the grantor's intention. The Company shall attach the descriptive list of such independent directors and the proxy form to the shareholders every year.
- (3) Equality in the shareholder meeting

- (3.1) Before the meeting, the meeting chairman clearly notifies the shareholders about rules and regulations used in the meetings and voting procedure for resolution of each agenda.
- (3.2) In the shareholder meeting, the Chairman of the Board of Directors who attends the meeting and is the board of directors provides opportunity for the shareholders to ask questions and clearly explains issues relevant to the meeting agenda or the Company in every meeting.
- (3.3) The Company provides opportunity for each shareholder to vote for the election of the directors.
- (3.4) The shareholder meeting must be conducted according to the agendas specified in the meeting notification to the shareholders. The Company does not have a policy to add more agendas or change the agenda sequence in exception that such addition or change is reasonable and legal in all aspects.
- (3.5) For transparency and accountability, the Company shall use ballots in every agenda of the shareholder meeting. To increase quickness and accuracy, the Company shall use the computer system for the shareholder registration and resolutions.
- (4) After the shareholder meeting, the Company shall prepare the meeting minute according to the agendas, resolutions, and the number of votes 'yes', votes 'no', or no votes as well as important details for consideration within 14 days after the meeting. Then the Company notify the meeting minutes to shareholders through the company website.
- (5) In the meeting, opportunity is provided for the shareholders to give opinions, ask questions, and give suggestions fully in adequate and suitable time. The important issues from discussion and opinions shall be recorded in the meeting minutes.

5.2 Business Ethics

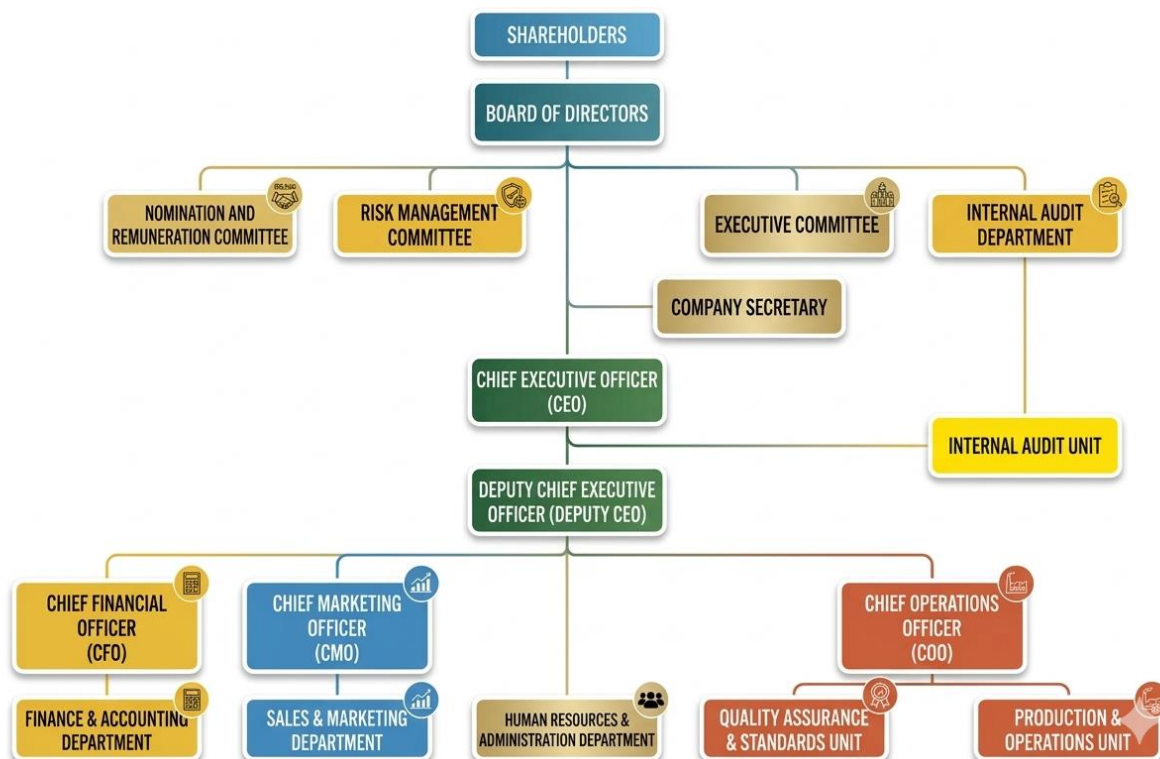
The Company is committed to conducting business with ethics and has established a "Code of Conduct" for the Board of Directors, management, and employees to serve as a standard for performing duties with honesty, integrity, and fairness. The Company communicates regularly with employees, monitors compliance with these guidelines on a consistent basis, and has established disciplinary actions for non-compliance.

6. Corporate Governance Structure and Important Information about the Committees, Sub-committees, Executives, Employees and Others

6.1 Corporate Governance Structure

The Company has established the management structure, as illustrated in the following organizational chart (Data as of December 31, 2025).

ORGANIZATIONAL STRUCTURE OF SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED



6.2 Details of the Committees

The management structure of the Company includes 5 sets of committees: 1) Board of Directors, 2) Executive Committee, 3) Audit Committee, 4) Risk Management Committee, and 5) Nomination and Remuneration Committee.

The Company's Board of Directors and executives consists of qualified people with all qualifications according to Section 68 of Public Limited Companies Act B.E. 2535 (1992) (including the Amendment). The structure of the Board of Directors consists of the following committees.

6.2.1 Components of the Board of Directors

On December 31, 2025, the Board of Directors consists of 6 directors as follows.

No.	Names	Positions
1	Mr. Chakarn Saengruksawong	Chairman of the Board of Directors, Independent Director, Audit Committee, Chairman of Nomination and Remuneration Committee
2	Ms.Chun Ching Teng	Chief Executive Officer, Chairman of the Board of Directors,Nomination and Remuneration Committee, Director
3	Mr. Ekkachai Tangsatjatham	Deputy Chief Executive Officer, Director, Executive Director, Nomination and Remuneration Committee, Risk Management Committee
4	Mr. Sirasit Pasawat	Director
5	Mr. Teerawit Tanakijsoontorn	Chairman of Audit Committee, Independent Director, Chairman of Risk Management Committee, Director
6	Mr. Chatchawas Sethaluck	Audit Committee, Independent Director, Director

According to the Company's Articles of Association, in every annual general meeting of the shareholders, one-third of the committee shall retire from the positions. If the number of the committees to be retired cannot be divided exactly into 3 parts, the number nearest to one-third shall be applied and the committee who has been in the position for the longest period shall retire. However, the committees who retire by rotation may be nominated and re-elected to the position.

6.2.2 Committees and Controlling Authorities

The authorized signatories of the Company consist of two directors as follows:

1. Ms. Chun-Ching Teng (Chief Executive Officer)
2. Mr. Ekkachai Tangsatjatham (Deputy Chief Executive Officer)

Two directors shall jointly sign and affix the Company's common seal.

The Scope of Authority and Duties of the Board of Directors

1. Performance of the Board of Directors

The Company's Board of Directors performs duties by using knowledge, ability, and experience useful for the Company's business, and performs duties according to the Company's objectives, articles of association, and resolutions from the Company's shareholder meetings with carefulness to protect the Company's benefits and responsibility to the shareholders.

2. Review and Approval of Appropriate Policies

The Board of Directors is responsible for reviewing and approving on policies and operational direction proposed by the Executive Committees in exception of the issues prescribed by laws which need to get prior approvals from the shareholder meetings.

3. Supervision on the Executive Committees

The Board of Directors supervises the Executive Committees to effectively manage work operation as specified in the policies, and notifies the Executive Committees to present important implementational matters on connected transactions for consideration according to the regulation of The Securities and Exchange Commission and Stock Exchange of Thailand.

If necessary, the Board of Directors may determine to employ external consultants for giving professional advices or opinions supplementing to decision-making on important issues in the Company's business operation.

4. Arrangement of the Internal Control and Internal Audit Systems

The Board of Directors supervises the Company to arrange the effective internal control and internal audit systems by appointing an audit team, supervising internal work operation, and employing outsource auditors to monitor and implement the internal audit together, and coordinate with the Audit Committee.

5. Code of Conduct and Business Ethics

The Board of Director arranges for the Company to prepare a compliance manual concerning code of conduct and business ethics as guidelines for executives and employees to practice in the organization.

6.3 Details of the Sub-committees

6.3.1 Appointment, Duties, and Responsibilities

The Scope of Authority and Duties of the Executive Committee

The Executive Committee has authority, duties, and important roles in implementation according to the Company's strategies, policies, and regulations. The Executive Committee has authority to supervise the Company's business and implement various matters as assigned by the Board of Directors to achieve the Company's goals and mission.

In addition, the Executive Committee has authority, duties, and responsibilities on the following matters.

1. Plan and manage the Company's business to achieve the specified objectives and goals

2. Supervise and monitor the Company's performance and financial position, and report the performance and financial position to the Board of Directors on the monthly basis.
3. Consider, review, and approve transactions on investment, sales of assets, personnel resource management, finance and financial management, general management, and other matters concerning the Company's business under the scope approved by the Board of Directors.
4. Consider in screening and giving opinions on issues to get approval from the Board of Directors, excepts activities which the Board of Directors assigns to other sub-committees to implement.
5. Consider and review on the Company's risk management and the internal control system.
6. The Board of Directors may assign sub-delegation to any executive or person to implement one or more matters as the Board of Directors considers appropriate. The transaction approval of the Executive Committee or sub-delegation should not be connected transactions, transactions with conflict of interest, or transactions which the Executive Committee has a stake as specified in the Company's Articles of Association and the notifications of the Capital Market Advisory Board. Any transaction approval must be compliant to the policies and procedures prescribed by the Board of Directors and the regulatory agencies.
7. Have authority to invite the management or any person relating to the Company to give opinions, attend meetings, or give relevant information..
8. Report the main performance to the Board of Directors regularly including main issues which should be informed to the Board of Directors.
9. Regularly consider and review appropriateness and sufficiency of the Articles of Association to be suitable and up to date.
10. Perform other duties as assigned by the Board of Directors.

The Scope of Authority and Duties of the Audit Committee

The Audit Committee has authority, duties, and responsibilities as prescribed in Audit Committee Charter in the following issues.

Authority

1. Has authority to invite management or employees to attend meetings, to give opinions, or to submit documents as required and necessary.
2. Consider in selection, appointment, or employment termination of auditors as well as in remuneration to propose to the Board of Committee to present in the general meeting of shareholders, and assess auditors' performance annually.

3. Know about non-audit work and remuneration for such work for consideration without making auditors lack of independence in implementation.
4. Attend meetings with auditors for discussion without participation of the management at least once a year.
5. Consider to make decision in case of disagreement between the management and auditors on financial statements or limitations in auditing implementation.
6. Review the implementational procedure and supervise connected transaction which may get conflict of interest to be compliant to relevant laws or regulations.
7. Consider reports of the Risk Management Sub-committee and the management of the Company. Consult with the management about policies on risk assessment and management.
8. Manage to get external consultants or professional experts to give advices or opinions as the Board of Director considers appropriate.
9. Report to the Board of Director to take corrective action on transactions with conflict of interest, fraud, corruption, and defects of internal control as well as transactions incompliant to relevant laws with important details of the financial position.

Duties and Responsibilities

1. Review the Company's financial reports to be accurate according to the accounting standards publicly approved with sufficient disclosure.
2. Review the Company's internal control and internal audit systems to be appropriate and effective.
3. Review to ensure that the Company is compliant the Public Limited Company's ACT.
4. Consider and propose on selection, re-selection, employment termination, and remuneration of auditors.
5. Consider and review connected transactions or transactions with conflict of interest to be compliant to the laws and regulations of The Stock Exchange of Thailand to ensure that such transactions are reasonable and highly beneficial for the Company.
6. Review the Company's risk management system to be appropriate and effective.
7. Consider on independence of the internal audit unit, and approve appointment, transfer, and employment termination. Consider performance and promotion to the head of the internal audit unit.

8. Review and give opinions on the internal audit plans. Coordinate with the internal audit office and the auditors.
9. Prepare reports of the Internal Audit Committee by disclosing them in the Company's annual reports. These reports are signed by the Chairman of the Audit Committee. The reports must contain at least the following details.
 - 1) Opinion about accuracy, completeness, and reliability of the Company's financial reports.
 - 2) Opinion about sufficiency of the Company's internal control system.
 - 3) Opinion about compliance to the laws concerning the Company's business.
 - 4) Opinion about appropriateness of auditors.
 - 5) Overall opinion or observation of the Audit Committee in compliance to the charter.
 - 6) Any other issues that the shareholders and general investors should know under the scope of duties and responsibilities as assigned by the Board of Directors.
10. Have authority to employ consultants or external people according to the Company's regulations to give opinions or advices, if necessary.
11. Have authority to invite the management or any person relating to the Company to give opinions, attend meetings, or give relevant information.
12. Report performance of the Audit Committee to the Board of Directors at least 4 times a year.
13. Regularly consider, review, and assess sufficiency of the charter to be suitable and up to date.

The Scope of Authority and Duties of the Risk Management Committee

The Risk Management Committee has authority, duties, and responsibilities as prescribed in Risk Management Committee Charter in the following issues.

1. Determine, review, and approve risk management policies and framework in accordance with objectives, goals, strategies, and risk appetite of the Company and the subsidiaries. Present them to the Board of Committee for consideration and approval.
2. Consider and determine guidelines, measures, and action plans for risk management of the Company and the subsidiaries in accordance with the risk management policies and framework as approved by the Board of Directors. Consider and give opinions about the results of risk assessment.

3. Review sufficiency of risk management policies, strategies, process, and systems every year for improving them to be adequately effective in accordance with the business conditions of the Company and the subsidiaries.
4. Supervise and monitor implementation according to the risk management policies as approved by the Board of Directors. Regularly develop guidelines and risk management systems for the Company and the subsidiaries to have effective risk management systems with continuous implementation.
5. Suggest methods of risk prevention and reduction into the risk appetite level. Monitor implementation according to the action plans to continuously reduce risk and to ensure that risk is managed sufficiently and appropriately.
6. Review the risk management reports to monitor main risks of the Company and the subsidiaries, and take actions to ensure that risk is managed sufficiently and appropriately to the level of risk appetite on a regular basis.
7. Supervise and promote the executives and the employees of the Company and the subsidiaries to possess knowledge and understanding about one's own duties in risk management of the Company and the subsidiaries. Give advices and consultation to practitioners who deal with risk management.
8. Regularly communicate and exchange information, and coordinate with the Audit Committee about risk and the internal control which affects or may affect on the Company and the subsidiaries. The internal audit unit is responsible for the review to ensure that the Company and the subsidiaries have appropriate internal control for risk management.
9. Regularly report to the Board of Directors about the main risk of the Company and the subsidiaries, risk statuses, approaches for risk management, and progress and outcome of risk management.
10. Perform other work relating to risk management, as assigned by the Board of Directors and approved by the Audit Committee.

The Scope of Authority and Duties of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has authority, duties, and responsibilities as prescribed in the charter in the following issues.

1. Consider and review the criteria on qualifications of people to take a position of the Board of Directors in line with the Company's business strategies.

