

ANNUAL REPORT 2025
(FORM 56-1 ONE REPORT)

**FOREST
FUTURE
TOGETHER**



Vanachai

Victory that preserves the forest

It is important to be aware of nature and the environment. For today's business, it shows sincerity. In helping to solve environmental problems that arise. The story of environmental conservation is now a trend that has been highly accepted by society around the world, and it is the duty of all sectors to cooperate.

But for **Vanachai Group Public Company Limited** Conservation and business practices that are benevolent to the environment and society are not new. Because Wanchai sees the future more than the past, he has chosen this approach for a long time.



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Vision

To be a leader in the alternative wood panel products industry,
recognizing the value of resources and creating sustainable value.

Mission

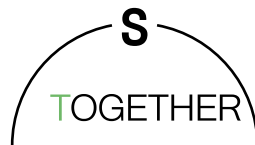
- To strive for global excellence in producing high-quality products using technology and innovation **that precisely meet customer needs with efficiency.**
- The business operates in accordance with ESG principles, focusing on environmental care, social responsibility.
- Transparent corporate governance **and enhancing the quality of life for employees** to drive the organization toward a sustainable future.

VANACHAI SUSTAINABLE MOVE

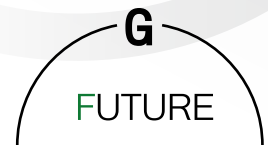
Sustainability Strategy



Promote the bio-economy
through the preservation of bio-diversity
Enhance the Circular Economy
and ensure the sustainable use of natural resources
Transition towards a green economy
by achieving carbon neutrality



Together, preserving society
respect human rights and ensure equality within the society
Together, preserving communities
enhance the quality of life in the communities
where Vanachai operates
Together, preserving employees
enhance work efficiency to ensure happiness and safety



Build a stable business future
through good corporate governance
Create a new potential market
with environmentally-friendly innovative products
Build a future together
with business partners to enhance flexibility
and stability in the supply chain





C

**Customer
- Centric**

H

**Holistic
Sustain-
ability**

A

**Aiming
for
Excellence**

I

**Innovation
for
Greener**



Our Core Values

• **Customer-Centric:**

Customers are as the core and center of our business. The company places great importance on customer satisfaction and continuous product support, while also encouraging recommendations. This approach ensures that the company minimizes potential risks by continuously analyzing risks throughout the customer service process in a transparent manner, building and maintaining long-term customer relationships in a sustainable way.

• **Holistic Sustainability:**

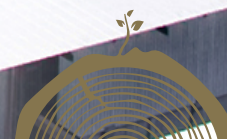
We integrate sustainability and risk management across all aspects of our operations, from raw material sourcing to product distribution, ensuring a comprehensive approach to environmental responsibility and risk reduction. We adhere to regulations, maintain transparency, and uphold flexibility for long-term sustainability.

• **Aiming for Excellence:**

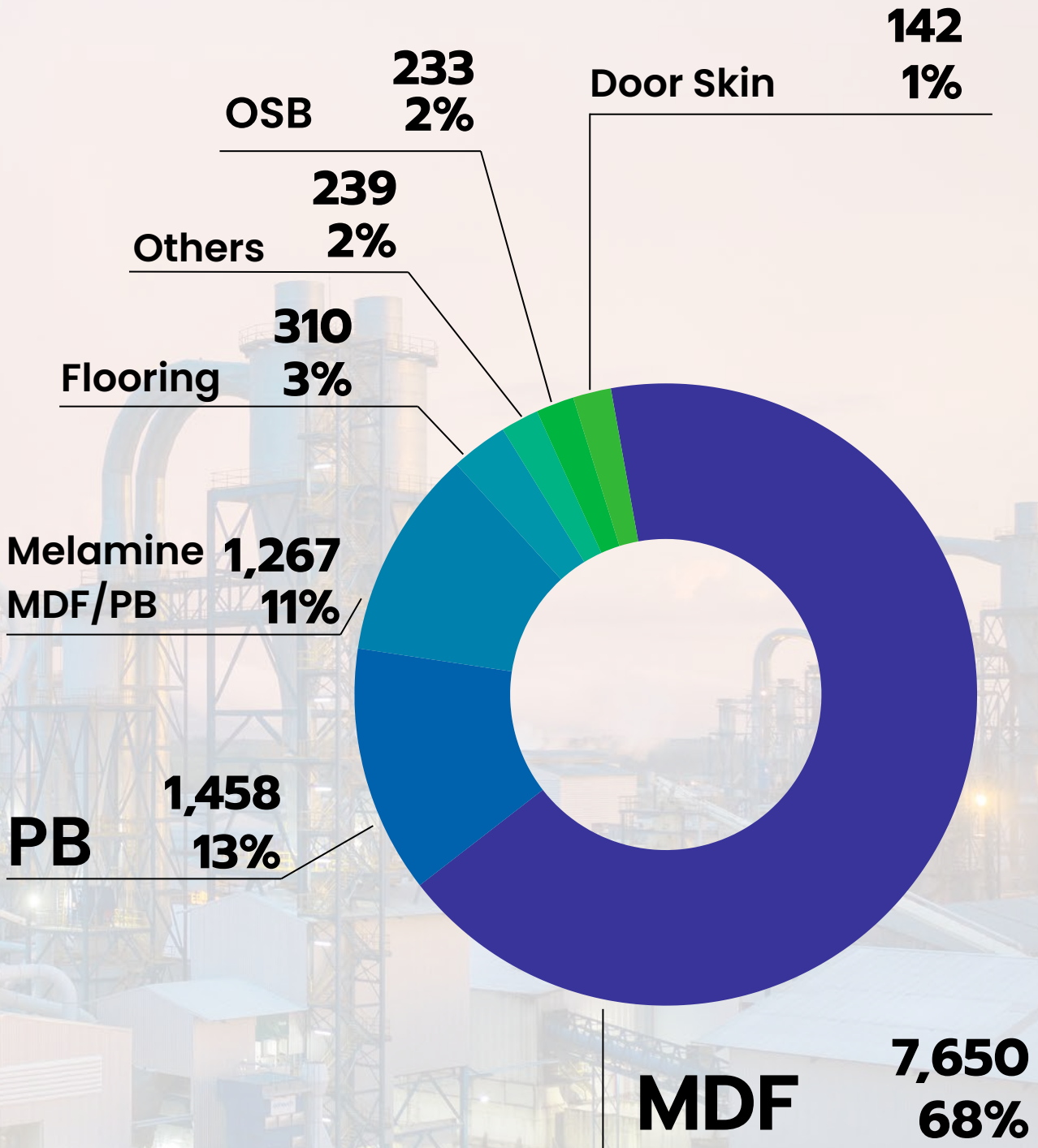
We are committed to excellence in all areas of our operations, from product quality to customer service. The company integrates risk management and sustainability practices into the operations of all teams. Through a strong team approach, the company sets high standards and continuously improves together to ensure that any potential risks are mitigated and prevented from recurring. All employees comply with regulations and strive for excellence, ensuring the sustainability of the business.