2. Determine the process to consider, recruit, assess, and select qualified people to take the positions in the Board of Directors in replacement of the full-term positions or other cases, and present to receive approval from the Board of Directors and/or the shareholder meetings.
3. Consider and review on independence of the Board of Directors as well as on conflict of interest which may occur from the directors' implementation. Consider appropriateness of position-taking in the Board of Directors in case of changes relevant to qualification of the directors in the Board.
4. Prepare a plan for succession of the Chief Executive Officer to present to the Board of Directors for consideration.
5. Propose guidelines on the method to pay remuneration to the Board of Directors and Sub-committees appointed by the Board of Directors, including annual bonus and meeting allowance.
6. Propose policies on consideration of remuneration payment to the Chief Executive Officer, including salary and annual bonus in accordance with the Company's performance and the performance of the Chief Executive Officer.
7. Appraise performance of the Chief Executive Officer to determine remuneration before present to get approval to the Board of Directors every year.
8. Consider budgets for salary increase, changes of wages, and annual rewards for the employees before presenting for approval to the Board of Directors every year.
9. Regularly consider, review, and study on changes and trends of remuneration for the Board of Directors and Chief Executive Officers to present for approval from the Board of Directors.
10. Consider, review, and suggest if there is any change about the charter of the Nomination and Remuneration Committee to the Board of Directors to get approval for suitable improvement to be always up to date.
11. Have authority to invite the management or any person relevant to the Company to give opinions, attend the meeting, or give relevant information.

6.3.2 Name list of the Sub-Committees

The Audit Committee consists of 3 committees.

No.	Names	Positions
1.	Mr. Teerawit Tanakijsoontorn	Chairman of the Audit Committee, Independent Committee
2.	Mr. Chakarn Saengruksawong	Audit Committee, Independent Committee
3.	Mr. Chatchawas Sethaluck	Audit Committee, Independent Committee

The Risk Management Committee consists of 3 committees.

No.	Name-Surname	Position
1.	Mr. Teerawit Tanakijsoontorn*	Chairman of the Risk Management Committee, Independent Committee
2.	Mr. Ekkachai Tangsatjatham	Risk Management Committee, Director
3.	Mr. Chatchawas Sethaluck*	Risk Management Committee, Independent Director

Note:

* The Board of Directors' Meeting No. 12/2025, held on December 22, 2025, resolved to appoint Mr. Chatchawas Sethaluck as the Chairman of the Risk Management Committee, replacing Mr. Teerawit Tanakijsoontorn. Mr. Teerawit Tanakijsoontorn will continue to serve as a member of the Risk Management Committee. This appointment is effective from December 22, 2025, onwards.

Nomination and Remuneration Committee There are 3 persons as follows:

No.	Name-Surname	Position
1.	Mr. Chakarn Saengruksawong	Chairman of the Nomination and Remuneration Committee, Independent Committee
2.	Mr. Ekkachai Tangsatjatham	Recruitment and Remuneration Committee, Director
3.	Miss Chun-Ching Teng	Recruitment and Remuneration Committee, Director

The Executive Committee consists of 2 members as follows:

No.	Name-Surname	Position
1.	Miss Chun-Ching Teng	Chairman of the Executive Committee, Chief Executive Officer
2.	Mr. Ekkachai Tangsatjatham	Member of the Executive Committee, Deputy Chief Executive Officer

Chief Executive Officer**The Scope of Authority and Duties of the Chief Executive Officer**

1. Make decision on important issues of the Company. Determine the Company's mission, objectives, approaches, and policies. Supervise the overall implementation, products, and customer relationship, and be responsible for the Board of Directors.
2. Have authority to approve expenses for projects which have been approved by the Board of Directors. Each expense and payment is considered according to actual expense.

3. Consider on investment and trade of the Company's fixed assets to present to the Executive Committee and/or the Board of Directors.
4. Consider on fundraising to present to the Executive Committee and/or the Board of Directors.
5. Have authority to employ, appoint, lay off, terminate, or dismiss the employees below the manager level as well as to determine wage rate, give rewards, increase salary, benefits and bonus to the employees below the manager level.
6. Have authority to approve provision of bad debt allowance/bad debt, prosecution, and debt trading not exceeding 500,000 baht.
7. Have authority to take actions or act as the representative of the Company with outsiders in activities which are related and beneficial to the Company.
8. Approve appointment of consultants in various aspects necessary for the business operation.
9. Perform activities related to general management of the Company.

However, approval of the aforementioned transactions does not include approval of transactions which the Chief Executive Officer or people may have a stake or conflict of interest in one way or another with the Company, including transactions that required approval from the shareholders in connected transactions and acquisition/sales of important assets of the Company or associated companies. These transactions must comply to the requirements of the Stock Exchange of Thailand.

6.4 Details of the Executives

6.4.1 Names and Positions of the Executives of the Company

No.	Name - Surname	position	note
1	Miss Chun-Ching Teng	Chief Executive Officer, Director	Start of work 1 January 2024
2	Mr. Ekkachai Tangsatjatham	Deputy Chief Executive Officer, Director	Start of work 1 January 2024
3	Mrs. Somjai Nukaew	Company Secretary	Start of work 1 July 2025
4	Mr. Pornchai Rueanhathainon	Assistant Director of Finance and Accounting	Start of work 1 July 2025
5	Ms. Kannika Kongsapchareon	Senior Purchasing Manager	Start of work 3 January 2024
6	Kimfan Watthanapichitpong	Company Secretary	Start of work 1 October 2025

6.4.2 Remuneration Policy and Suitability Report

Remuneration for the Committees

The Company sets a clear and transparent policy on remuneration for the committees at the same level of the industry. The remuneration is high enough for supporting and retaining qualified committees as required. The policy is approved in the shareholder meeting. The committees who are appointed to be the Audit Committee will get additional remuneration according to the increase of workload.

Remuneration for the Executives

Remuneration for the executives complies to the principles and policy specified by the Board of Directors in relation to the Company's performance and the performance of each executive.

Financial Remuneration in 2025 is described below.

6.4.3 Total Remuneration

Remuneration for the Board of Directors: In the 2025 Annual General Shareholder Meeting, it was unanimously resolved to approve the remuneration for the committees in 2025 in the following rate.

The amount of remuneration for the committees in 2025 was not more than 3 million baht, only on the monthly basis without the meeting allowance.

1. The Board of Directors
 - 1.1 Chairman 35,000 baht per month
 - 1.2 Committee 20,000 baht per month
2. Audit Committee and Executive Committee Except for executives who already have fixed salaries.
 - 2.1 Chairman of the Audit Committee 20,000 baht per month
 - 2.2 Audit Committee 15,000 baht per month
3. The Board of Directors shall appoint the Board of Directors, except for executives with fixed salaries, and shall pay remuneration not more than 6 times/year and shall pay remuneration only once a month.
 - 3.1 Chairman 20,000 baht per time
 - 3.2 Committee 15,000 baht per time
4. In case that the Company has already paid remuneration to the committees as mentioned above, the Board of Committee shall consider to pay remuneration to the committees who are beneficial. However, the total remuneration for all the committees must not exceed the approved amount.

6.5 Details of the Employees

On December 31, 2025, the Company has totally 214 employees, classified into 91 Thai nationality and 123 other nationalities. The employees are classified according to the main lines of work and provided compensation in the form of monthly salaries and daily wages. During the years 2022–2025, compensation was paid as follows:

Field	Year 2022	Year 2023	Year 2024	Year 2025
Operations Staff	67.97	45.58	58.6	54.03
Executive staff	11.01	9.86	5.3	5.29
Total Remuneration (Million Baht)	78.98	55.44	63.9	59.32

In addition, the Company provided other welfares to the employees such as staff uniforms, male/female dormitories, shuttle bus service, food allowance, extra payment (depending on difficulty of work), overtime/shift wages, position allowance, travel/accommodation allowance, and provident fund.

Policy on Employee Development

The Company emphasized on training to increase employees' knowledge and skills suitable for work in each department. The Company managed employees to join both in-house training and public training such as in relevant laws and regulations of the government agencies, safety and environment in production, accounting and financial standards, ISO standards, skills development, training organized by the Stock Exchange of Thailand and the Securities and Exchange Commission to the listed companies, technology in compound rubber production, production system, chlorine, and assets and equipment etc.

Moreover, employee performance standards were measured after completing the training to increase operational potential and review appropriate wage rate.

In the past 3 years, the Company did not have any labor disputes.

6.6 Other Important Details

6.6.1 Details of the Employee Responsible for Other Supervision

The Board of Directors resolved to appoint Ms. Natthapatch Suwankhachanont as the Acting Company Secretary from February 2025 to September 30, 2025, and resolved to appoint Ms. Kimfan Watthanapichitpong as the Company Secretary, effective from December 22, 2025.

6.6.2 Investor Relations Information

The Company appointed Ms. Kimfan Watthanapichitpong as the Head of Investor Relations, effective from October 1, 2025.

6.6.3 Remuneration for Auditor

In 2024, the Company paid audit fee to auditors of ANS Audit Co. Ltd., and non-audit service fee such as for accommodation, travel, and allowance to auditors to work in Rayong Province where the main office of the Company is located. The remuneration for auditors is summarized in the following table.

Detail	ANS Audit Company Limited				
	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
1. Audit Fee	2,200,000	2,200,000	2,200,000	2,000,000	1,500,000
2. Non-audit Service Fee	45,700	162,000	191,405	111,380	255,760
Total	2,245,700	2,362,000	2,391,405	2,111,380	1,755,750

7. Report on Key Performance of Corporate Governance

7.1 Summary of the Committees' Performance in the Previous Year

7.1.1 Nomination, Development, and Performance Appraisal of the Committees

A. Independent Committee: Selection Criteria, Qualifications, and Nomination Procedure

Qualification of Independent Committee

1. Hold shares not more than 1% of paid-up capital of the Company, affiliated companies, associated companies, and related companies.
2. Be a committee who does not involve in the Company's management; is not an employee or a consultant with regular salary; is not a professional service provider receiving service fee more than 2 million baht per year from the Company, affiliated companies, associated companies, related companies, and juristic people which may have conflict of interest in the past not less than 2 years.
3. Be a committee without direct/indirect benefits or stake in terms of finance and management of the Company, affiliated companies, associated companies, or juristic people which may have conflict of interest.
4. Be a committee who is not relevant or a close relative of an executive or a major shareholder.

5. Be a committee who is not appointed to be a representative to protect interest of the Board of Directors, a major shareholder, or a shareholder who relates to the major shareholder.

In addition, the independent committee must express ability to give opinions or report freely according to the assigned mission without consideration on any interest concerning assets or position. The independent committee must not be under influence of any person or groups of people, and he/she should not be forced not to give opinion as it should be.

B. Nomination of the Committees and Top Executives through the Nomination Committee

Nomination of the Committees and Executives

The Nomination and Remuneration Committee is responsible for selecting persons to be appointed as the committees by considering on qualification, knowledge and ability, experience, and regularity of meeting attendance with the Board of Directors to present to the meeting of the Board of Directors for consideration and present to the shareholder meeting for approval of the committee appointment through majority of votes according to the following criteria and procedures.

1. One shareholder has the number of votes equal to the number of shares i.e., one vote per one share.
2. One shareholder may use all their votes according to (1) for selecting one or more persons to be committees but cannot divide their votes to any committee more or less than the other committees.
3. Persons with the highest number of votes in a descending order will be appointed to be the committees equal to the number of persons to be elected at a time. In case that the persons elected in a descending order have equal votes or exceeding number of the persons to be elected at that time, the Chairman shall give a casting vote.
4. In every annual general meeting, one-third of the committees must retire from the positions. If the number of the committees cannot be divided exactly into 3 parts, the number nearest to one-third shall be applied. In the 1st or 2nd years after being registered as the public company, the committee retirement by rotation is performed by drawing lots. In the following years, the committees who have been in the positions for the longest period shall retire. However, the committee with retirement by rotation may be nominated and re-elected to the position.
5. Any committee who wishes to resign before the end of term shall submit the letter of resignation to the Company and the resignation is effective from the date of submitting the resignation letter to the Company.

6. In case that the committee position becomes vacant by reason other than retirement by rotation, the Board shall elect a new committee to fill in the vacant position. The person who is the new committee shall be in the committee position only for the remaining term of the committee he/she replaces.
7. Resolution for any committee to retire before the end of term can be done only by virtue of the shareholder meeting resolution through votes not less than three-quarters of the shareholders who attend the meeting, have right to vote, and have shares in total not less than half of the number of shares holding.

Appointment of the Audit Committee

The Board of Committee considers and select persons with qualifications, knowledge, ability, and work experience supporting to the systems of corporate governance and internal control according to standards in the right way.

1. The Board of Directors appoints the audit committees. At least, 3 audit committees are appointed, and at least one of them must be knowledgeable and experienced in finance and accounting adequately for reviewing creditability of the financial statements.
2. The Audit Committee must contain at least 3 committees. If the number of committees are less than the mentioned number, additional appointment should be made to complete the specified number within 3 months after the date of decreasing number.
3. The Committee selects 1 audit committee to be the Chairman of the Audit Committee, and select a person with qualifications approved by the Audit Committee to be the Secretary of the Audit Committee.
4. A person to be appointed to hold the position of the Company's audit committee must have the following qualifications.
 - 1) Hold shares not more than 1% of paid-up capital of the Company, affiliated companies, associated companies, and related companies, including shares held by a related person.
 - 2) Be a committee who does not involve in management of the Company, affiliated companies, related companies, or the Company's major shareholders; and is not an employee or a consultant with regular salary of the Company, affiliated companies, associated companies, related companies or the Company's major shareholders.
 - 3) Be a committee without direct/indirect benefits or stake in terms of finance and management of the Company, affiliated companies, associated companies, or the Company's major

shareholders; and do not have such benefits or stake in the past 1 year before being appointed to be the audit committee in exception that the Board of Directors carefully considers that such benefits and stake do not have any effects on the audit committee's implementation and independence in giving opinions.

- 4) Be a committee who is not a related person or a close relative of an executive or a major shareholder of the Company.
- 5) Be a committee who is not appointed to be a representative to protect interest of the Board of Directors, a major shareholder, or a shareholder relating to the Company's major shareholder.
- 6) Be a committee with capability to perform tasks, give opinions, or report work performance independently as assigned by the Board of Directors without under control of the major shareholders of the Company or a related person or a close relatives of such persons.
- 7) Be a committee with appropriate knowledge, ability, and skills.

7.1.2 Meeting Attendance and Remuneration for Each Committee

List of Directors	Position	Meeting		
		Board of Directors Meeting (Attendance at the Right to Meeting)	Annual General Meeting of Shareholders (Attendance at the Right to Meeting)	Extraordinary General Meeting of Shareholders (Attendance at the Right to Meeting)
Mr. Chakarn Saengruksawong	Chairman of the Board of Directors, Audit Committee , Independent Director	14 / 14	1/1	-
Miss Chun-Ching Teng	Chief Executive Officer, Director	14 / 14	1/1	-
Mr. Ekkachai Tangsatjatham	Deputy Chief Executive Officer, Director	14 / 14	1/1	-
Mr. Sirasit Pasawat	Director	14 / 14	1/1	-
Mr. Teerawit Tanakijsoonthorn	Chairman of Audit Committee, Independent Director	14 / 14	1/1	-
Mr. Chatchawas Sethaluck	Audit Committee , Independent Director	14 / 14	1/1	-

Table of Remuneration for All Sets of Committees in 2025 and the Number of Meetings

No.	Name - Surname	Position	Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Executive Committee	Total Monthly Remuneration Jan-Dec 23
1	Mr. Chakarn Saengruksawong	Chairman of the Board of Directors, Member of the Audit Committee, Independent Director, Chairman of the Nomination and Remuneration Committee	14 / 14	5 / 5	-	3/3	-	660,000
2	Miss Chun-Ching Teng	Chief Executive Officer, Chairman of the Executive Committee, Member of the Nomination and Remuneration Committee, Director	14 / 14	-	-	3/3	11/11	240,000
3	Mr. Ekkachai Tangsatjatham	Deputy Chief Executive Officer, Director, Member of the Executive Committee, Member of the Nomination and Remuneration Committee, Member of the Risk Management Committee	14 / 14	-	4 / 4	3/3	11/11	240,000
4	Mr. Sirasit Pasawat	Director	14 / 14	-	-	-	-	240,000
5	Mr. Teerawit Tanakijsoonthorn	Chairman of Audit Committee, Independent Director, Chairman of Risk Management Committee	14 / 14	5 / 5	4 / 4	-	-	560,000
6	Mr. Chatchawas Sethaluck	Audit Committee, Independent Director, Member of the Risk Management Committee	14 / 14	5 / 5	4 / 4	-	-	480,000
Total			2,445,000.00					

7.1.3 Monitor on Compliance to the Corporate Governance Policy and Guidelines

The Company plans for the Board of Directors meeting at least once a month to consider the main agendas set in each year. However, if there is any important agenda, the Chairman of the Board of Directors shall call for the meeting for such important agenda by notifying in advance not less than the period specified by laws. In 2025, the Board of Directors held 14 meetings in total. The authority, duties, and responsibility of the Board of Directors are specified by referring to Public Company Limited Act.

The Scope of Authority and Duties of the Board of Directors

- 1) Have authority, duties, and responsibilities on the Company's management to be compliant to laws, objectives, Articles of Association, and resolutions of the shareholder meetings.
- 2) Arrange the annual general meeting of shareholders.
- 3) Manage for arranging the Company's balance sheets and profit and loss statements at the end of the Company's accounting period which are audited by auditors and presented to the annual general meeting of shareholders for consideration and approval.
- 4) Determine vision, mission, goals, guidelines, policies, business plans, and budgets of the Company. Control and supervise administration and management of the Executive Committee to be compliant to the assigned policies. However, regarding the issues which are prescribed by laws to receive approval from the shareholder meetings such as capital increase, capital decrease, issuance of corporate bonds, sales or transfer the entire business or some important parts of the Company to other persons, purchase or acceptance of transfer of business of another company to the Company, or amendments to the Company's memorandum of association or articles of association etc.; the Board of Directors needs to receive approval before proceeding.
- 5) Monitor and supervise the management to ensure that the implementation is continuously compliant to plans and budgets. Regularly consider and review such policies, plans, and budgets.
- 6) Supervise for the Company to be compliant to the laws and notifications such as in connected transactions, acquisition or sales of important assets, and laws relevant to the Company's business.
- 7) Consider and determine the management structure; and have authority to appoint the Executive Committee, Chairman of the Executive Committee, Sub-committees, and Chief Executive Officer (CEO) as appropriate. Determine the scope of authority, duties, and responsibilities of the Executive Committee, Chairman of the Executive Committee, Sub-committees, and Chief Executive Officer (CEO) as appropriate.

- 8) Prepare the annual report of the Board of Directors. Be responsible for arranging and disclosing financial statements to show the financial position and performance in the previous year, and present to the shareholder meeting for consideration and approval.
- 9) Appoint the Company Secretary to be responsible for implementing various tasks for the benefits of the business operation of Company or the Board of Directors such as arranging register of directors, appointment letters for the Board of Directors meeting, and appointment letters for the shareholder meeting etc.

Compliance to Good Corporate Governance

1. Prevention of Conflict of Interest

The Board of Directors in Shun Thai Rubber Gloves Industry Public Company Limited sets the policy on prevention of conflict of interest on the principle that any decision to entering any transactions of the Company must be for the full benefits of the Company and the shareholders. The Company's personnel including committees, executives, and employees shall not take chance from acting as the Company's personnel to seek advantages for themselves or companions, regardless of financial matters or other matters. They must attempt to avoid involving activities which may cause conflict of interest. However, any business activities either on one's own behalf or on behalf of a juristic person which he/she has stake relating the Company, such transactions must be disclosed according to the criteria specified by the Company. The duties of the committees, executives, and employees are to maintain fair benefits of the Company by limiting the scope of freedom in different activities of the executive committee and employees to the minimum.

2. Use of Internal Information to Seek Benefits

Shun Thai Rubber Gloves Industry Public Company Limited operates business with transparency and awareness of importance in using the internal and relevant rules and regulations. The Company sets the policy on use of internal information and supervision to prevent the committees and executives including persons in the administration level of accounting or finance at the manager level or higher and employees not to use confidential/internal information of the Company which is not disclosed to public to seek benefits for oneself or others regardless of direct or indirect way, or receiving or not receiving benefits, or using such information for securities trading. The Company performs according to the main policy on use of internal information to seek benefits and communicate for the committees, executives, and employees to use as practical guidelines.

3. Anti-Corruption

Shun Thai Rubber Gloves Industry Public Company Limited emphasizes on anti-corruption so the Company sets the anti-corruption policy and the whistleblowing and complaint policy with the focus on communicating to the committees, executives, and employees to adhere as guidelines. The whistleblowing and complaint policy is set for listening to opinions, suggestions, or complaints from personnel and outsiders who are affected or at risk of being affected from the Company's business operation or illegal/unethical behaviors regarding corruption of the Company's personnel. The Company implements appropriate internal control to decrease risk of corruption and to raise awareness and values of anti-corruption to the Company's personnel, as the main factors for enabling the Company to prevent corruption in the organization through the anti-corruption measure.

4. Whistleblowing

4.1 Consulting Channel

Before notifying clues, if the personnel are not sure that an action is behavior according to "Item 2 on Scope of Whistleblowing", and want information about the whistleblowing policy and procedure, they can seek information from Code of Conduct and consult with organizations responsible for whistleblowing and complaints or the Compliance Unit of Sustainability, Governance and Corporate Communication Office.

4.2 Whistleblowing Channel

Personnel, outsiders, business partners, and business alliances can notify clues of behaviors according to "Item 2 on Scope of Whistleblowing" through the following channels.

1.1 Whistleblowing organizations and channels which each business group or each company establishes such as creating user accounts or email to particularly receive whistleblowing or sealed letters etc.

1.2 The website of Shun Thai Rubber Gloves Industry Public Company Limited at www.shunthaiglove.com.

1.3 Email to HR Department at hr@shunthaiglove.com.

1.4 Email to the Audit Committee at Whistleblow@shunthaiglove.com

1.5 Mail to the Board of Director or the Audit Committee

Shun Thai Rubber Gloves Industry Public Company Limited

No. 1 Promphan 2 Building, Room 608, 6th Floor, Lat Phrao Soi 3, Chomphon Sub-district,
Chatuchak District, Bangkok 10900

Shun Thai Rubber Gloves Industry Public Company Limited

No. 9 Moo 4, Kached Sub-district, Mueang District, Rayong Province 21100

7.2 Report on Performance of the Audit Committee in the Previous Year

The Audit Committee

The Audit Committee of Shun Thai Rubber Gloves Public Company Limited consists of three independent directors who are qualified experts in finance, accounting, law, and management. These directors are appointed by the Board of Directors, are not executives of the company, and are independent in performing their duties as per the Audit Committee Charter. Their names are as follows:

1. Mr. Teerawit Tanakijsoontorn Chairman of the Audit Committee and Independent Director
2. Dr. Chakarn Saengruksawong Audit Committee Member and Independent Director
3. Mr. Chatchawas Sethaluck Audit Committee Member and Independent Director

The Internal Audit officer serves as the Secretary to the Audit Committee.

The Audit Committee has performed its duties and responsibilities as stipulated in the Audit Committee Charter. For the year 2025, the Audit Committee held a total of 5 meetings. The key aspects of its duties are summarized as follows:

- **Financial Statement Review**

The Audit Committee, in conjunction with the Company's auditors and relevant management, reviewed and considered the Company's and its subsidiaries' quarterly and annual financial statements for 2025 to clarify and inquire about the accuracy, completeness, significant accounting policies, major adjustments to accounting entries affecting the financial statements, adequate disclosure, and the independence of the auditors. This review was then presented to the Company's Board of Directors. The Audit Committee is of the opinion that the Company's financial statements for the year ended December 31, 2025, which have been audited by the Company's auditors, accurately and completely present the Company's financial position and operating results as reasonably expected and reliable, and that the information disclosed in the financial statements is sufficient and useful to shareholders and users of the financial statements.

- **Internal Control Review and Internal Audit.**

The Audit Committee reviewed the company's internal control and internal audit systems, prepared and reported by the company's in-house internal audit (IA) department, and approved the assessment of the adequacy of the internal control systems as sufficient and appropriate for the business operations. This includes supporting the internal audit unit and internal auditors to maintain their independence, reporting directly to the Audit Committee, and reviewing and approving the annual audit plan in conjunction with internal auditors to ensure that operations align with the approved annual audit plan. Following up on the implementation of corrective actions based on the internal audit report on significant issues, as well as the

budget to support the implementation of the plan. Furthermore, the results of the internal audit conducted in 2025 indicated that management has implemented improvements to internal systems and controls based on key recommendations from the internal audit department. This provides assurance that the company has adequate, appropriate, and effective internal controls.

- **Risk Management Review**

The company's board of directors recognizes the importance of corporate risk management and regularly reviews its risk management approaches to ensure they align with the current business situation, maintaining effectiveness and efficiency. The Risk Management Committee and the management team are jointly tasked with assessing the organization's risks that may impact business operations and developing a risk management plan. Therefore, the audit committee continues to communicate with the risk management committee to monitor and ensure the effectiveness of risk management reviews through internal control system reviews and internal audits.

- **Review of Connected Transactions and Related Party Transactions**

The Audit Committee has prioritized reviewing related party transactions and transactions that may involve conflicts of interest between the company and its subsidiaries. The Audit Committee is of the opinion that: Throughout 2025, the company operated in accordance with general trade terms, ensuring fairness, reasonableness, and the best interests of the company. The Audit Committee continued to prioritize the directors' non-competitive business practices and conflict-of-interest prevention policies at the director, executive, and employee levels.

- **Good Corporate Governance**

The Audit Committee reviewed the company's compliance with laws related to its business operations. The Audit Committee concluded that, throughout 2025, the Company will continue to strictly adhere to good corporate governance practices and all applicable laws.

- **Consideration of the appointment of auditors and determination of their remuneration**

The Audit Committee has considered and selected the auditor and determined their remuneration, taking into account the auditor's qualifications, knowledge, skills, reliability, independence, and auditing experience, as well as the audit remuneration and performance during the past year (2025). The committee has resolved to submit this proposal to the Board of Directors for consideration and approval at the Annual General Meeting of Shareholders.

In summary, the Audit Committee has exercised sufficient knowledge, competence, diligence, and independence in performing its duties and responsibilities as set forth in the Audit Committee Charter. The Audit Committee is of the opinion that the Company has prepared accurate and reliable financial reports. Adequate disclosure of intercompany transactions, appropriate and effective internal control systems,

adequate risk management reviews, good corporate governance, and strict compliance with relevant laws are essential.

7.3 Summary of the Sub-committees' Performance

7.3.1 The Executive Committee

The Executive Committee of Shun Thai Rubber Gloves Industry Public Company Limited consists of 2 members, appointed to support the Board of Directors in ensuring that the Company's operations align with established policies, goals, and business plans. The members are as follows:

1. Ms. Chun-Ching Teng Chairman of the Executive Committee and Chief Executive Officer
2. Mr. Ekkachai Tangsatjatham Executive Committee Member and Deputy Chief Executive Officer

In 2025, the Executive Committee discharged its duties and responsibilities as prescribed in the Executive Committee Charter. A total of 11 meetings were convened, and all directors attended every meeting. The summary of their key performance is as follows:

- Policy and Budget Review: Considered and reviewed the 2025 policies, corporate goals, annual budget, and operational plans before presenting them to the Board of Directors for approval or endorsement.
- Performance Monitoring: Monitored and improved the Company's performance to ensure targets were met according to the annual plan and budget, and executed tasks as assigned by the Board of Directors.
- Operational Approval: Approved normal business transactions within the investment budgets or frameworks authorized by the Board of Directors.
- Charter Review: Conducted the annual review of the Executive Committee Charter to ensure its continued relevance and effectiveness.

7.3.2 The Risk Management Committee

The Risk Management Committee of Shun Thai Rubber Gloves Industry Public Company Limited consists of 3 members, appointed to support the Board of Directors in ensuring that the Company's operations align with established policies, goals, and business plans. The members are as follows:

1. Mr. Teerawit Tanakijsoontorn Chairman of the Risk Management Committee, Independent Director
2. Mr. Chatchawas Sethaluck Risk Management Committee Member, Independent Director
3. Mr. Ekkachai Tangsatjatham Risk Management Committee Member, Deputy Chief Executive Officer

The Internal Audit officer serves as the Secretary to the Risk Management Committee.

Note: * The Board of Directors' Meeting No. 12/2025, held on December 22, 2025, resolved to appoint Mr. Chatchawas Sethaluck as the Chairman of the Risk Management Committee, replacing Mr. Teerawit Tanakijsoontorn. Mr. Teerawit Tanakijsoontorn continues to serve as a member of the Risk Management Committee. This appointment is effective from December 22, 2025, onwards.

In 2025, the Risk Management Committee performed its duties and responsibilities in accordance with the Risk Management Committee Charter. A total of 4 meetings were held, with all members in full attendance for every session. The key activities are summarized as follows

- Policy and Framework Review: Considered and reviewed the risk management policy and framework to ensure alignment with the Company's objectives, goals, strategies, and risk appetite, before presenting them to the Board of Directors for approval.
- Guidelines and Action Plans: Defined guidelines, measures, and action plans for managing the risks of the Company and its subsidiaries in accordance with the approved framework, including reviewing and providing opinions on risk assessment results.
- Monitoring and Development: Oversee and monitored compliance with the risk management plans approved by the Board of Directors, while continuously developing risk management approaches and systems to ensure ongoing efficiency and implementation.
- Risk Mitigation Proposals: Recommended methods to prevent and reduce risk to acceptable levels (Risk Appetite), and continuously monitored mitigation plans to ensure that risks are managed adequately and appropriately.
- Reporting and Oversight: Reviewed risk management reports to track the Company's significant risks and ensured that risk management is consistently practiced and maintained at an acceptable level.
- Charter Review: Conducted the annual review of the Risk Management Committee Charter.

7.3.3 The Nomination and Remuneration Committee

The Nomination and Remuneration Committee of Shun Thai Rubber Gloves Industry Public Company Limited was appointed by the Board of Directors to perform its duties independently within the scope of authority and responsibilities specified in the Nomination and Remuneration Committee Charter. These duties comply with the regulations and Good Corporate Governance guidelines provided by the Securities and Exchange Commission (SEC) of Thailand. The Committee consists of 3 members as follows:

- | | |
|-------------------------------|---|
| 1. Mr. Chakarn Saengruksawong | Chairman of the Nomination and Remuneration Committee |
| 2. Ms. Chun-Ching Teng | Nomination and Remuneration Committee Member |
| 3. Mr. Ekkachai Tangsatjatham | Nomination and Remuneration Committee Member |

The Company Secretary serves as the Secretary to the Nomination and Remuneration Committee.