• **Innovation for Greener:**

By continuously creating innovative solutions and investing in environmentally friendly technologies and practices, the company integrates risk management into every aspect of the process. This fosters a culture of innovation with a comprehensive approach to risk analysis. This approach helps reduce environmental impact across product development, production, distribution, and services, ensuring that the company contributes to a greener and more sustainable future for generations to come.



Sales by Product (Million Baht)



Total 11,300



FINANCIAL HIGHLIGHT

VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

2023

2024

2025

STATEMENTS OF COMPREHENSIVE INCOME (Baht)

Revenue from sales	14,148,185,097.11	13,539,671,442.09	11,299,805,821.19
Profit (loss) attributable to shareholders of the company	26,658,755.52	230,201,933.24	(601,722,908.11)
Basic earnings (loss) per share	0.02	0.13	(0.35)

STATEMENTS OF FINANCIAL POSITION (Baht)

Total assets	18,570,293,863.13	17,995,477,696.70	18,438,794,228.44
Total liabilities	11,235,778,766.66	10,550,312,280.02	11,713,229,169.76
Total shareholders' equity	7,334,515,096.47	7,445,165,416.68	6,725,565,058.68
Ordinary shares (shares)	1,735,237,480	1,735,237,480	1,735,237,480
Book Value	4.23	4.29	3.88
D/E Ratio	1.53	1.42	1.74



Message from the Chairman

The year 2025 marked another challenging period for the Company, driven by external uncertainties beyond our control. Escalating global trade tensions and the continued appreciation of the Thai Baht have had a direct impact on our competitiveness and operating performance, resulting in a decline in net profit compared to the previous year.

Nevertheless, the Company remains committed to conducting its business in accordance with good corporate governance principles, while striving to create sustainable value for all stakeholders. Guided by a long-term vision and responsible management, we continue to strengthen our organization amid evolving challenges.

In recognition of our commitment, the Company was awarded a “5-Star” rating (Excellent CG Scoring) by the Thai Institute of Directors (IOD) this year. This achievement reflects our adherence to international standards of corporate governance and serves as a key driver for our continuous development.

The Board of Directors and all sub-committees will continue to perform their duties with prudence, transparency, and financial discipline, reinforcing a strong foundation for the Company to effectively navigate future challenges and seize new opportunities.

On this occasion, the Company and all employees would like to express our deepest condolences on the passing of Her Majesty Queen Sirikit the Queen Mother. We respectfully commemorate Her boundless contributions and gracious benevolence to the Thai people.

Finally, on behalf of the Board of Directors, I would like to extend our sincere appreciation to our shareholders, business partners, employees, and all stakeholders for your continued trust and support. We remain committed to driving sustainable growth and delivering long-term value for the benefit of all.

Yours sincerely,

Mr. Sompop Sahawat
Chairman



Message from the Chief Executive Officer

The year 2025 represented a period of considerable challenge for the industrial sector, as it was confronted with mounting pressures arising from heightened trade tensions, the imposition of trade measures, elevated logistics costs, and exchange rate volatility - most notably the significant appreciation of the Thai Baht. These developments had a direct impact on market demand and the overall competitiveness of businesses. Notwithstanding these challenges, Vanachai Group remained steadfast in its commitment to prudent and disciplined management, with continued emphasis on cost efficiency, liquidity preservation, and strategic investments to reinforce its long-term competitive position.

Under the Company's roadmap toward carbon neutrality and achieving Net Zero in the future, the Group is committed to elevating its business from a foundation of responsible resource utilization toward growth aligned with the principles of the circular economy and a low-carbon economy. This is achieved by utilizing wood residues from the agricultural and manufacturing sectors - materials that were previously disposed of through open burning and caused environmental pollution - and transforming them into wood-based panels as substitutes for natural timber, while concurrently minimizing environmental impacts in a sustainable manner.

Despite the pressures on operating performance stemming from external factors, the Company has continued to pursue strategic investments in a disciplined manner. Key initiatives include the expansion of MDF production capacity, as well as investments in automation systems aimed at enhancing operational efficiency and improving work-in-process inventory management.

In terms of energy and environmental performance, in 2025 the Company achieved a 29.6% reduction in greenhouse gas emissions from fossil fuel consumption (Scope 1 and Scope 2), lowering total emissions to 173,299 tons of CO₂ equivalent per annum. Emissions intensity per unit of production decreased by 12.9%, while the proportion of renewable energy consumption increased to 76.1% of total energy usage, surpassing the established short-term targets. Furthermore, the Company was awarded a SET ESG Rating of AAA, underscoring its ongoing commitment to sustainable business practices, transparency, and the creation of long-term stakeholder value.

For investors, 2025 has clearly demonstrated Vanachai's ability to sustain its core business while continuing to invest in future growth. We are confident that our journey toward becoming a Net Zero organization will serve as a key driver in strengthening our competitiveness and delivering sustainable long-term value. On behalf of the management team, I would like to express our sincere appreciation to our shareholders, customers, business partners, employees, and all stakeholders for their continued trust and unwavering support.

Yours sincerely,

Mr. Wanthana Jaroennawarat

Chief Executive Officer



Important changes in 2025

In 2025, the Company and subsidiaries had a total sales income of 11,300 million Baht, a reduction of 2,240 million Baht or 17% when compared to 13,540 million Baht in 2024, which is a net loss of 626 million Baht for the year and a profit decline of 858 million Baht or 370% when compared to the previous year. This revenue decline is a result of anxiety towards conflict in multiple regions. The United States' tariff measures have caused economic turmoil and loss of confidence with impact on demand for products in domestic and international markets, making competition intense and causing reductions in the Company's product sale volume and prices. Sale volumes for MDF Board and Particleboard products, which are the Company's main products, declined by 14% and 38%, respectively, from 2024. Nevertheless, due to sale and marketing management, the mean selling price of MDF Board products rose by 1.4% to be close to 2024, and demand for Particleboard in highly competitive markets have caused the mean selling price to drop by 7% while other products also have lower mean selling prices. Therefore, gross profit for 2025 is approximately 50% lower than 2024, causing this loss in performance.