In 2025, the Nomination and Remuneration Committee held a total of 3 meetings, with all 3 members attending every session. The key performance highlights are summarized as follows:

- Director Remuneration: Considered and determined the remuneration for the Board of Directors for the year 2025.
- Organizational Structure Review: Reviewed the organizational structure to ensure alignment with the current business situation.
- Human Resource Management: Considered personnel management to ensure suitability for business operations and the appointment of the Company Secretary.
- Charter Review: Conducted the annual review of the Nomination and Remuneration Committee Charter.

8. Internal Control and Connected Transactions.

8.1 Internal Control

The Company gives importance in the internal control system. The Board of Directors appoints the Audit Committee to an independent unit to support and implement on behalf of the Board of Directors as an important instrument of good corporate governance to ensure that the organizational operation is compliant to the requirements and code of conduct. The internal control system must be effective without conflict of interest and corruption. The Company manages on review and monitor of the internal control system by arranging sufficient personnel for implementing the internal control system and monitoring the operation of the Company and the subsidiaries to ensure that the Company and the subsidiaries have the internal control and internal audit systems which are efficient and effective.

At the Board of Directors' meeting held on February 24, 2025, attended by three members of the Audit Committee, the Board evaluated the adequacy of the current internal control systems of the Company and its subsidiaries. This assessment followed the SEC's internal control adequacy evaluation form and included inquiries with management and relevant departments. The Board concluded that the internal control and internal audit systems are appropriate and sufficient for the scale of operations. These systems effectively protect assets from loss or unauthorized use, manage significant risks, and ensure that financial reporting is accurate, complete, and reliable. Furthermore, management and employees consistently comply with the established controls. Additionally, ANS Audit Co., Ltd., the Company's external auditor, reported no material weaknesses in the internal control system that would significantly impact the financial statements.

The Company has developed an internal audit and control assessment plan based on the international standards of COSO 2013 (The Committee of Sponsoring Organizations of the Treadway Commission), with the following details:

Audit Issues in Quarter 1/2025 are summarized below.

- Quality Management System and Quality System
- Procurement and Purchasing System
- Management Processes
- Cash Advance Reimbursement Process
- Follow-up on previous audit findings

Audit Issues in Quarter 2/2025 are summarized below.

- Warehouse and Inventory Management System
- Follow-up on previous audit findings

Audit Issues in Quarter 3/2025 are summarized below:

- Human Resources and Administration System
- Follow-up on previous audit findings

Audit Issues in Quarter 4/2025 are summarized below:

- Accounting System
- Follow-up on previous audit findings

Opinion of the Audit Committee for the Position of Internal Audit Supervisor

Ms. Jenjira Taokaew serves as the Secretary to the Audit Committee and Internal Audit Officer. She was appointed by the Audit Committee Meeting No. 2/2025 on Friday, May 30, 2025. The appointment was based on her qualifications, expertise, and extensive experience in internal auditing. Furthermore, she has undergone professional training to enhance her skills and knowledge through the Institute of Internal Auditors of Thailand (IIAT) and the Federation of Accounting Professions, covering curricula in internal audit, risk management, and internal control. Given her deep understanding of the Company's activities and operations, she is deemed highly suitable to perform these duties effectively.

8.2 Related Party Transactions

Please refer to the section of financial statements in Note No. 5.

Part 3

Financial statement

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY
FINANCIAL STATEMENTS AND INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED DECEMBER 31, 2025

Independent Auditor's Report**To the Shareholders and the Board of Directors of Shun Thai Rubber Gloves Industry Public Company Limited****Qualified Opinion**

I have audited the consolidated and separate financial statements of Shun Thai Rubber Gloves Industry Public Company Limited and its subsidiary ("the Group"), and of Shun Thai Rubber Gloves Industry Public Company Limited ("the Company"), respectively, which comprise the consolidated and separate statements of financial position as at December 31, 2025, the consolidated and separate statement of comprehensive income, the consolidated and separate statements of changes in shareholders' equity and the consolidated and separate statements of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In my opinion, except for the matter possibly affecting the financial statements as mentioned in the paragraph "Basis for Qualified Opinion", the accompanying consolidated and separate financial statements referred to above present fairly, in all material respects, the consolidated and separate financial position of the Group, and of the Company, respectively, as at December 31, 2025, and their financial performance and cash flows for the year then ended, in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Qualified Opinion

As described in Notes to Financial Statements No.9 investment in subsidiaries included an investment in AGM Recyclone (Thailand) Co Ltd. (AGM), which is a indirect subsidiary of the Company of Baht 18 million. The financial statements of AGM for the year 2022 to the current year ended December 31, 2025, have not been provided and I was unable to satisfy myself by means of audit procedures for the financial position and operating results of such company. Therefore, I am unable to identify whether there is any necessary adjustment. In my opinion, the financial statements for the year ended December 31, 2025, is qualified in this matter.

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidate and Separate 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 consolidate and separate 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 qualified opinion.

Emphasis of Matter

I draw attention to Note to financial statements as follows:

- 1) Note to financial statements No.2, on December 18, 2024, the Stock Exchange of Thailand (SET) has resolved to delist the Company's securities from being listed securities, effective from January 9, 2025 onwards, because the Company has been unable to repossess the qualifications in order to resume trading as required by and within the deadline by the SET.
- 2) Note to the financial statements No.9, which describes that the subsidiary failed to comply with the conditions of the compromise agreement with the Company. As a result, the Company filed a petition with the court on November 28, 2025 requesting that the subsidiary be declared bankrupt. Subsequently, on February 23, 2026, the Central Bankruptcy Court issued an order for absolute receivership of the subsidiary.

However, my opinion is not changed in respect of the above matters.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current year. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters account at the revalued amount based on appraisal value by an independent appraiser and the Company assessed the allowance for impairment of building and equipment as presented in property plant and equipment account stated at cost method by considering the recoverable amount based on appraisal value by an independent appraiser less cost to sale.

Impairment assessment of machinery and equipment used in rubber glove production***Risk***

As disclosed in Note 11 to the financial statements, machinery and equipment used in rubber glove production, which are included in property, plant and equipment, represent a significant balance in the Company's financial statements.

Recently, the rubber glove industry has experienced an increase of competition, resulting in a significant decline in customer orders. The machinery has not been utilized at its full production capacity. In addition, the machinery used by the Company may be less technologically advanced compared to that used by certain manufacturers in the industry. These situations may represent indicators of impairment of the related assets.

The assessment of the recoverable amount of these assets involves significant management judgement and assumptions. Accordingly, this matter was considered to be a key audit matter.

Auditor's Response

Our audit procedures included obtaining an understanding of management's process for assessing impairment of these assets and evaluating the reasonableness of the assumptions used in the assessment. Key procedures performed included the following:

- Reviewing the assumptions used in estimating the recoverable amount of the assets.
- Analyzing machinery utilization reports by comparing actual production volumes to assess whether the assets are in use.
- Inquiring of management and relevant personnel regarding the operational status of the machinery and plans for future use of the assets and evaluating the reasonableness of the plans.
- Observing the physical count of these assets to assess the condition and usage of the assets

Other information

Management is responsible for the other information. The other information comprises the information include in Annual Report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The Annual Report for the year is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate 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 consolidated and separate financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the Annual Report, 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 Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate 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 Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate 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 TSAs 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 consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate 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 consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate 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 group financial statements. I am responsible for the direction, supervision and review of the audit work performed for 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, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current year 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.

Kultida Pasurakul

Certified Public Accountant

Registration Number 5946

ANS Audit Company Limited

Bangkok, March 20, 2026

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2025

		Unit: Thousand Baht			
		Consolidated Financial Statements		Separate Financial Statements	
	Notes	2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalents	6	127,402	223,134	127,370	223,102
Trade and other current receivables - net	7	21,490	28,530	21,391	28,431
Inventories - net	8	83,614	78,104	83,614	78,104
Other current financial assets	6	98,599	51,141	98,205	50,747
Total current assets		331,105	380,909	330,580	380,384
Non-current assets					
Other non-current financial assets		15,193	16,138	15,193	16,138
Other non-current receivable - net	5	-	-	-	-
Investments in subsidiary - net	9	-	-	-	-
Investment properties - net	10	274,608	276,742	251,397	253,531
Property, plant and equipment - net	5, 11	236,575	276,855	236,575	276,855
Intangible assets - net	12	3,684	3,128	3,684	3,128
Deferred tax assets	13	-	22,795	-	22,795
Other non-current assets	5	1,495	1,491	1,493	1,489
Total non-current assets		531,555	597,149	508,342	573,936
Total assets		862,660	978,058	838,922	954,320

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2025

		Unit: Thousand Baht			
		Consolidated Financial Statements		Separate Financial Statements	
	Notes	2025	2024	2025	2024
Liabilities and Shareholders' Equity					
Current liabilities					
Trade and other current payables	5, 14	47,691	56,694	21,799	30,802
Short-term borrowings from related person	5	7,475	7,475	-	-
Total current liabilities		55,166	64,169	21,799	30,802
Non-current liabilities					
Deferred tax liabilities	13	6,170	6,170	6,170	6,170
Non-current provisions for employee benefit	15	4,443	5,989	4,443	5,989
Total non-current liabilities		10,613	12,159	10,613	12,159
Total liabilities		65,779	76,328	32,412	42,961
Shareholders' Equity					
Share capital					
Authorized share capital					
1,633,859,004 ordinary shares, at Baht 0.5 each		816,930	816,930	816,930	816,930
Issued and paid-up share capital					
1,633,859,004 ordinary shares, at Baht 0.5 each		816,930	816,930	816,930	816,930
Retained earnings (deficit)					
Appropriated - legal reserve	17	75,750	75,750	75,750	75,750
Unappropriated		(148,957)	(44,108)	(110,851)	(6,002)
Other components of shareholders' equity		24,681	24,681	24,681	24,681
Total Shareholders' Equity attributable to owners of parent		768,404	873,253	806,510	911,359
Non-controlling interests		28,477	28,477	-	-
Total Shareholders' Equity		796,881	901,730	806,510	911,359
Total Liabilities and Shareholders' Equity		862,660	978,058	838,922	954,320

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED DECEMBER 31, 2025

		Unit: Thousand Baht			
		Consolidated Financial Statements		Separate Financial Statements	
Notes		2025	2024	2025	2024
Revenues from sales	20	299,408	335,237	299,408	335,227
Costs of sales		(321,366)	(355,025)	(321,366)	(355,025)
Gross loss		(21,958)	(19,788)	(21,958)	(19,798)
Other incomes		7,639	4,408	7,639	4,368
Loss on exchange rate		(10,427)	(2,453)	(10,427)	(2,453)
Distribution costs		(7,103)	(7,037)	(7,103)	(7,037)
Loss on impairment of assets	11	(8,851)	(63,787)	(8,851)	(63,787)
Administrative expenses	5	(41,983)	(44,957)	(41,983)	(45,841)
Loss from operating activities		(82,683)	(133,614)	(82,683)	(134,548)
Finance costs	5	-	(650)	-	(5)
Loss before tax expenses		(82,683)	(134,264)	(82,683)	(134,553)
Income tax expenses	16	(22,795)	(2,117)	(22,795)	(2,117)
Loss for the year		(105,478)	(136,381)	(105,478)	(136,670)
Other comprehensive income					
<i>Components of other comprehensive income</i>					
<i>that will not be reclassified to profit or loss</i>					
Gains on remeasurements of defined benefit plans		629	-	629	-
Other comprehensive income for the year		629	-	629	-
Total comprehensive loss for the year		(104,849)	(136,381)	(104,849)	(136,670)
Loss attributable to					
Equity holders of the parent		(105,478)	(136,011)	(105,478)	(136,670)
Non-controlling interests		-	(370)	-	-
		(105,478)	(136,381)	(105,478)	(136,670)
Total comprehensive loss attributable to					
Equity holders of the parent		(104,849)	(136,011)	(104,849)	(136,670)
Non-controlling interests		-	(370)	-	-
		(104,849)	(136,381)	(104,849)	(136,670)
Basic loss per share (Baht)					
Equity holders of the parent	19	(0.065)	(0.083)	(0.065)	(0.084)
Weighted average number of issued					
ordinary shares (Thousand shares)	19	1,633,859	1,633,859	1,633,859	1,633,859

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2025

	Unit: Thousand Baht								
	Consolidated Financial Statements								
	Equity attributable to shareholders' equity of the Company								
	Retained earnings (deficit)			Other comprehensive of shareholders' equity					
				Other comprehensive income (loss)					
					Revaluation surplus	Total other	Total Shareholders'		Total
	Issued and paid-up	Appropriated -		Gains on remeasurements	on land and	components of	Equity of the	Non-controlling	Shareholders'
	share capital	legal reserve	Unappropriated	of defined benefit plans	land improvements	shareholders' equity	Company	interests	Equity
Balance as at January 1, 2025	816,930	75,750	(44,108)	-	24,681	24,681	873,253	28,477	901,730
Changes in shareholders' equity for the year:									
Loss for the year	-	-	(105,478)	-	-	-	(105,478)	-	(105,478)
Other comprehensive income for the year	-	-	-	629	-	629	629	-	629
Transferred to retained earnings (deficits)	-	-	629	(629)	-	(629)	-	-	-
Balance as at December 31, 2025	816,930	75,750	(148,957)	-	24,681	24,681	768,404	28,477	796,881
Balance as at January 1, 2024	816,930	75,750	91,903	-	24,681	24,681	1,009,264	28,847	1,038,111
Changes in shareholders' equity for the year:									
Loss for the year	-	-	(136,011)	-	-	-	(136,011)	(370)	(136,381)
Balance as at December 31, 2024	816,930	75,750	(44,108)	-	24,681	24,681	873,253	28,477	901,730

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED DECEMBER 31, 2025

	Unit: Thousand Baht						
	Separate Financial Statements						
	Retained earnings (deficit)			Other comprehensive of shareholders' equity			
				Other comprehensive income (loss)			
	Issued and paid-up	Appropriated -		Gains on remeasurements	Revaluation surplus on	Total other components	Total
	share capital	legal reserve	Unappropriated	of defined benefit plans	land and land improvements	of shareholders' equity	Shareholders' Equity
Balance as at January 1, 2025	816,930	75,750	(6,002)	-	24,681	24,681	911,359
Changes in shareholders' equity for the year:							
Loss for the year	-	-	(105,478)	-	-	-	(105,478)
Other comprehensive income for the year	-	-	-	629	-	629	629
Transferred to retained earnings (deficits)	-	-	629	(629)	-	(629)	-
Balance as at December 31, 2025	816,930	75,750	(110,851)	-	24,681	24,681	806,510
Balance as at January 1, 2024	816,930	75,750	130,668	-	24,681	24,681	1,048,029
Changes in shareholders' equity for the year:							
Loss for the year	-	-	(136,670)	-	-	-	(136,670)
Balance as at December 31, 2024	816,930	75,750	(6,002)	-	24,681	24,681	911,359

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY
STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2025

	Unit: Thousand Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Cash flows from operating activities:				
Loss for the year	(105,478)	(136,381)	(105,478)	(136,670)
Adjustments to reconcile loss for the year to net cash flow from (used in) operating activities:				
Income tax expenses	22,795	2,117	22,795	2,117
Depreciation and amortization	40,960	69,742	40,960	69,742
Expected credit loss	1,794	-	1,794	1,030
Allowance for devaluation of inventories (reversal)	9,271	(7,302)	9,271	(7,293)
(Gain) loss on disposal and write-off of fixed assets	52	(20)	52	20
Loss on impairment of asset	8,851	63,787	8,851	63,787
Employee benefit expenses	4,402	1,208	4,402	1,208
Unrealized (Gain) loss on exchange rates	2,327	(169)	2,327	(169)
Interest incomes	(6,346)	(1,345)	(6,346)	(1,345)
Finance costs	-	650	-	5
Loss from operating activities before changes in operating assets and liabilities	(21,372)	(7,713)	(21,372)	(7,568)
Operating assets (increased) decreased				
Trade and other current receivables	5,741	(8,869)	5,741	(8,869)
Inventories	(14,781)	13,495	(14,781)	13,486
Other non-current receivable	-	-	-	(27)
Other non-current assets	(3)	(7)	(3)	(14)
Operating liabilities increased (decreased)				
Trade and other current payables	(8,200)	6,469	(8,200)	6,491
Cash provided by operating activities	(38,615)	3,375	(38,615)	3,499
Employee benefit obligations paid	(5,319)	(540)	(5,319)	(540)
Receive income tax refund (paid)	(61)	3,740	(61)	3,740
Net cash provided by (used in) operating activities	(43,995)	6,575	(43,995)	6,699

SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2025

	Unit: Thousand Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Cash flows from investing activities:				
Cash received from short-term investment in fixed deposits	190,639	-	190,639	-
Cash paid for short-term investment in fixed deposits	(240,571)	(50,744)	(240,571)	(50,744)
(Increase) decrease in other non-current financial assets	942	(113)	942	(113)
Cash paid for acquisition of property plant and equipment	(8,205)	(1,373)	(8,205)	(1,373)
Cash received from disposal of property plant and equipment	-	141	-	101
Cash paid for acquisition of intangible assets	(579)	(588)	(579)	(588)
Cash received from interest incomes	6,037	1,334	6,037	1,334
Net cash used in investing activities	(51,737)	(51,343)	(51,737)	(51,383)
Cash flows from financing activities:				
Payment of lease liabilities	-	(309)	-	(309)
Net cash used in financing activities	-	(309)	-	(309)
Net decrease in cash equivalents	(95,732)	(45,077)	(95,732)	(44,993)
Cash and cash equivalents at beginning of year	223,134	268,211	223,102	268,095
Cash and cash equivalents at end of year	127,402	223,134	127,370	223,102

Supplemental disclosures of cash flows information

Non-cash transaction

Payable for acquisition of property plant and equipment	(780)	790	(780)	790
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SHUN THAI RUBBER GLOVES INDUSTRY PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED DECEMBER 31, 2025****1. GENERAL INFORMATION**

Shun Thai Rubber Gloves Industry Public Company Limited (“the Company”) was incorporated as a limited company in Thailand on May 24, 1988 and converted to a Public Company on September 4, 2001, which was also the date that the Company’s common shares were approved as listed securities on the Stock Exchange of Thailand. The registered office of the Company is at No.1, Promphan Tower 2, Room No. 608, 6th Floor, Soi Lat Phrao 3, Chom Phon, Chatuchak, Bangkok. Factory is located at No. 9, 14, 52/18, 52/19 Moo 4, Tambon Kached, Amphur Muang, Rayong Province.

The Company mainly engages in the manufacture and distribution of rubber gloves.

2. THE DELISTING OF THE COMPANY'S SECURITIES FROM BEING LISTED SECURITIES

On December 18, 2024, the SET has resolved to delist the Company's securities from being listed securities, effective from January 9, 2025 onwards, because the Company has been unable to repossess the qualifications in order to resume trading as required by and within the deadline by the SET.

3. BASIS FOR THE PREPARATION OF THE FINANCIAL STATEMENTS

The accompanying financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”) including related interpretations and guidelines promulgated by the Federation of Accounting Professions (“TFAC”) and applicable rules and regulations of the Thai Securities and Exchange Commission.

Presentation of the financial statements complies with Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The accompanying financial statements have been prepared in Thai language and expressed in Thai Baht as its functional currency and rounded in the notes to financial statements to the nearest thousand Baht unless otherwise stated. Such financial statements have been prepared for domestic reporting purposes. For the convenience of the readers not conversant with the Thai language, an English version of the financial statements has been provided, translated based on the Thai version.

The financial statements have been prepared on a historical cost basis, except where otherwise disclosed in the accounting policies.

Preparation of the financial statements in conformity with Thai Financial Reporting Standards (“TFRS”) requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying amounts of assets and liabilities that are not readily apparent from other sources. Subsequent actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised, if the revision affects only that period, and in the period of the revision and future periods, if the revision affects both current and future periods.

Basis for preparation of the consolidated financial statements

- a) The consolidated financial statements included the financial statements of Shun Thai Rubber Gloves Industry Public Company Limited and its subsidiary (that together referred to as “the Group”).

The details of the Company’s subsidiary as at December 31, 2025 and 2024 are as follows:

Company’s name	Nature of business	Percentage of shareholding	
		2025	2024
<u>Subsidiary</u>			
Northtern Renewable Energy Co., Ltd.	Manufacture and distribution of biomass energy solution and power generation from biomass and waste (temporary cease operation)	48.25	48.25
<u>Subsidiary shareholding by Northtern Renewable Energy Co., Ltd.</u>			
AGM Recyclone (Thailand) Co., Ltd.	Transfrom biomass to renewable energy and anufacture power friendly generation (Inactive company)	99.99	99.99

- b) The financial statements of the subsidiary are included in the consolidated financial statements from the date that control commences until the date that control ceases.
- c) The financial statements of the subsidiary are prepared using the same significant accounting policies as the Company.
- d) The balances between the Company and its subsidiary, and significant intercompany transactions have been eliminated in the consolidated financial statements.

The financial statements of Northern Renewable Energy Co., Ltd. are included in the consolidated financial statements because the Company has power to control over their financial and operating policies, even though the Company’s shareholding less than 50 percent, therefore, they are regarded as subsidiary company.

Non-controlling interests represent the portion of profit or loss and net assets of the subsidiary that are not belong to the Company and are presented separately in the consolidated statement of comprehensive income, and within equity in the consolidated statement of financial position.

The separate financial statements, which present investments in subsidiary under the cost method, have been prepared solely for the benefit of the public.

On November 28, 2025, the Company filed a bankruptcy petition against its subsidiary. Subsequently, on February 23, 2026, the Central Bankruptcy Court issued an order of absolute receivership over the subsidiary (Note 9).

4. MATERIAL ACCOUNTING POLICY INFORMATION

Revenues and expenses recognition

Revenue from sale

The Group recognized revenue from sale of goods when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable of goods supplied after deducting returns, discounts excluding value added tax.

Other revenues and expenses

The Group recognized revenues and expenses on an accrual basis.

Cash and Cash Equivalents

Cash on hand is kept for general use purposes within the Group. Cash equivalents are savings deposits and current accounts, highly liquid investments that are readily convertible to known amounts of cash that are subject to an insignificant risk of change in value.

Trade receivables

Trade receivables are amounts due from customers for goods sold or service performed in the ordinary course of business.

Trade receivables are recognized initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognized at present value.

The Group applies simplified approach to measure expected credit losses which calculated based on its historical credit loss experience and consider for forward-looking information specific to the debtors and the economic environment. The simplified approach requires expected lifetime losses to be recognized from initial recognition of the receivables.

Financial instruments

Classification and measurement of financial assets and financial liabilities

The classification of financial assets depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows of financial assets.

At initial recognition, where a financial asset and liability is not at FVPL, the Group measures the financial asset at its fair value plus or minus transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

There are three measurement categories into which the Group classifies its debt instruments:

- *Amortised cost*: A financial asset will be measured at amortised cost when the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows. In addition, 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 from these financial assets is included in financial income using the effective interest rate method. Any gain or loss arising on derecognition is recognized directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented in profit or loss.
- *FVOCI*: A financial asset will be measured at FVOCI when it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets. In addition, 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. Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest income and related foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss and recognised on other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented as separate line item in profit or loss.
- *FVPL*: A asset that does not meet the criteria for amortised cost or FVOCI is measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

Equity instruments shall be subsequently measured at fair value and the fair value change is to be recognised through profit or loss or other comprehensive income depending on the classification of such equity instrument.

Derivatives are classified and measured at fair value through profit or loss except derivatives for hedge.

Dividends from such investments continue to be recognised in profit or loss when the Group's right to receive payments is established.

Derecognition of financial instruments

Financial assets will be derecognized from the account when the right to receive cash flow of such asset has ended or when the right to receive cash flow of the assets is transferred including upon the transfer of all risk and consideration of that asset or transfer of internal control in that asset although there is no transfer or maintaining of nearly all risk and consideration of such asset.

Financial liabilities will be derecognized from the account when the obligation of such liabilities has been complied, the obligation is cancelled or the obligation has ended. In case existing financial liabilities are changed to new liabilities from one single lender with considerably different requirements or there is a significant amendment in the requirements of existing liabilities, these are considered as recognition old liabilities and recognizing new liabilities by recognizing the difference of such carrying value under profit or loss.

Impairment of financial instruments

Expected credit losses associated with financial assets carried at amortized cost and FVOCI are assessed without the increases in credit risk. The Company applies the general approach to the measurement of expected credit losses. In the case of trade receivables, however, the Company applies the simplified approach to measure expected credit losses.

Inventory

Inventories are stated at the lower of cost or net realizable value, by using the following methods:

- | | | |
|------------------------------------|---|-------------------------------|
| Finished goods and work in process | - | at first-in, first-out method |
| Raw materials and factory supplies | - | at average cost method |

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and work in progress, cost includes an appropriate share of overheads based on operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Investments in subsidiary

Investment in subsidiary is applied by using the cost method less allowance for impairment losses (if any) in the separate financial statements.

Investment properties

Investment properties are properties which are held to earn rental income, for capital appreciation or for both, but not for sale in ordinary course of business, for the production or supply of goods or services or for administrative purposes.

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and provision for impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 3 - 20 years.

Depreciation of the investment properties is included in determining operation performance.

No depreciation is provided on land.

On disposal of investment properties, the Group recognized the difference between the net disposal proceeds and the carrying amount of the asset profit or loss in the period when the asset is derecognized.

Property, Plant and Equipment

Land and land improvements are stated at revalued amounts. Revaluations are performed with sufficient regularity by an independent professional valuator with to ensure that the carrying amount of these assets does not differ materially from that which would be determined using fair values at the financial reporting date.

Buildings and equipment are stated at cost less accumulated depreciation and allowance for impairment losses (if any). When assets are sold or retired, their cost and accumulated depreciations are eliminated from the accounts and any gain or loss resulting from their disposal is included in statement of profit or loss.

The Group records the differences incurred from revaluation as follows:

- When an asset's carrying amount is increased as a result of a revaluation, the increase is recognized in other comprehensive income and accumulated in equity under the heading "Revaluation surplus of fixed assets". However, the increase is recognized in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognized in profit or loss.
- When an asset's carrying amount is decreased as a result of a revaluation, the decrease is recognized in profit or loss. However, the decrease is recognized in other comprehensive income to the extent of any credit balance existing in the revaluation surplus in respect of that asset. The decrease recognized in other comprehensive income reduces the amount accumulated in equity under the heading "Revaluation surplus of fixed assets".

The revaluation surplus of fixed assets is not available for dividend distribution.

Upon the disposal of the revalued property, plant and equipment, the relevant portion of the revaluation surplus realized in respect of the previous valuation is released from the property, plant and equipment valuation surplus directly to retained earnings or deficit.

Depreciation

Depreciation of plant and equipment is calculated according to the straight-line basis over the following estimated useful lives:

	Useful lives (Years)
Land improvements	20
Buildings and building improvements	5 to 20
Machinery and equipment	2 to 20
Furniture, fixtures and office equipment	3 to 10
Vehicles	5

Intangible assets*Computer Software*

Computer software acquired by the Group is stated at cost less accumulated amortization and allowance for impairment losses (if any).

Amortization

Amortization of computer software is calculated by reference to its costs on a straight-line basis for the periods of 3 to 5 years.

Impairment of non-financial assets

The Group reviews the impairment of assets whenever events or changes in circumstances indicate that the recoverable amount (the higher of the asset's selling price or value in use) of assets is below the carrying amount. The review is made for individual assets or for the cash-generating unit.

If the carrying value of an asset exceeds its recoverable amount, the Group recognizes the impairment losses by reducing the carrying value of the asset to its recoverable amount and recording the devaluation in profit or loss or reducing revaluation increment in assets in case that those assets were previously revalued. The reversal of impairment loss recognized in prior years is recorded as part of other income or as a revaluation increments in assets when there is an indication that the impairment losses recognized for the assets no longer exist or are decreased. Such a reversal should not exceed the carrying amount that would have been determined (net of the associated depreciation or amortization).

Leases*Short-term leases and leases of low-value assets*

The Group has elected not to recognise ROU assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Related party transactions

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

They also include associated companies and individuals which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel, directors and officers of the Group and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

Business combinations

The Group applies the acquisition method for all business combinations when control is transferred to the Group other than those with entities under common control.

The acquisition date is the date on which control is transferred to the acquirer. Judgment is applied in determining the acquisition date and determining whether control is transferred from one party to another.

In a business combination achieved in stages, the Group shall remeasure its previously held equity interest in the acquiree to its acquisition-date fair value and recognize the resulting gain or loss in profit or loss.

Goodwill is measured as the fair value of the consideration transferred including the recognized amount of any non-controlling interest in the acquiree, less the fair value amount of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. Any gain on bargain purchase is recognized in profit for the period immediately.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, and equity interests issued by the Group. Consideration transferred also includes the fair value of any contingent consideration and share-based payment awards of the acquiree that are replaced mandatorily in the business combination.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

Transaction costs that the Group incurs in connection with a business combination, such as legal fees, and other professional and consulting fees are expensed as incurred.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognized at that date.

Foreign Currency Transactions

Foreign currency transactions are accounted for at the exchange rates prevailing on the date of the transactions. Monetary assets and liabilities at the statement of financial position dates denominated in foreign currencies are translated into Baht at the rates prevailing on the transaction dates. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognized in the profit or loss as incurred.

Provision

Provisions are recognized 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.

Employee Benefits

Short-term benefits

The Group recognizes salaries, wages, bonuses and social security contributions as expenses on an accrual basis.

Post-employment benefits

(A) 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 recognized as expenses when incurred.

(B) Defined benefit plans and other long-term employee benefits

The employee benefit obligation for severance payment under labor law is recognized as a charge to results of operations over the employee's service period. It is calculated by estimating the amount of future benefit earned by employees in return for service provided to the Group in the current and future periods, with such benefit being discounted to determine the present value. The reference point for setting the discount rate is the yield rate of government bonds as at the reporting date. The calculation is performed by actuarial technique using the Projected Unit Credit Method.

Actuarial gains and losses arising from post-employment benefits are recognized immediately in the other comprehensive income and actuarial gains and losses arising from other long-term employee benefits are recognized immediately in the profit or loss.

Finance Costs

expenses and similar costs are charged to profit or loss for the year in which they are incurred, except to the extent that they are capitalized as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to be prepared for its intended use or sale. The interest component of finance lease payments is recognized in profit or loss using the effective interest rate method.