However, to handle the above situation, the Company has thorough risk management to ensure suitable production and distribution of goods according to market demand with liquidity in continuous operations, including operations according to production capacity and competitiveness enhancement plans in support of future growth. In 2025, the Company invested in a project to expand MDF Board manufacturing capacity at the Chonburi factory and production will begin in 2026.

In regard to financial status, as of 31 December 2025, the Company has shareholders' equity at 6,726 million Baht, a 720 million Baht reduction, while total liability rose by 1,163 million Baht as a consequence of increases in long-term loans by 1,453 million Baht due to investment in the project to expand MDF Board manufacturing capacity and from long-term loan repayment in the amount of 1,169 million Baht, which was due for repayment in 2025

The Company and subsidiaries have managed costs effectively throughout, particularly energy costs managed alongside environmental care for sustainable growth. In 2025, the Company invested in one additional solar power generation project at the Chonburi factory with a total generation capacity of 1.25 MWp. The project has begun electricity generation, giving the Company and subsidiaries a total solar power generation capacity of 16.82 MWp



Part 1

Business Operation and Operating Results



Part 1

Business Operation and Operating Results

1. Organizational structure and operation of the group of companies

1.1 Policies and Overview of Business Operation

Vanachai Group Public Company Limited, formerly known as MDF Planner Company Limited, registered its establishment on February 23, 1989, and registered as a public company on November 1, 1994, and became a listed company on the Stock Exchange of Thailand in 1995. As at December 31, 2025, the Company's paid-up capital amounted to 1,735,237,480 Baht.

The Company and its subsidiaries operate the business of manufacturing and distributing panel boards to replace natural wood and related products. The main products are MDF Board and Particleboard for using in the construction and furniture manufacturing industries. In addition to such main products, the Company and its subsidiaries also have Laminated Flooring, Melamine Laminated on MDF Board, Melamine Laminated on Particleboard, Doorskin, and Oriented Strand Board (OSB).

As at the end of the year 2025, the Company and its subsidiaries had 4 production factories including:

1. Chonburi Factory is located in Ban Bueng District, Chonburi Province, which produces MDF Board and Doorskin.
2. Saraburi Factory is located at Kaeng Khoi Industrial Estate, Saraburi Province, which produces MDF Board, Particleboard, Melamine Laminated on MDF Board, Melamine Laminated on Particleboard, and Laminated Flooring.
3. Rayong Factory is located at Map Ta Phut Industrial Estate which produces urea formaldehyde adhesive for selling to companies in the Group.
4. Surat Thani Factory is located in Wiang Sa District, Surat Thani Province, produces MDF Board, Particleboard, Oriented Strand Board (OSB), Melamine Laminated on MDF Board, and Melamine Laminated on Particleboard. There is a biomass power plants with a capacity 9.9 MW (Operated by Vanachai Energy Industries Company Limited (a subsidiary of the Company)) to distribute electricity to Surat Thani Factory.

The total capacity of MDF Board, Particleboard, Doorskin, Laminated Flooring, and Oriented Strand Board (OSB) of the Company and its subsidiaries was 1,290,000 cubic meters per year, 690,000 cubic meters per year, 3.6 million sheets per year, 10.4 million square meters per year, and 210,000 cubic meters per year, respectively.

Products of the Company and its subsidiaries are sold both domestically and internationally. Domestic customers are the industry's major manufacturers using wood panels as raw materials, such as construction and decoration industries, furniture industry, and distributors. International customers are manufacturers in the construction and decoration industry and furniture industry by purchasing through a dealer or a major importer-exporter.

1.1.1 Vision, Objectives, Goals, Strategies

The meaning of the name "Vanachai" is "Victory of Forest Conservation", representing the vision of the Company's business operation, and being a leader in the development of wood products replacing natural wood with innovation and creativity in order to preserve forest resources and the environment, which generates the proud for the employees in the Vanachai Company Group and all shareholders.

Efficient business operation, commitment of returning the highest benefits to customers, and environmentally-friendly industry are the good corporate governance principle that the Company always adheres to and complies with strictly.

Sincerity towards customers and customers' reliability are considered to be the most important factors of Vanachai. To be customers of Vanachai is not only to use qualified products, but it also means working together to the environmental conservation for maintaining its fertility sustainably and harmoniously.

Personnel of the Company are the key factor of the Company. As a result, the Company pays attention to develop skills and knowledge of employees, including promote them to make the occupational progress continuously.



Business Goals

Industrialization of the Vanachai Group is to conserve the forest. This is the fundamental principle that our Company has adhered to in doing business with the environmentally-friendly system since its start-up. The 2 main objectives and goals of the Company are as follows;

1. Being the leadership in the wood substitute board industry
2. Being the leadership in the forest conservation

Being the leadership in the wood substitute board industry in Thailand and being the leadership in the forest conservation are proven that the Vanachai does not emphasize on the development of production and competition competency only, but we are also aware of the importance and value of natural resources.

Vanachai Group operates its business conscious nature, manufactures and creates qualified wood substitute board products. Selecting products of Vanachai is not only to use qualified products, but it also means working together to the environmental conservation for maintaining its fertility sustainably and harmoniously. All products of Vanachai are derived from the industry which is aware of the environment and forest conservation. Technologies used in this industry are qualified and manufacture standard products based on the balanced natural conservation.

Operational Strategies

The Company focuses on products with mid-to-upper level of quality. The products are produced to add value to the Group's main products, such as Laminated Flooring and Melamine Laminated on Board. In terms of cost, the Company adopts the production policy using capacity of each production line to meet the demand in the market with appropriate capacity. This is the strength of the Company as the Company has the higher capacity than its competitors. In addition, there is the management of price and cost, the use of raw materials, and the use of waste materials as raw materials to achieve efficient use of raw materials for continuous cost reduction, such as plans of energy cost reduction by using raw materials that cannot be used in the production process to generate electricity for the production process, the electricity generation from solar rooftop, and the development and improvement of efficient production machinery for increasing output with decreasing production costs per unit.

The management system is constantly reviewed to keep employees working efficiently and constantly developing. The Company conducts continuous study for product development and expansion. Projects are conducted to suit economic conditions in order to maintain the leadership in the wood-based panel industry. Regarding the marketing, the Company adopts the policy of distributing products to different markets appropriately, seeking for new markets, and managing customers in numbers that correspond to the Company's capacity.

1.1.2 Important changes

- Year 2021
- The Company paid for 60,000,000 newly issued shares of Vanachai Energy Industries Company Limited at the par value of 1.95 Baht per share (par value of 10 Baht) in the amount of 117,000,000 Baht. The newly issued shares were fully paid.
 - The Company paid for 4,000,000 newly issued shares of Vanachai Woodsmith Company Limited at the par value of 10.00 Baht per share (par value of 10 Baht) in the amount of 40,000,000 Baht.
 - The Company paid for 4,900,000 newly issued shares of Vanachai Logistics Company Limited at the par value of 7.50 Baht per share (par value of 10 Baht) in the amount of 36,750,000 Baht. The newly issued shares were fully paid.
 - Vanachai Logistics Enterprise Company Limited was established to operate the domestic shipping services.
 - Biomass Power Plant Project with a capacity of 9.9 MW was operated by Vanachai Energy Industries Company Limited (subsidiary) with the investment budget of 600 million Baht and open in the fourth quarter of the year 2021.



- Year 2021 • OSB (Oriented Strand Board) Production Project with a capacity of 210,000 cubic meters per year and the investment budget of 2,000 million Baht was operated by Vanachai Panel Industries Company Limited (subsidiary). It could produce and sell products in the fourth quarter of the year 2021.
- Year 2022 • The Company paid for 6,000,000 newly issued shares of Vanachai Woodsmith Company Limited at the par value of 10.00 Baht per share (par value of 10 Baht) in the amount of 60,000,000 Baht.
- The Solar Roof Installation Investment Project at Particle Manufacturing Plant, operated by Vanachai Group Public Company Limited at Saraburi Plant with the investment budget of 125 million Baht can start the operation in the 3rd quarter of the year 2022.
 - The plywood plant construction project with the production capacity of 60,000 cubic meters per year, operated by Vanachai Panel Industries Co., Ltd. (subsidiary) at Surat Thani Plant with the investment budget of 200 million Baht, expected to produce and distribute by the 2nd quarter of the year 2023.
- Year 2023 • The Company paid for 10,000,000 newly issued shares of Vanachai Woodsmith Company Limited at the par value of 10.00 Baht per share (par value of 10 Baht) in the amount of 100,000,000 Baht
- The Solar Roof installation in warehouse buildings project was carried out by Vanachai Group Public Company Limited, Chonburi Plant, with an investment budget of 25 million Baht. It can generate power in Q1 of 2023.
 - The Solar Roof installation in warehouse buildings and laminate flooring project was carried out by Vanachai Group Public Company Limited, Saraburi Plant, with an investment budget of 26 million Baht. It is expected to generate power in Q2 of 2024.
 - The Solar Roof installation in impregnated paper factory project was operated by Vanachai Group Public Company Limited, Saraburi Plant, with an investment budget of 37 million Baht. It is expected to generate power in Q2 of 2024.
- Year 2024 • The Company paid for 4,000,000 newly issued shares of Vanachai Woodsmith Company Limited at the par value of 10.00 Baht per share (par value of 10 Baht) in the amount of 40,000,000 Baht
- The Solar Roof installation in warehouse buildings and laminate flooring project was carried out by Vanachai Group Public Company Limited, Saraburi Plant, with an investment budget of 26 million Baht. It can generate power in Q2 of 2024.
 - The Solar Roof installation in impregnated paper factory project was operated by Vanachai Group Public Company Limited, Saraburi Plant, with an investment budget of 37 million Baht. It can generate power in Q2 of 2024.
- Year 2025 • The Company paid the cost of increasing the capital of Vanachai Energy Industries Co., Ltd. by 2,400,000 shares valued at 4.75 Baht per share (Par Value: 10 baht) or a total of 11,400,000 Baht, bring the total paid-up capital to 625,000,000 Baht.
- The Company paid the cost of increasing the capital of Vanachai Woodsmith Co., Ltd. by 4,000,000 shares valued at 10.00 Baht per share (Par Value: 10 Baht) or a total of 40,000,000 Baht, bring the total paid-up capital to 440,000,000 Baht.
 - The Solar Rooftop Project with a generation capacity of 1.25 MWp at the Chonburi factory, operated by Vanachai Group Plc. with an investment of 45 million Baht, began electricity generation in Quarter 4 of 2025.



- Year 2025
- The New MDF Board Production Line Project with a production capacity of 360,000 cubic meters per year at the Chonburi factory, operated by Vanachai Group Plc. with an investment of 1,850 million Baht, is expected to begin production and distribution in Quarter 2 of 2026.
 - The Automatic Immediate Storage System Project at MDF3 Board Manufacturing Plant at the Chonburi factory, operated by Vanachai Group Plc. with an investment of 110 million Baht, was expected to begin operations in Quarter 4 of 2025.

1.1.3 Obligations of the Company in Annual Registration Statement

- None -

1.1.4 Information of Company and Its Subsidiaries Companies

Information of Company

Company name	:	Vanachai Group Public Company Limited
Type of business	:	MDF Board, Particleboard, Doorskin, Laminated Board Laminated Flooring, for local and export sales
Company registration number	:	0107537002621
Head office	:	2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	:	0 2585 4900-3, 0 2913 2180-9
Fax.	:	0 2587 9556, 0 2587 0516
Factory - Chonburi	:	22/1 Banbung - Neimok Road, Banbung, Chonburi
Tel.	:	0 3829 7322-30
Fax	:	0 3829 7334
Factory - Saraburi	:	112 Kangkoi Industrial Estate, Moo 1, Tambon Ban - That, Kangkoi, Saraburi
Tel.	:	0 3624 5644
Website	:	www.vanachai.com
Registered capital	:	1,735,237,480 Baht
Paid-up capital	:	1,735,237,480 Baht
Types and Value of share	:	Ordinary shares at a par value of 1.00 baht per share