Income Tax

Income tax expense for the year comprises current and deferred tax. Current and deferred taxes are recognized in profit or loss except to the extent that they relate to items recognized directly in shareholders' equity or in other comprehensive income (loss).

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the end of reporting period date, and any adjustment to tax payable in respect of previous periods.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the end of reporting period date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences and unused tax losses can be utilized. Deferred tax assets are reviewed at the end of the reporting period date and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

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 apply a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measure fair value using valuation technique that are appropriate in the circumstances and maximizes 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 categorized within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

- | | |
|---------|---|
| Level 1 | Use of quoted market prices in an observable 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 determine 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.

Basic loss per share

Basic loss per share are computed by dividing net loss for the years by the weighted average number of common shares outstanding during the years.

Significant accounting judgments and estimates

The preparation of the financial statements in conformity with Thai Financial Reporting Standard requires management to make judgments and estimates. Judgments and estimations will affect the amounts in the financial statements and the information presented in the Notes to financial statements. Actual results may differ from these judgments and estimates. Significant judgments and estimates are as follows:

Allowance for expected credit losses of trade receivables

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

Allowance for diminution in value of inventory

Allowances for diminution in the value of inventory accounts are intended to adjust the value of inventory for probable losses. The management uses judgment to estimate losses, based on an analysis of inventory aging and taking into account the current situation with respect to sales of inventory items, on a specific basis. However, the use of different estimates and assumptions could affect the amounts of allowance for diminution in value of inventory in the future.

Impairment of investment in subsidiary

The Company treats investments in subsidiary as impaired when there has been a significant or prolonged decline in the fair value below its cost or where other objective evidence of impairment exists. The determination of what is "significant" or "prolonged" requires judgment of the management.

Allowances for impairment of investment properties, property, plant and equipment and depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review investment properties and property, plant and equipment for impairment on a periodic basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgment regarding forecast of future revenues and expenses relating to the assets subject to the review.

Deferred tax assets

Deferred tax assets are recognized in respect of temporary differences only to the extent that it is probable that taxable profit will be available against which these differences can be utilized. Significant judgment by management is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of estimate future profits.

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan 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.

5. TRANSACTIONS WITH RELATED PARTIES

The following presents relationships with enterprises and individuals that control or are controlled by the Group, whether directly or indirectly, or have common directors or shareholders with the Group as follow:

Related Company	Nature of relationship
Northern Renewable Energy Co., Ltd	Subsidiary
Advance Power Conversion Co., Ltd.	Common shareholders
Bright Blue Water Corporation Co., Ltd.	Common shareholders
Akesit Automation Technology Co., Ltd.	Common shareholders
AGM Recyclone (Thailand) Co., Ltd.	Shareholding by Northern Renewable Energy Co., Ltd.

The Group had significant related parties transactions, both directly and indirectly related through common shareholders and/or common directors. The Group had significant transactions in consolidated financial statements and separate financial statements the years ended December 31, 2025 and 2024, as follows:

Unit: Thousands Baht				The pricing policy
Consolidated		Separate Financial		
Financial Statements		Statements		
2025	2024	2025	2024	

Transactions between related parties

Shareholder

Finance costs	-	468	-	-	6.25% per annum.
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The outstanding balances with the relate parties as at December 31, 2025 and 2024 were as following:

Unit: Thousands Baht			
Consolidated Financial Statements		Separate Financial Statements	
2025	2024	2025	2024
Statements of financial position			
Other non-current receivables			
Northern Renewable Energy Co., Ltd.			
Other non-current receivables	-	-	10,491
<u>Less</u> Credit loss allowance	-	-	(10,491)
Net	-	-	-

	Unit: Thousands Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Machinery and equipment				
Northern Renewable Energy Co., Ltd.				
Factory equipment (purchase price)	2,010	2,010	2,010	2,010
Vehicles (purchase price)	820	820	820	820
<u>Less</u> Accumulated depreciation	(2,830)	(2,569)	(2,830)	(2,569)
Net	-	261	-	261
Advance Power Conversion Co., Ltd.				
Machinery - Boiler (purchase price)	49,500	49,500	49,500	49,500
Boiler control system (purchase price)	5,500	5,500	5,500	5,500
<u>Less</u> Allowance for impairment of machinery	(27,477)	(27,477)	(27,477)	(27,477)
<u>Less</u> Accumulated depreciation	(27,523)	(27,523)	(27,523)	(27,523)
Net	-	-	-	-
Roof structure (purchase price)	18,000	18,000	18,000	18,000
<u>Less</u> Accumulated depreciation	(8,696)	(7,796)	(8,696)	(7,796)
Net	9,304	10,204	9,304	10,204
Bright Blue Water Corporation Co., Ltd.				
Machinery - water supply system				
(purchase price)	45,595	45,595	45,595	45,595
<u>Less</u> Allowance for impairment of machinery	(34,158)	(34,158)	(34,158)	(34,158)
<u>Less</u> Accumulated depreciation	(11,437)	(11,437)	(11,437)	(11,437)
Net	-	-	-	-
Other non-current assets				
Akesit Automation Technology Co., Ltd.				
Non-current assets - deposits for				
feasibility study of power plant	36,000	36,000	36,000	36,000
<u>Less</u> Allowance for impairment of deposits	(36,000)	(36,000)	(36,000)	(36,000)
Net	-	-	-	-
Shareholder				
Short-term borrowings from related person	7,475	7,475	-	-
Accrued interest expenses	2,497	2,497	-	-

The Company recognized other receivables of Baht 10.49 million from expenses which the Company paid on behalf of the subsidiary. The management has considered the ability and opportunity to receive repayment found that the subsidiary does not have sufficient cash flow, so it has considered setting aside the entire amount allowance for credit losses.

The subsidiary entered into short-term borrowing agreements with related person are due at call without collateral. The loan bears interest at 6.25% per annum and is due for repayment at call.

Northern Renewable Energy Co., Ltd. (Subsidiary) entered into short-term loan agreements with AGM Recyclone (Thailand) Co., Ltd. in total amount of Baht 9.17 million. This is due at call without collateral. The loan bears interest at the rate of 6.25% per annum. As AGM Recyclone (Thailand) Co., Ltd. inactive company, the subsidiary's management provide full allowance for credit loss - loans to and accrued interest income of Baht 10.39 million.

The Company purchases the assets from related companies according to mutually agreed price.

Compensation - for key management personnel

Compensation - for key management personnel for the the years ended December 31, 2025 and 2024, consisted of:

	Unit: Thousands Baht	
	Consolidated Financial Statements / Separate Financial Statements	
	2025	2024
Short-term benefits	7,754	7,671
Post-employment benefits	273	50
Total	8,027	7,721

6. CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at December 31, 2025 and 2024, consisted of:

	Unit: Thousands Baht			
	Consolidated Financial			
	Statements		Separate Financial Statements	
	2025	2024	2025	2024
Cash	66	58	66	58
Cash at banks - current accounts	5,387	-	5,387	-
Cash at banks - saving accounts	121,949	223,076	121,917	223,044
Total	127,402	223,134	127,370	223,102
Interest rate (% per annum)	0.01 - 3.50%	0.01 - 3.50%	0.01 - 3.50%	0.01 - 3.50%

As at December 31, 2025 and 2024, the Company had 4-month fixed deposits with a bank amounting to Baht 97.06 million and Baht 50.74 million, which presented under other current financial assets and bear interest at a rate of 4.00% per annum (2024: 4.50% per annum)

7. TRADE AND OTHER CURRENT RECEIVABLES - NET

Trade and other current receivables - net as at December 31, 2025 and 2024, consisted of:

	Unit: Thousands Baht			
	Consolidated Financial		Separate Financial	
	Statements		Statements	
	2025	2024	2025	2024
Trade receivables				
Trade receivables	75,883	97,708	56,438	78,263
<u>Less</u> Allowance for expected credit loss	(65,768)	(79,126)	(46,323)	(59,681)
Total trade receivables - net	10,115	18,582	10,115	18,582
Other current receivables				
Prepaid expenses	7,002	6,953	6,951	6,902
Input VAT not yet due	2,258	1,868	1,985	1,595
Revenue Department receivable	2,550	481	2,513	444
Prepaid corporate income tax	85	24	85	24
Others	1,586	914	1,556	884
<u>Less</u> Allowance for expected credit loss	(2,106)	(292)	(1,814)	-
Total other current receivables - net	11,375	9,948	11,276	9,849
Total trade and other current receivables - net	21,490	28,530	21,391	28,431

The Group has trade receivables classified by age analysis as follows:

	Unit: Thousands Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Undue	5,862	15,172	5,862	15,172
Overdue				
Within 3 months	4,244	492	4,244	492
Over 3 - 6 months	-	2,918	-	2,918
Over 6 - 12 months	9	-	9	-
Over 12 months	65,768	79,126	46,323	59,681
Total trade receivables	75,883	97,708	56,438	78,263

Due to the short-term nature of trade and other current receivables, there carrying amount is considered to be the same as their fair value.

During the year of 2025, the Board of Directors meeting approved the write-off of overseas trade receivables totaling of Baht 10.35 million and reversed the allowance for expected credit losses in the same amount. The write-off was made as it was determined that the cost of collection would exceed the recoverable amounts.

8. INVENTORIES - NET

Inventories - net as at December 31, 2025 and 2024, consisted of:

	Unit: Thousands Baht			
	Consolidated Financial		Separate Financial Statements	
	Statements			
	2025	2024	2025	2024
Finished goods	17,149	12,710	17,086	12,647
Work in process	58,661	52,505	58,661	52,505
Raw materials and supplies	25,980	19,730	25,851	19,601
Goods in transit	-	2,064	-	2,064
Total inventories	101,790	87,009	101,598	86,817
<u>Less</u> Allowance for devaluations	(18,176)	(8,905)	(17,984)	(8,713)
Total inventories - net	83,614	78,104	83,614	78,104

Change in the allowance for decline in value of inventories for the years ended December 31, 2025 and 2024 are as follows:

	Unit: Thousands Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Beginning balance	8,905	16,207	8,713	16,006
Increase (decrease) during the year	9,271	(7,302)	9,271	(7,293)
Ending balance	18,176	8,905	17,984	8,713

9. INVESTMENTS IN SUBSIDIARY - NET

Investments in subsidiary - net as at December 31, 2025 and 2024 consisted of:

Company's name	Nature of business	Unit: Thousands Baht					
		Percentage of shareholding		Paid up share capital		At cost	
		2025	2024	2025	2024	2025	2024
Northern Renewable Energy Co., Ltd. (NRE)	Manufacturing and distribution of biomass energy solutions (cease operation)	48.25	48.25	1,000,000	1,000,000	482,475	482,475
<u>Less</u> Allowance for impairment on investments in subsidiary						(313,600)	(313,600)
Liabilities from the transfer of assets for repayment of an investment						(168,875)	(168,875)
Investments in subsidiary - net						-	-

Subsidiary shareholding by Northern Renewable Energy Co., Ltd.

Company's name	Nature of business	Unit: Thousands Baht					
		Percentage of shareholding		Paid up share capital		At cost	
		2025	2024	2025	2024	2025	2024
AGM Recyclone (Thailand) Co., Ltd. (AGM)	Transform biomass to renewable energy and manufacture power friendly generation (inactive company)	99.99	99.99	100,000	100,000	100,000	100,000
<u>Less</u> Allowance for impairment on investments						(82,000)	(82,000)
Investments - net						18,000	18,000

The financial statements of AGM Recyclone (Thailand) Co., Ltd. from the year 2022 to the current year ended December 31, 2025 have not been provided.

On August 29, 2023, the Company filed a lawsuit against its subsidiary with the Civil Court to claim payment of the unpaid share subscription for the capital increase amounting to Baht 168.88 million together with interest as stipulated, including compensation for loss of opportunity from the use of the capital increase amounting to Baht 80.00 million, and to require the subsidiary to reduce its registered share capital and amend its shareholders' register to reflect the actual circumstances.

Subsequently, on November 24, 2023, the Company and the subsidiary entered into a compromise agreement before the Civil Court. Under the agreement, the subsidiary acknowledged the debt as claimed totaling Baht 331.05 million and agreed to transfer five plots of land together with buildings to the Company. The subsidiary is responsible for the related transfer fees. In addition, the subsidiary agreed to reduce its registered share capital by Baht 168.88 million and amend its shareholders' register after the transfer of such assets has been completed.

As other shareholders of the subsidiary have not yet to fully paid their share subscriptions, as at December 31, 2025, the subsidiary's financial statements reflected outstanding share subscription receivables amounting to Baht 179.45 million.

In December 2023, the subsidiary transferred four plots of land together with land and buildings to the Company, and the remaining plot of land was transferred in September 2024. The Company advanced the land and building transfer fees on behalf of the subsidiary and recorded such amount as other non-current receivables from the subsidiary totaling Baht 9.22 million.

The Company recorded the transferred land and buildings in its separate financial statements as investment properties at their fair value of Baht 255.74 million and recognised a liability arising from the receipt of assets for return of investment amounting to Baht 168.88 million, which is presented net against the investment in the subsidiary. The Company will offset such liability against the investment in the subsidiary once the subsidiary has fully complied with the conditions of the compromise agreement.

As the subsidiary failed to comply with the conditions of the compromise agreement, including the payment of the aforementioned transfer fees, the Company requested the Civil Court to appoint an execution officer to enforce the judgment and conducted an asset investigation of the subsidiary for enforcement purposes. However, the asset investigation revealed that the subsidiary had no assets available to settle the debt.

The Company filed a petition with the court on November 28, 2025, requesting that the subsidiary be declared bankrupt. On February 23, 2026, the Central Bankruptcy Court issued an order for absolute receivership of the subsidiary.

Management believes that the above events do not have a material impact on the Company's financial position as the relevant assets have already been transferred to the Company and the Company has fully provided for the loss relating to the transfer fees advanced.

Subsidiary have significant non-controlling interests as follows:

Subsidiary	Country of incorporation And main place of business	Owner and voting Rights held by non-controlling Interests (percent)	Unit : Thousands Baht			
			Total comprehensive loss			
			Attributable to		Accumulated	
			Non-controlling interests		Non-controlling interests	
			2025	2024	2025	2024
Northern Renewable Energy Co., Ltd	Thailand	51.75%	-	(370)	28,477	28,477

The financial information of the subsidiary before eliminating related transactions is as follows:

	Unit : Thousands Baht	
	Northern Renewable Energy Co., Ltd.	
	2025	2024
Statement of financial position		
Current assets	525	525
Non-current assets	33,131	33,131
Current liabilities	43,426	43,426
Statement of comprehensive income		
Revenue	-	51
Loss for the year	-	(715)
Statement of cash flows		
Net cash flows from (used in)		
Operating activities	-	(124)
Investing activities	-	40
Financing activities	-	-
Net decreased in cash	-	(84)

10. INVESTMENT PROPERTIES - NET

Investment properties - net as at December 31, 2025 consisted of:

Unit: Thousand Baht				
Consolidated Financial Statements				
	As at			As at
	January 1, 2025	Increase	Decrease	December 31, 2025
Cost				
Land and land improvement	420,811	-	-	420,811
Factory and building	57,519	-	-	57,519
Machinery	60,879	-	-	60,879
Factory equipment	24,294	-	-	24,294
Furniture, fixtures and office equipment	4,677	-	-	4,677
Vehicles	778	-	-	778
Total	568,958	-	-	568,958
Accumulated depreciation				
Land and land improvement	11,952	-	-	11,952
Factory and building	24,070	2,134	-	26,204
Machinery	21,297	-	-	21,297
Factory equipment	9,766	-	-	9,766
Furniture, fixtures and office equipment	4,674	-	-	4,674
Vehicles	778	-	-	778
Total	72,537	2,134	-	74,671
Allowance for impairment				
Land and land improvement	162,669	-	-	162,669
Factory and building	2,900	-	-	2,900
Machinery	39,582	-	-	39,582
Factory equipment	14,528	-	-	14,528
Total	219,679	-	-	219,679
Net book value	276,742			274,608

	Unit: Thousand Baht			
	Separate Financial Statements			
	As at			As at
	January 1, 2025	Increase	Decrease	December 31, 2025
Cost				
Land and land improvement	213,059	-	-	213,059
Factory and building	42,681	-	-	42,681
Total cost	255,740	-	-	255,740
Accumulated depreciation				
Factory and building	2,209	2,134	-	4,343
Net book value	253,531			251,397

According to the terms of the compromise agreement (Note 9), the Company received the transfer of 5 plots of land and buildings from Northern Renewable Energy Co., Ltd (the subsidiary) with a fair value of Baht 213.06 million and of Baht 42.68 million, respectively, as appraised by independent professional appraisers.