Information of Subsidiaries Companies

1. Particle Planner Company Limited

Company registration number	:	0105533142362
Head office	:	2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	:	0 2585 4900-3, 0 2913 2180-9
Fax.	:	0 2587 9556, 0 2587 0516
Factory - Chonburi	:	22/2 Banbung - Neimok Road, Banbung, Chonburi
Tel.	:	0 3829 7322-30
Fax.	:	0 3829 7334
Registered capital	:	250,000,000 Baht
Paid-up capital	:	250,000,000 Baht
Types and Value of share	:	Ordinary shares at a par value of 100.00 baht per share



2. Vanachai Panel Industries Company Limited

Type of business	: MDF Board, Particleboard, Wood surface, Oriented Strand Board for local and export sales
Company registration number	: 0105538073822
Head office	: 2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel	: 0 2585 4900-3, 0 2913 2180-9
Fax	: 0 2587 9556, 0 2587 0516
Factory - Suratthani	: 8/8 Moo 1, Khao - Niphun, Wieng Sa, Suratthani 115 Moo 3, Thungluang, Wieng Sa, Suratthani
Tel.	: 0 7727 8500
Fax.	: 0 7730 1130
Registered capital	: 4,750,000,000 Baht
Paid-up capital	: 4,750,000,000 Baht
Types and Value of share	: Ordinary shares at a par value of 10.00 baht per share

3. Vanachai Chemical Industries Company Limited

Type of business	: Manufacture resin for support usage among the Company Group
Company registration number	: 0105537112506
Head office	: 2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	: 0 2585 4900-3, 0 2913 2180-9
Fax.	: 0 2587 9556, 0 2587 0516
Factory - Rayong	: 10 Soi G-14 Prakomsongkroaraj Road, Mabtapud, Muang, Rayong 10/1 Soi G-14 Prakomsongkroaraj Road, Mabtapud, Muang, Rayong
Tel.	: 0 3868 5071-2
Fax.	: 0 3868 3562
Registered capital	: 150,000,000 Baht
Paid-up capital	: 150,000,000 Baht
Types and Value of share	: Ordinary shares at a par value of 10.00 baht per share

4. Woodtek International Company Limited

Type of business	: Operate marketing business for all products under the Company Group
Company registration number	: 0105532003105
Head office	: 2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	: 0 2585 4900-3, 0 2913 2180-9
Fax.	: 0 2587 9556, 0 2587 0516
Registered capital	: 2,000,000 Baht
Paid-up capital	: 2,000,000 Baht
Types and Value of share	: Ordinary shares at a par value of 100.00 baht per share

5. PV Wood Company Limited

Type of business	: Production and sales of Laminated Veneer, for local and export sales
Company registration number	: 0105557117741
Head office	: 2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	: 0 2585 4900-3, 0 2913 2180-9
Fax.	: 0 2587 9556, 0 2587 0516
Factory - Chonburi	: 22/1 Banbung - Neimok Road, Banbung, Chonburi
Tel.	: 0 3829 7322-30
Fax.	: 0 3829 7334



PV Wood Company Limited (con't)

Factory - Pathumthani	:	43/3 Moo 4, Tambol Banchang, Amphur Muang, Pathumthani
Registered capital	:	38,000,000 Baht
Paid-up capital	:	38,000,000 Baht
Types and Value of share	:	Ordinary shares at a par value of 100.00 baht per share

6. Vanachai Energy Industries Company Limited

Type of business	:	Production and distribution of electricity from renewable energy biomass, for sales to Vanachai Panel Industries Company Limited (the Company's subsidiary)
Company registration number	:	0105558150679
Head office	:	2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	:	0 2585 4900-3, 0 2913 2180-9
Fax.	:	0 2587 9556, 0 2587 0516
Factory - Suratthani	:	9/99 Moo 1, Khao Niphan, Wieng Sra, Suratthani
Tel.	:	0 7727 8500
Fax.	:	0 7730 1130
Registered capital	:	625,000,000 Baht
Paid-up capital	:	625,000,000 Baht
Types and Value of share	:	Ordinary shares at a par value of 10.00 baht per share

7. Vanachai Woodsmith Company Limited

Type of business	:	Exhibition and public relation center for the company group's products Distribution of products in the form of a complete wholesale trade
Company registration number	:	0105560161275
Head office	:	2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	:	0 2587 9700-1, 0 2587 7952-5
Fax.	:	0 2587 9556, 0 2587 0516
Branch Office	:	Search from www.woodsmith.co.th
Registered capital	:	440,000,000 Baht
Paid-up capital	:	440,000,000 Baht
Types and Value of share	:	Ordinary shares at a par value of 10.00 baht per share

8. Vanachai Logistics Company Limited

Type of business	:	Business pick-up and delivery of goods within the country.
Company registration number	:	0105562077581
Head office	:	2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	:	0 2585 4900-3, 0 2913 2180-9
Fax.	:	0 2587 9556, 0 2587 0516
Branch - Chonburi	:	22/1 Banbung - Neimok Road, Banbung, Chonburi
Tel.	:	0 3829 7322-30
Fax.	:	0 3829 7334
Registered capital	:	115,000,000 Baht
Paid-up capital	:	115,000,000 Baht
Types and Value of share	:	Ordinary shares at a par value of 10.00 baht per share



9. Vanachai Logistics Enterprise Company Limited

Type of business	:	Business pick-up and delivery of goods within the country.
Company registration number	:	0105564115081
Head office	:	2/1 Wongsawang Road, Bangsue, Bangkok 10800
Tel.	:	0 2585 4900-3, 0 2913 2180-9
Fax.	:	0 2587 9556, 0 2587 0516
Branch - Chonburi	:	22/1 Banbung - Neimok Road, Banbung, Chonburi
Tel.	:	0 3829 7322-30
Fax.	:	0 3829 7334
Branch - Saraburi	:	112 Kangkoi Industrial Estate, Moo 1, Tambon Ban - That, Kangkoi, Saraburi
Tel.	:	0 3624 5644
Registered capital	:	1,000,000 Baht
Paid-up capital	:	1,000,000 Baht
Types and Value of share	:	4,900 ordinary shares, par value of 100.00 baht per share 5,100 preferred shares with a par value of 100.00 baht per share

1.2 Types of Business

1.2.1 Revenues structure

Revenue structure by product

(Unit : Thousand Baht)