11. PROPERTY PLANT AND EQUIPMENT - NET

Property, plant and equipment - net as at December 31, 2025 consisted of:

	Unit: Thousand Baht				
	Consolidated Financial Statements/ Separate Financial Statements				
	As at		Decrease	Transfer	As at
	January 1, 2025	Increase	e	in/(out)	December 31, 2025
Cost					
Land and land improvement					
- Historical cost	75,057	-	-	-	75,057
- Revaluation surplus	30,851	-	-	-	30,851
Buildings and Building improvement	268,117	-	-	-	268,117
Machinery and equipment	980,402	6,371	(357)	920	987,336
Furniture, fixtures and office equipment	7,047	551	(5)	-	7,593
Vehicles	6,831	-	-	-	6,831
Construction in progress	-	173	-	-	173
Assets in transit	924	330	(4)	(920)	330
Total	1,369,229	7,425	(366)	-	1,376,288

Accumulated depreciation

Land and land improvement	14,298	688	-	-	14,986
Buildings and Building improvement	178,619	11,665	-	-	190,284
Machinery and equipment	715,279	25,863	(310)	-	740,832
Furniture, fixtures and office equipment	6,088	511	(5)	-	6,594
Vehicles	6,755	76	-	-	6,831
Total	921,039	38,803	(315)	-	959,527

Allowance for impairment

Buildings and Building improvement	-	301	-	-	301
Machinery and equipment	171,335	8,550	-	-	179,885
Total	171,335	8,851	-	-	180,186
Net book value	276,855				236,575

As at December 31, 2025 and 2024, all of the Company's land, buildings and improvements that exist or that are to be constructed thereon including a portion of machinery and equipment are mortgaged/pledged as collateral for credit facilities from a local bank. (Note 22.1)

As at December 31, 2025 and 2024, the Group had revaluation surplus land and land improvements presented in other components of shareholder's equity net tax of Baht 24.68 million and Baht 24.68 million, respectively.

As at December 31, 2025 and 2024, the Company's buildings and equipment at cost amounting to Baht 335.92 million and Baht 317.44 million, respectively, are fully depreciated but still in use.

12. INTANGIBLE ASSETS

Intangible assets as at December 31, 2025 consisted of:

	Unit: Thousand Baht			
	Consolidated Financial Statements/ Separate Financial Statements			
	As at			As at
	January 1, 2025	Increase	Decrease	December 31, 2025
Cost				
Program computer	1,582	159	-	1,741
Software under installation	3,109	420	-	3,529
Total	4,691	579	-	5,270
Accumulated amortization				
Program computer	1,563	23	-	1,586
Total	1,563	23	-	1,586
Net book value	3,128			3,684

13. DEFERRED TAX ASSETS AND LIABILITIES

Movements in deferred tax assets and liabilities during the year were as follows:

	Unit: Thousands Baht			
	Consolidated Financial Statements / Separate Financial Statements			
			Other	
	As at	Profit	comprehensive	As at
	January 1, 2025	(loss)	income (loss)	December 31, 2025
Deferred tax assets				
Allowance for stock obsolescence	1,743	(1,743)	-	-
Allowance for impairment of fixed assets	19,987	(19,987)	-	-
Non-current provisions for employment benefit	1,065	(1,065)	-	-
Total	22,795	(22,795)	-	-
Deferred tax liabilities				
Gains on revaluation of assets	(6,170)	-	-	(6,170)
Net	16,625	(22,795)	-	(6,170)

	Unit: Thousands Baht			
	Consolidated Financial Statements / Separate Financial Statements			
	As at January 1, 2024	Profit (loss)	Other comprehensive income (loss)	As at December 31, 2024
Deferred tax assets				
Allowance for stock obsolescence	3,201	(1,458)	-	1,743
Allowance for impairment of fixed assets	20,646	(659)	-	19,987
Non-current provisions for employment benefit	1,065	-	-	1,065
Total	24,912	(2,117)	-	22,795
Deferred tax liabilities				
Gains on revaluation of assets	(6,170)	-	-	(6,170)
Net	18,742	(2,117)	-	16,625

In 2025, management reassessed the recoverability of the Company's deferred tax assets based on current operating results and the outlook for future taxable profits. Based on this assessment, the Company concluded that sufficient future taxable profits may not be available to utilize these deferred tax assets. Accordingly, the Company derecognized the deferred tax assets and recognized an income tax expense of Baht 22.80 million in profit or loss.

As at December 31, 2025 and 2024, the Group has unused tax losses and deferred tax assets have not been recognized as the Group believe future taxable profits may not be sufficient to allow utilization of the unused tax losses. The deferred tax asset is not recognised in the statement of financial position consisted of:

	Unit: Thousands Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Unused tax losses expire in 2-5 years	290,546	222,357	197,392	129,203
Total	290,546	222,357	197,392	129,203

14. TRADE AND OTHER CURRENT PAYABLES

Trade and other current payables as at December 31, 2025 and 2024, consisted of:

	Unit: Thousands Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Trade payables	17,688	24,539	12,192	19,043
Other current payables				
Other payables	4,672	4,508	1,966	1,802
Payable for purchase of assets	383	1,163	383	1,163
Advance received for goods	5,796	5,007	795	6
Accrued expenses	18,377	20,718	6,254	8,595
Others	775	759	209	193
Total other current payables	30,003	32,155	9,607	11,759
Total trade and other current payables	47,691	56,694	21,799	30,802

Due to the short-term nature of trade and other current payables, their carrying amount is considered to be the same as their fair value.

15. NON-CURRENT PROVISIONS FOR EMPLOYEE BENEFIT

Movement of the present value of non-current provisions for employee benefits for the years ended December 31, 2025 and 2024, as follows:

	Unit: Thousands Baht	
	Consolidated Financial Statements / Separate Financial Statements	
	2025	2024
Non-current provisions for		
employee benefit at beginning of year	5,989	5,321
Include in profit or loss:		
Current service cost	491	524
Interest cost	188	183
Loss on settlement	3,723	501
	4,402	1,208

	Unit: Thousands Baht	
	Consolidated Financial Statements / Separate Financial Statements	
	2025	2024
Include in other comprehensive income:		
Actuarial (gain) losses arising from		
Financial assumptions changes	542	-
Demographic assumptions changes	(647)	-
Experience adjustments	(524)	-
	(629)	-
Benefit paid during the year	(5,319)	(540)
Non-current provisions for		
employee benefit at ending of year	4,443	5,989

Long - term employee benefit expenses recognized in profit or loss for the the years ended December 31, 2025 and 2024 were as follows:

	Unit: Thousands Baht	
	Consolidated Financial Statements /Separate Financial Statements	
	2025	2024
Cost of sales	2,617	1,017
Selling and Administrative expenses	1,785	191
Total employee benefit expenses	4,402	1,208

The principal actuarial assumptions used in the actuarial valuation are summarized below:

	Percentage/annum	
	Consolidated Financial Statements /Separate Financial Statements	
	2025	2024
Discount rate	1.82	3.12
Salary increase rate	2.50 - 3.00	3.00
Turnover rate	0.00 - 48.00	0.00 - 24.00

The effects of changes in key actuarial assumptions on the present value of the estimated non-current provision for employee benefit as at December 31, 2025 and 2024 are as follows:

	Unit: Thousands Baht			
	Consolidated Financial Statements /			
	Separate Financial Statements			
	2025		2024	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(249)	504	(705)	818
Salary increase rate	279	(442)	954	(824)
Turnover rate	(16)	7	(54)	55

As at December 31, 2025 and 2024 the weighted average duration of the liabilities for long-term employee benefit of the Company is 10 years (2024: 15 years)

As at December 31, 2025 and 2024 the maturity analysis of undiscounted cash flows of benefit payments was as follows:

	Unit: Thousands Baht	
	2025	2024
With in 1 year	197	162
Over 1 and up to 5 years	1,474	834
Over 5 years	12,608	21,694

16. TAX EXPENSES

Tax expenses for the years ended December 31, 2025 and 2024, as follow:

	Unit: Thousands Baht	
	Consolidated Financial Statements /	
	Separate Financial Statements	
	2025	2024
Current tax expenses		
Current year	-	-
Deferred tax expenses		
Movement in temporary differences	22,795	2,117
Total	22,795	2,117

Reconcile between income tax expenses and the product of accounting profit multiplied by the applicable tax rates are as follows:

Unit: Thousands Baht				
Consolidated Financial Statements				
	2025		2024	
	Unit:		Unit:	
Tax rate	Thousands	Tax rate	Thousand	
(%)	Baht	(%)	s Baht	
Loss before tax expenses	(82,683)		(134,264)	
Income tax using the corporate tax rate	20.00	(16,537)	20.00	(26,853)
Expenses not deductible for tax purposes		183		187
Expenses that are deductible at a greater amount		(31)		(67)
Income not subject to tax		-		-
Current year temporary differences which no deferred tax assets was recognized		634		12,941
Net loss in current year are not recognized as deferred tax		15,751		15,909
Effect on deferred tax adjustment		22,795		-
Tax expenses	(27.57)	22,795	(1.58)	2,117

Unit: Thousands Baht				
Separate Financial Statements				
	2025		2024	
	Unit:		Unit:	
Tax rate	Thousands	Tax rate	Thousand	
(%)	Baht	(%)	s Baht	
Loss before tax expenses	(82,683)		(134,553)	
Income tax using the corporate tax rate	20.00	(16,537)	20.00	(26,911)
Expenses not deductible for tax purposes		183		187
Expenses that are deductible at a greater amount		(31)		(67)
Income not subject to tax		-		-
Current year temporary differences which no deferred tax assets was recognized		634		12,941
Net loss in current year are not recognized as deferred tax		15,751		15,967
Effect on deferred tax adjustment		22,795		-
Tax expenses	(27.57)	22,795	(1.57)	2,117

17. LEGAL RESERVE

Under the provisions of the Thai Public Company Limited Act B.E. 2535, the Company is required to appropriate at least 5% of its annual net income after deduction of the deficit brought forward (if any) as reserve fund until the reserve equal to 10% of authorized share capital. The reserve is not available for dividend distribution.

18. EXPENSE BY NATURE

Significant expenses by nature for the years ended December 31, 2025 and 2024, were as follows:

	Unit: Thousands Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Change in inventories of finished goods				
and work in progress decrease	(10,595)	4,297	(10,595)	4,297
Raw materials and consumable used	190,255	211,941	190,255	211,941
Employee expenses	69,025	66,240	69,025	66,240
Depreciation and amortization	40,960	69,742	40,960	69,742
Expected credit loss	1,794	-	1,794	1,030
(Reversal) loss on devaluation of				
inventories	9,271	(7,302)	9,271	(7,293)
Loss on impairment of assets	8,851	63,675	8,851	63,675
Electricity expenses	20,720	20,193	20,720	20,189
Maintenance expenses	9,953	6,885	9,953	6,882

19. BASIC LOSS PER SHARE

Basic loss per share for the years ended December 31, 2025 and 2024, as follow:

	Unit: Thousands Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Loss attributable to equity holders				
of the parent (Thousands Baht)	(105,478)	(136,011)	(105,478)	(136,670)
Weighted average number of issued and				
paid-up ordinary shares (Thousands Shares)	1,633,859	1,633,859	1,633,859	1,633,859
Basic loss per share (Baht)	(0.065)	(0.083)	(0.065)	(0.084)

20. OPERATING SEGMENTS

The Company is engaged in the production and distribution of rubber gloves and its subsidiary engaged in the production and distribution of biomass fuel. Therefore, revenue, profit (loss) and assets reflected in the financial statements are related to the business segments as discussed.

The Group's operations sales portions by geographical segments for the years ended December 31, 2025 and 2024, were as follows:

	(Percentage of total net sales)			
	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Net foreign sales	57.70	59.85	57.70	59.85
Net domestic sales	42.30	40.15	42.30	40.15
Total	100.00	100.00	100.00	100.00

21. PROVIDENT FUND

The Company has established a contributory registered provident fund in accordance with the Provident Fund Act B.E. 2530 and based on the approval from the Ministry of Finance on April 23, 2004. Under the plan, members and the Company contribute to the fund at 3% of the employees' basic salaries. The Company appointed a fund manager to manage the fund in accordance with the terms and conditions prescribed in the Ministerial Regulation No. 2 (B.E. 2532) issued under the Provident Fund Act B.E. 2530.

Provident fund contributions made by the Company for its employees and recorded as expense in profit or loss for the years ended December 31, 2025, and 2024 of Baht 0.24 million and Baht 0.30 million, respectively.

22. COMMITMENTS AND CONTINGENT LIABILITIES

22.1. As at December 31, 2025, the Company obtained credit facilities (short-term borrowings, bank overdraft, forward contracts, bank guarantees, and liabilities under packing credit) from two local banks totaling Baht 162.85 million. The loans bear interest at the MOR and MLR per annum. These credit facilities are collateralized by a pledge of the Company's fixed deposits and mortgage/pledge of the Company's land, buildings and improvements that exist or are to be constructed thereafter, and a portion of machinery and equipment as described in Note 11 to the financial statements. Moreover, the loan agreements contain conditions and restrictions, such as not to create an additional pledge on those assets, etc.

22.2. As at December 31, 2025, the Company obtained letters of guarantee issued by a local bank amounting to Baht 2.85 million guaranteed by a pledge of deposits with financial institutions to guarantee for electricity.

22.3. As at December 31, 2025, the Company had capital expenditure contracted as at the statement of financial position date but not recognized in the financial statements as follows:

	Unit: Million Baht
ERP system development agreement	0.58
Contracts for construction of assets	0.40
Total	0.98

22.4. The Company has commitments under leases of building and equipment for which the lease term end within one year or for the underlying assets which are low value.

As at December 31, 2025, the above commitments are summarized as follows:

	Unit: Baht
	Consolidated and Separate financial statements
<u>Payable</u>	
Within 1 year	333,900
Over 1 year but not over 5 years	-
Total	333,900

23. FINANCIAL INSTRUMENTS

Capital maintenance

The Group's objective in the management of capital is to maintain the ability to run the operation and generate the return to equity holder and for the benefit of other shareholders, and to maintain proper equity structure to reduce the cost of capital.