Product	Operate by	% of Share Holding	2023		2024		2025	
			Revenue	%	Revenue	%	Revenue	%
MDF Board	Vanachai Group Plc.		9,346,410.90	66	8,741,307.75	65	7,650,373.49	68
	Vanachai Panel Industries Co., Ltd.	99.99						
Particleboard	Vanachai Group Plc.		2,417,210.95	17	2,491,856.37	18	1,457,625.15	13
	Vanachai Panel Industries Co., Ltd.	99.99						
Wood surface	Vanachai Group Plc.		1,106,529.24	8	1,187,941.10	9	1,266,710.76	11
	Vanachai Panel Industries Co., Ltd.	99.99						
	PV Wood Co., Ltd.	50.00						
Laminated Flooring	Vanachai Group Plc.		544,664.28	4	394,161.76	3	310,172.44	3
OSB	Vanachai Panel Industries Co., Ltd.	99.99	323,011.01	2	258,009.44	2	233,266.06	2
Doorskin	Vanachai Group Plc.		220,814.37	2	220,614.90	2	142,433.66	1
Other products	Company in group	99.99	189,544.34	1	245,780.12	1	239,224.26	2
Total sales			14,148,185.09	100	13,539,671.44	100	11,299,805.82	100



Domestic and international revenue structure

(Unit : Thousand Baht)

Type	2023		2024		2025	
	Value	Percentage per Total Revenue	Value	Percentage per Total Revenue	Value	Percentage per Total Revenue
Income - Domestic	2,279,678.75	16.11	2,234,957.16	16.51	1,997,437.66	17.68
Income - International						
- From CLMV countries	1,750,735.63	12.38	1,943,438.18	14.35	2,058,649.59	18.22
- From other countries	10,117,770.72	71.51	9,361,276.09	69.14	7,243,718.57	64.10
Total revenue	14,148,185.10	100.00	13,539,671.43	100.00	11,299,805.82	100.00

1.2.2 Information about products

(1) Product or service characteristics and development of business innovation

Main products of the Company and its subsidiaries consist of:

1. MDF Board

The Company's main product is MDF Board, which is classified as fiber board products derived from fibers of wood or plants containing fibers, such as eucalyptus, rubber, lead tree, etc., combined with binder (Urea Formaldehyde Resin) and compressed into a homogeneous board with the same high density throughout the board.

There are two types of fiberboards according to the density characteristics, which are compressed fiberboard and non-compressed fiberboard. The most commonly used fiberboards nowadays are compressed fiberboards, including hard board, which is high-density fiberboards, and MDF Board, which is medium-density fiberboards. MDF Board is the product that have similar properties to natural wood. It can be trimmed, decorated, nailed, edged, and grooved. This makes it widely used to substitute natural wood in the construction material industry, decoration, production, household appliances, such as floors, frames, sub-frames, walls, doors, including production of furniture or furniture components, such as cabinets, beds, office supplies. In addition, the MDF Board is also used to produce toys, souvenirs, picture frames, etc.

The Company's MDF Board is primarily made from rubber wood which is one of the important economic plants. The branch of rubber wood and the remaining part of the trunks that are felled is used to produce processed rubber wood, including the wood left from processing. It is considered the most efficient use of natural resources. The MDF Board produced by the Company has the density of between 740 - 830 kilogram per cubic meter with a smooth surface on both sides. Currently, the Company produces MDF Boards with the width and length of 4 x 8 feet and various thicknesses according to market demand.

Surface on MDF Board is produced by using MDF Board to cover the surface with various materials, such as Wood Veneer, derived from teak and rubber logs, which makes the exterior look like a natural wood panel, or paper, PVC, melamine, which gives a variety of colors and patterns. Its width and length are 4 x 8 feet and the thickness ranges from 2.6 to 25 millimeters.

MDF Board and Surface on MDF Board are manufactured by Vanachai Group Public Company Limited and Vanachai Panel Industries Company Limited (Subsidiary).



2. Particleboard

Particleboard is the product derived from primarily rubber wood like MDF Board. The difference is that the Particleboard is made from small pieces of wood compressed together by using a binder (Urea Formaldehyde Resin) to bind the structure of the Particleboard. The top and bottom layers is made of fine wood and the middle layer is coarse wood. As a result, the Particleboard is not suitable for holding nails and it cannot be decorated with edges or grooves on the surface. Companies in Vanachai Group producing Particleboards include Vanachai Group Public Company Limited, Particle Planner Company Limited (Subsidiary) and Vanachai Panel Industries Company Limited (Subsidiary). The Particleboard produced is 4 x 8 feet wide and its thickness ranges from 6 to 35 millimeters.

Surface on Particleboard is produced by using Particleboards to cover the surface with various materials, such as paper, PVC, melamine. There is a variety of colors and patterns. Its width and length are 4 x 8 feet and the thickness ranges from 9 to 35 millimeters.

Particleboards are generally used in the building and finishing materials industry, such as doors, walls, frosted, floors, furniture manufacturing, i.e. cabinets, beds, tables, office supplies, etc.

Particleboard is manufactured by Vanachai Group Public Company Limited and Vanachai Panel Industries Company Limited (Subsidiary), while Surface on Particleboard is manufactured by Vanachai Group Public Company Limited and Vanachai Panel Industries Company Limited (Subsidiary).

3. Oriented Strand Board (OSB)

OSB (Oriented Strand Board) is the new innovation of construction materials and general decoration because it is easy to install. It is durable because it contains wood chips that are cut into small pieces and placed alternately over several layers. This makes it highly strong and durable. It can be used as a substitute for plywood board with a wide range of applications, including floor and wall structures, floor, roof, furniture or household furnishings industries, and packaging.

In the production process, small, flat, thin and long wood chips are used to mix with glue in order to adhere wood chips and add special substances to increase properties to the wood according to the purpose of use. Wooden pieces are formed and placed on each layer. The wood splinter is in the same direction on each layer. OSB has at least 3 layers and wood splinter of each layer is positioned as alternating layer that is perpendicular to the adjacent layer to give greater strength. After that, it goes through the high heat and pressure compression process and it is cut into a size with width and length according to the customer's application requirements. Its thickness ranges from 6 mm-25 mm. Its width x length is about 4 x 8 feet. OSB can cover surfaces with surface materials, such as paper, PVC, melamine. The colors and patterns are the same as Surface on MDF Boards and Surface on Particleboard.

Oriented Strand Board (OSB) is manufactured by Vanachai Panel Industries Company Limited (Subsidiary).

4. Doorskin

Doorskin is manufactured by Vanachai Group Public Company Limited, which is a fiber board product. It is the same as MDF board. The difference is the compression process which Doorskin can be compressed in a variety of form and pattern according to the mold. The Doorskin's standard size is 70, 80 and 90 cm. wide, 200 cm. long, 3.5 mm. thick.

Doorskin can be further produced as a shutter door. The company that purchases the shutter door skin will be assembled with the door frame and honeycomb paper. It can be used as a substitute for natural wooden doors and has a beautiful pattern with a decent weight and easy-to-installation and maintenance.



5. Laminated Flooring

Laminated Flooring is manufactured by Vanachai Group Public Company Limited. Its production process consists of 4 layers. The Core Layer is the thickest layer made of HDF board, which is produced by grinding wood chips into fibers and mixing them with resin adhesive and pressing them with high heat and pressure. It is a product called HDF Board (High Density Fiberboard), which is resistant to pressure. It is strong and highly durable which can prevent insects and moisture, so there is problem about distorted or twisted wood. It is covered with a Printed Pattern Layer with different colors and patterns to create colors and patterns on the finished wood flooring. The top is coated with a Wear Layer, which is overlaying film. This layer will protect against crashes and scratches from application. The bottom layer is covered with Backing Layer, which will be a moisture-proof sheet. This provides greater strength and better moisture protection. All 4 layers are compressed with high pressure and heat, making it firmly attached. It is cut into the required width x length and grooved to make it easier to install without adhesive. The groove is coated with paraffin for moisture-proof efficiency

The sizes of Laminated Flooring produced and sold are 8 mm. and 12 mm. thick and its width x length is 196 x 1218 mm.

6. Urea Formaldehyde Adhesive

Urea formaldehyde adhesive is a product of Vanachai Chemical Industries Company Limited (Subsidiary). It is used to attach wood fiber and flake to fiberboard and particle board, respectively. Apart from being a binder, urea formaldehyde adhesive also contributes to the strength of wood planks according to the universal properties. Production process starts from transforming methanol through the production process into formaldehyde and mixing it with urea and adding other chemicals. There are many types of urea formaldehyde adhesives produced by subsidiaries of the Company, such as high free formaldehyde, low free formaldehyde with high humidity resistance, etc., so that it can be used for both fiberboard and particle board with various quality as required by customers and the market.

The Company and its subsidiaries manufacture products using machines with appropriate and modern production technology, and continuously improve and develop efficient production processes in order to reduce production costs. There is the testing of product quality during the production process by sampling for physical properties testing, such as density, strength, etc., to ensure that the MDF board meets the specified properties. With such production and quality control systems, the Company can produce MDF boards to meet international standards, including Japanese JIS standards, German DIN standards, U.S. ASTM standards, British BSI standards, making the Company's MDF Board and Particleboards acceptable to international markets. The greater quality of products can build confidence and trust in products for customers. In addition, the Company continuously trains and develops employees, making the Company have capabilities to develop and improve the application of technologies that make its products have high quality and acceptable in accordance with international standards.

The Company recognized the importance of systematic work, therefore, it adopted a quality management system (ISO9001:2015) to ensure quality and process management in the organization, making employees in the organization work systematically. It can be investigated and analyzed for causes when an error occurs. It focuses on correcting and preventing repeated errors. As a result, production costs decrease, and products have more quality. It can also increase domestic and international competitiveness. The work process is constantly improving and developing. In addition, the Company provides the occupational safety, health, and environment management system as required by laws to protect life and property caused by accidents as well as prepares for any potential accidents and emergencies. This is to reduce the damage and losses that may occur and motivate employees to have confidence in the occupational safety in the organization, which will directly affect performances and productivity.

R&D expenditures in the past 3 years

- The Company is constantly improving production and operations in the work process but does not specifically collect expenditure data on this matter.



Rights or restrictions on business operation

Privileges of Investment Promotion

1. Vanachai Group Public Company Limited

1.1) Receiving the investment promotion certificate No. 64-1410-1-04-1-0 dated December 21, 2021, from the Board of Investment Promotion and privileges under the Investment Promotion Act B.E. 2520 (1977) in the business of products from by-products or agricultural waste production (excluding those with uncomplicated production procedures), which improves productivity for the use of renewable energy; Privileges and conditions are as follows:

- Exemption from corporate income tax for net profits received from the promoted activity of not exceeding 50% of investments for improving productivity, excluding land cost and working capital, for a period of 3 years from the date income is earned after receiving the investment promotion certificate.
- Exemption from the calculation of dividends from the promoted activity, which are exempt from corporate income tax, for income tax payment throughout the period in which the promoted person is exempt from corporate income tax.
- The Company must establish a factory at Kaeng Khoi Industrial Estate, Saraburi Province, where the factory location must not be in a restricted area according to the provincial urban master plan announcement and must obtain permission from the Ministry of Industry or related government agencies. The factory shall not be relocated to other localities within 15 years from the date of operation startup, unless it is authorized by the Board.

The Company earned revenues from such promoted activities on December 22, 2021. Privileges under Investment Promotion Certificate No. 64-1410-1-04-1-0 shall expire on December 21, 2024.

1.2) Receiving the investment promotion certificate No. 65-1508-1-04-1-0 dated December 1, 2022, from the Board of Investment Promotion and privileges under the Investment Promotion Act B.E. 2520 (1977) in the business of products from by-products or agricultural waste production (excluding those with uncomplicated production procedures), which improves productivity for the use of renewable energy; Privileges and conditions are as follows:

- Exemption from corporate income tax for net profits received from the promoted activity of not exceeding 50% of investments for improving productivity, excluding land cost and working capital, for a period of 3 years from the date income is earned after receiving the investment promotion certificate.
- Exemption from the calculation of dividends from the promoted activity, which are exempt from corporate income tax, for income tax payment throughout the period in which the promoted person is exempt from corporate income tax.
- The Company must establish a factory at Kaeng Khoi Industrial Estate, Saraburi Province, where the factory location must not be in a restricted area according to the provincial urban master plan announcement and must obtain permission from the Ministry of Industry or related government agencies. The factory shall not be relocated to other localities within 15 years from the date of operation startup, unless it is authorized by the Board.