The Group may adjust dividend payment policy to equity holder, return capital to equity holder, or sell assets to reduce debt burden in order to maintain its capital structure.

Foreign exchange risk

The Group's exposure to foreign currency risk relate primarily to the purchase of major raw materials and sales of goods which are denominated in foreign currencies, primarily US Dollars and Euro. The Group's management believes that foreign exchange rate risk will have no material effect to their operational results as they use forward currency contracts to hedge such risk as necessary and appropriate. Including foreign exchange risk management by using foreign currency received from a customer for goods purchase payment to a foreign supplier in the same currency (Natural Hedge).

Credit risk

Credit risk is the risk that a counter-party is unable or unwilling to meet a commitment that it entered into with the Group. The risk is controlled by the application of credit approvals from time to time and monitoring procedures.

The carrying amount of accounts receivable recorded in the statements of financial position net of allowance for expected credit losses of trade receivables accounts represents the maximum exposure to credit risk.

Interest rate risk

Interest rate risk arises from future changes in market interest rates, which can impact the operations and cash flows of the Group.

The Group exposures to interest rate risk relate primarily to their cash at banks, current investments and short-term loans. However, since most of the Company and subsidiaries' financial assets and liabilities have been repaid within one year, the interest rate risk is expected to be minimal.

24. APPROVAL OF THE FINANCIAL STATEMENTS

These financial statements were authorized for issue by the Board of Directors on March 20, 2026.

Attachment

Board of Directors



Mr. Chakarn Saengruksawong
Chairman of the Board



Mr. Teerawit Tanakijsoontorn
Audit committee chairman



Ms. Chun-Ching Teng
Chief Executive Officer



Mr. Ekkachai Tangsatjatham
Deputy Chief Executive Officer



Mr. Sirasit Pasawat
Director



Mr. Chatchawas Sethaluck
Director

Attachment 1 : Detail about directors, executives, authorized persons and secretary of the company in 2025

Name-Surname Position	Age (years)	Education/ training	Proportion of shareholding (%)	Family relationship with directors and executives	Work experience		Sector/ companny's name
					Period	Position	
1. Mr. Chakarn Saengruksawong - Board Chairman - Chairman of Nomintion and Remuneration Committee - Independent Director - Audit Director - Director	75	- Bachelor of Science (Agriculture), Chiangmai University - Master Degree (Agricultural Extension), Kasetsart University - National Defence College (Vor. Por.Aor.Ror. batch 4414) - Politics and Administration in Democratic Regime for top executives, the 8 th batch (PPR.8), King Prajadhipok's Institute - Doctor of Philosophy (Soil Science and Natural Resource Management Program), Chiang Mai University	No	No	2017 – Present 2019 – 2022 2011 – 2016 2010 – 2011 2009 – 2011 2009 – 2011 2008–2009 2006 – 2008 2003 – 2006	Board chairman, audit director, independent director Expert committee member Chairman of executive committee Director General of the Cooperative Promotion Department Director General of the Cooperative Promotion Department Committee chairman Director Director Deputy Permanent Secretary The Director-General of the Department of Agriculture	- Shun Thai Rubber Gloves Industry PCL - Narcotics Control Committee, Ministry of Public Health - Central Laboratory (Thailand) Co., Ltd. (under supervision of the Ministry of Industry and Ministry of Finance) - Ministry of Agriculture and Cooperatives - Provincial Waterworks Authority, Ministry of Interior - Airports of Thailand Co., Ltd (Thailand) Ministry of Transport - Provincial Waterworks Authority, Ministry of Interior - Ministry of Agriculture and Cooperatives - Ministry of Agriculture and Cooperatives
2. Mr. Ekkachai Tangsatjatham - Chief Executive Officer - Nomination and Remuneration Director - Executive Director - Director (Authorized Director)	43	- Bachelor of Business Administration (Business Computer), Bangkok University - Business Chinese Program Shanghai International Studies University, Shanghai, China - Director Accreditation Program (DAP 154/2018) Thai Institute Of Directors (IOD)	0.426%	No	2024 – Present 2018 – Present 2018 – 2023 2014 – 2020 2009 – 2013 2006 – 2015	Deputy to Chief executive officer Director Chief Executive Officer Adviser Adviser Manager	- Shun Thai Rubber Gloves Industry PCL - Shun Thai Rubber Gloves Industry PCL - Shun Thai Rubber Gloves Industry PCL - Sinchok Kaset Co., Ltd - Nutraco (Thailand) Co., Ltd - Sinchoke Rubber Co., Ltd
3. Mr. Sirasit Pasawat	73	- Administrate business in Taiwan	0.125%	No	2018 – Present 2018 – 2023	Director Deputy chief executive officer / Director	- Shun Thai Rubber Gloves Industry PCL - Shun Thai Rubber Gloves Industry PCL

- Deputy Chief Executive Officer - Executive Director - Director					1988 – Present 2016 – Present	Director Vice president of Industrial Council of Chonburi Province	- M.R.I. Co., Ltd - Industrial Council of Chonburi Province
4. Miss Chun-Ching Teng - Director - Chairman of the Executive Committee - Member of the Nomination and Remuneration Committee (Authorized Director)	50	- MSC in Social Psychology, Media and Communications, LSE United Kingdom - BA of Advertising, Cheng-Chi University, Taiwan - Director Accreditation Program (DAP) Thai Institute of Directors : IOD	6.29%	No	2021 – Present 2023 – Present 2022 – 2023 2011 – 2020	Chief Executive Officer Assistant Professor Director Chief Operating Officer Marketing manager	- Shun Thai Rubber Gloves Industry PCL - National Chengchi University - Womany Company - Unilever Taiwan & Hong Kong Company
5. Mr. Teerawit Tanakijsoontorn - Audit committee chairman - Risk management committee chairman - Independent Director - Director	47	- Bachelor of Business Administration (accounting department), Kasetsart University - Bachelor of Law, Thammasat University - Certified public accountant by Federation of Accounting Professions under the royal patronage - Director Accreditation Program (DAP 87/2011) สมาคม Thai Institute Of Directors (IOD) - Anti-Corruption: The Practical Guide (ACPG 29/2016) Thai Institute Of Directors (IOD) - Ethical Leadership Program (ELP 4/2016) Thai Institute Of Directors (IOD) - Risk management program for corporate leaders (RCL13/2018) Thai Institute Of Directors (IOD) - Advanced audit committee program (AACP29/2018) Thai Institute Of Directors (IOD)	No	No	2021 – Present 2025 – Present 2021 – 2025 2023 – Present 2023 – Present 2018 – Present 2015 – Present	Chairman of the Audit Committee independent director, Member of the Risk management committee Chairman of the Risk management Committee Director Director Independent director, Audit director, Chairman of the Risk management committee. Director, Certified public accountant (CPA)	- Shun Thai Rubber Gloves Industry PCL - Shun Thai Rubber Gloves Industry PCL - Shun Thai Rubber Gloves Industry PCL - Legacy Audit Co., Ltd - Sevenplusone Infnit Co., Ltd - Villa Kunalai PCL - Best Audit Co., Ltd
6. Mr. Chatchawas Sethaluck - Audit director - Independent director - Director	49	- Bachelor of Law, Chulalongkorn University - Master of Law, Bangkok University	No	No	2021 – Present 2025 – Present 2021 – 2025	Independent director,Audit Committee Chairman of the Risk management committee	- Shun Thai Rubber Gloves Industry PLC - Shun Thai Rubber Gloves Industry PLC - Shun Thai Rubber Gloves Industry PLC

					2023 – Present 2023 – Present 2015 – Present 2016 – Present 2008 – Present	Member of the Risk management committee Director Director Director Director Director	- Victory Inter Law Co.,Ltd. - Sethaluck Solution Recruitment Co., LTD - Risk Guard Guarantee Co., Ltd. - Nine Infinity Co., Ltd - Sethaluck Company Limited
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Directors and Executives (Retired during 2025)

Name-Surname	Age (years)	Education / Training Experience	Shareholdi ng in the Company (%)	Family Relationships Directors and Executives	Work Experience		Name of Organization/Company
					Period	Position	
1. Ms. Chanpen Wattanapichidpong	49	Bachelor of Engineering (Chemical Engineering) Burapha University	0.0000	None	2000 – 2024	Assistant Director of Production Group	- Shun Thai Rubber Gloves Industry PCL.
2 .Mr. Niran Kongto	36	Bachelor of Business Administration Rajamangala University of Technology Krungthep	None	None	2023 – 2024 2023 – 2025	Acting Company Secretary Internal Audit Manager	- Shun Thai Rubber Gloves Industry PCL. - Shun Thai Rubber Gloves Industry PCL.
3.Ms. Natthapatch Suwankhachanont Human Resource Manager, Company Secretary	49	Master's Degree Master of Business Administration (Human Resources Management)	None	None	2024 – 2025	Human Resources Manager Company Secretary	- Shun Thai Rubber Gloves Industry PCL. - Shun Thai Rubber Gloves Industry PCL.

Duty and Responsibility of company's secretary

The company's secretary shall perform duties as specified in Section 89/15, and Section 89/16 of the Securities and Exchange Act (No. 4) B.E. 2551 (2008), effective from 31st August 2008, responsibly, carefully and honestly. The secretary shall comply with laws, objectives, articles of association, resolutions of the board, as well as resolutions of the shareholder's meeting. Nevertheless, the legal duties of the company's secretary are as follows.

1. Provide and maintain following documents
 - Director register
 - Letter of appointment for board meeting, minutes of the board meeting and annual reports of the company.
 - Letter of appointment for shareholder's meeting and minutes of the shareholder's meeting.
2. Maintain a report of interest provided by the board of directors, or executives, and submit a copy of the report of interest according to Section 89/14 to the committee chairman, and the audit chairman within 7 working days from the date the company receives such report.
3. Take other operations as specified by the Capital Market Supervisory Board

Furthermore, the company's secretary also has other obligations as follows

- Give advice, coordinate and follow up the board of directors to comply with objectives, the articles of association, the board's resolution and the shareholders' resolution, legal requirements, and any related principles.
- Perform duty to arrange a board meeting and a shareholders' meeting
- Provide an orientation and give advice to newly appointed directors.
- Give suggestion about necessary training courses suitable for the board.
- Contact and coordinate with the company's internal units to comply with the resolution of the board of directors, and the shareholder's meeting, and report information to supervisory sectors and public correctly and legally.
- Take care of the company to treat all shareholders equally and fairly in accordance with legal provisions and promote good relationship with minor shareholders.
- Be an intermediary in coordination of matters between shareholders, directors, executives, as well as all stakeholders.
- Perform other duties as assigned by the company

Attachment 2: Report from the audit committee

Dear Shareholders

SHUN THAI RUBBER GLOVES INDUSTRY CO., LTD.

The Audit Committee of Shun Thai Rubber Gloves Public Company Limited consists of three independent directors who are qualified experts in finance, accounting, law, and management. These directors are appointed by the Board of Directors, are not executives of the company, and are independent in performing their duties as per the Audit Committee Charter. Their names are as follows:

1. Mr. Teerawit Tanakijsoontorn Chairman of the Audit Committee and Independent Director
2. Dr. Chakarn Saengruksawong, Audit Committee Member and Independent Director
3. Mr. Chatchawas Sethaluck, Audit Committee Member and Independent Director

The Internal Audit Manager serves as the secretary of the Audit Committee.

The Audit Committee has performed its duties and responsibilities as stipulated in the Audit Committee Charter. For the year 2025, the Audit Committee held a total of 5 meetings. The key aspects of its duties are summarized as follows:

- **Review of Financial Reports**

The Audit Committee, in conjunction with the Company's auditors and relevant management, reviewed and considered the Company's and its subsidiaries' quarterly and annual financial statements for 2025 to clarify and inquire about the accuracy, completeness, significant accounting policies, major adjustments to accounting entries affecting the financial statements, adequate disclosure, and the independence of the auditors. This review was then presented to the Company's Board of Directors. The Audit Committee is of the opinion that the Company's financial statements for the year ended December 31, 2025, which have been audited by the Company's auditors, accurately and completely present the Company's financial position and operating results as reasonably expected and reliable, and that the information disclosed in the financial statements is sufficient and useful to shareholders and users of the financial statements

- **Review of Internal Control and Internal Audit Systems**

The Audit Committee reviewed the company's internal control and internal audit systems, prepared and reported by the company's in-house internal audit (IA) department, and approved the assessment of the adequacy of the internal control systems as sufficient and appropriate for the business operations. This includes supporting the internal audit unit and internal auditors to maintain their independence, reporting directly to the Audit Committee, and reviewing and approving the annual audit plan in conjunction with internal auditors to ensure that operations align with the approved annual audit plan. Following up on the implementation of corrective

actions based on the internal audit report on significant issues, as well as the budget to support the implementation of the plan. Furthermore, the results of the internal audit conducted in 2025 indicated that management has implemented improvements to internal systems and controls based on key recommendations from the internal audit department. This provides assurance that the company has adequate, appropriate, and effective internal controls.

- **Review of Risk Management**

The company's board of directors recognizes the importance of corporate risk management and regularly reviews its risk management approaches to ensure they align with the current business situation, maintaining effectiveness and efficiency. The Risk Management Committee and the management team are jointly tasked with assessing the organization's risks that may impact business operations and developing a risk management plan. Therefore, the audit committee continues to communicate with the risk management committee to monitor and ensure the effectiveness of risk management reviews through internal control system reviews and internal audits.

- **Review of Connected Transactions and Related Party Transactions**

The Audit Committee has prioritized reviewing related party transactions and transactions that may involve conflicts of interest between the company and its subsidiaries. The Audit Committee is of the opinion that: Throughout 2025, the company operated in accordance with general trade terms, ensuring fairness, reasonableness, and the best interests of the company. The Audit Committee continued to prioritize the directors' non-competitive business practices and conflict-of-interest prevention policies at the director, executive, and employee levels.

- **Good Corporate Governance**

The Audit Committee reviewed the company's compliance with laws related to its business operations. The Audit Committee concluded that, throughout 2025, the Company will continue to strictly adhere to good corporate governance practices and all applicable laws.

- **Consideration of the appointment of auditors and determination of their remuneration**

The Audit Committee has considered and selected the auditor and determined their remuneration, taking into account the auditor's qualifications, knowledge, skills, reliability, independence, and auditing

experience, as well as the audit remuneration and performance during the past year (2025). The committee has resolved to submit this proposal to the Board of Directors for consideration and approval at the Annual General Meeting of Shareholders.

In summary, the Audit Committee has exercised sufficient knowledge, competence, diligence, and independence in performing its duties and responsibilities as set forth in the Audit Committee Charter. The Audit Committee is of the opinion that the Company has prepared accurate and reliable financial reports. Adequate disclosure of intercompany transactions, appropriate and effective internal control systems, adequate risk management reviews, good corporate governance, and strict compliance with relevant laws are essential.

On behalf of the audit committee

SHUN THAI RUBBER GLOVES INDUSTRY CO., LTD.

A handwritten signature in blue ink, appearing to read 'Teerawit', with a stylized flourish at the end.

(Mr. Teerawit Tanakijsoontorn)

Chairman of Audit Committee



Shun Thai Rubber Gloves Industry Public Company Limited

9 Moo 4, Kachet Sub-district, Mueang District, Rayong 21100, Thailand

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