The Company earned revenues from such promoted activities on December 2, 2022. Privileges under Investment Promotion Certificate No. 65-1508-1-04-1-0 shall expire on December 1, 2025.

1.3) Receiving the investment promotion certificate No. 67-2094-2-04-1-0 dated 27 September 2024 from the Board of Investment and received privileges pursuant to the Investment Promotion Act of B.E. 2520 (1977) for the business of manufacturing products or containers from agricultural produce, agricultural byproducts or scrap materials, or products from raw materials gained from agricultural byproducts, scrap materials or waste, which improves production efficiency to conserve energy and use renewable energy. The privileges received and conditions for privileges are as follows:



- Exemption from corporate income tax for net profits received from the promoted activity of not exceeding 50% of investments for improving productivity, excluding land cost and working capital, for a period of 3 years from the date income is earned after receiving the investment promotion certificate.
- Exemption from the calculation of dividends from the promoted activity, which are exempt from corporate income tax, for income tax payment throughout the period in which the promoted person is exempt from corporate income tax.
- The Company must establish a factory in Chonburi Province, where the factory location must not be in a restricted area according to the provincial urban master plan announcement and must obtain permission from the Ministry of Industry or related government agencies. The factory shall not be relocated to other localities within 15 years from the date of operation startup, unless it is authorized by the Board.

The Company earned revenues from such promoted activities on September 27, 2024. Privileges under Investment Promotion Certificate No. 67-2094-2-04-1-0 shall expire on September 26, 2027.

The Company earned revenues from such promoted activities on December 18, 2020. Privileges under Investment Promotion Certificate No. 63-0131-1-04-1-0 shall expire on December 17, 2023.

2. Vanachai Energy Industries Company Limited

2.1) Receiving the investment promotion certificate No. 62-0676-1-00-1-0 dated June 27, 2019, from the Board of Investment Promotion and privileges under the Investment Promotion Act B.E. 2520 (1977) in the business of generating electricity or electricity and steam from renewable energy (electricity from biomass fuel with a capacity of 9.9 MW), except waste or waste-to-energy; Privileges and conditions are as follows:

- Exemption from corporate income tax for net profits received from the promoted activity of not exceeding 100% of investments, excluding land cost and working capital, for a period of 8 years from the date income is first derived from such activity.
- Exemption from the calculation of dividends from the promoted activity, which are exempt from corporate income tax, for income tax payment throughout the period in which the promoted person is exempt from corporate income tax.
- The Company must establish a factory in Surat Thani Province, where the factory location must not be in a restricted area according to the provincial urban master plan announcement and must obtain permission from the Ministry of Industry or related government agencies. The factory shall not be relocated to other localities within 15 years from the date of operation startup.

The Company earned revenues from such promoted activities on September 30, 2021. Privileges under Investment Promotion Certificate No. 62-0676-1-00-1-0 shall expire on September 29, 2029.

2.2) The Company received Investment Promotion Certificate No. 68-1743-2-00-1-0 dated 19 August 2025 from the Board of Investment and is granted privileges pursuant to the Investment Promotion Act of B.E. 2520 (1977) in the business of generating electricity or electricity and steam from renewable energies such as solar energy, wind energy, biomass energy, and biogas energy, etc. (the Company has a biomass electricity generation capacity of 9.9 megawatts), except for waste or refuse-derived fuels. Examples of privileges received and terms are as follows:

- Exemption from corporate income tax for net profits received from the promoted activity of not exceeding 100% of investments, excluding land cost and working capital, for a period of 8 years from the date income is first derived from such activity.
- Exemption from the calculation of dividends from the promoted activity, which are exempt from corporate income tax, for income tax payment throughout the period in which the promoted person is exempt from corporate income tax.



- The Company must establish a factory in Surat Thani Province, where the factory location must not be in a restricted area according to the provincial urban master plan announcement and must obtain permission from the Ministry of Industry or related government agencies. The factory shall not be relocated to other localities within 15 years from the date of operation startup.

The Company has no income from activities given investment promotion in Certificate No. 68-1743-2-00-1-0 dated 19 August 2025.

(2) Marketing and competition

1. Key Product Marketing Policy

The Company emphasizes on product quality excellence, which is the strategy that the Company mainly focuses on. In addition to the use of modern and efficient machines, all production procedures are controlled, from the quality of the raw materials used in production to the testing of product quality manufactured in all stages, to ensure that the manufactured products meet the specified requirements. In addition, production efficiency is improved to provide the costs that are competitive to competitors.

Moreover, the Company pays attention to good customer services, including on-time product delivery, after-sales service, and application of customers' feedback and comments to improve product defects. The Company has also disseminated knowledge about products and its usage, suggested and solved problems of customers' production on a regular basis.

Main domestic customers include major manufacturers in industries using wood as raw materials, such as construction and decoration industry, furniture industry, and dealers, which mostly are wood construction material stores that have purchased products of Vanachai Group continuously for a long time. The Company also positions itself as an input manufacturer for other industries without competing with customers. Therefore, there is no conflict of interest, resulting in high trust from customers.

International customers are manufacturers in the construction and decoration industry and the furniture industry, which has good knowledge on product and will pay great attention to the quality of products. They purchase products through a dealer or a major importer-exporter.

Distribution and Distribution Channels

The market of main products of the Company and its subsidiaries includes MDF Board, Particleboard, and value-added products, such as Melamine Laminated on MDF Board and Melamine Laminated on Particleboard, Laminated Flooring. There are both domestic and international markets. Most customers will require various product types from the Company or its subsidiary. Therefore, to facilitate customers and to maximize the efficiency of marketing operations, Woodtek International Company Limited, a wholly owned subsidiary, conducts the marketing and distribute products of the Company and other subsidiaries. There are sales agents responsible for contacting and asking customers to acknowledge the required type and quantity of products and informing the Company and other subsidiaries to make the production plan in accordance with the needs of customers. The Company and its subsidiaries will pay commission and service fees for selling MDF Board, Particleboard and Laminated Flooring to Woodtek International Company Limited at the rate of 0.40% of the sales value sold to non-affiliated customers.

Domestic Market

The Company has a direct sales policy, emphasizing on selling products to customers who are manufacturing plants for export and selling through dealers for general customers. To reduce the risk of debt repayment, the Company will focus on selling through customers with sufficient liquidity.

Regarding MDF Board and Particleboard products sold through dealers, most of them are stores selling wood construction materials. The dealer will further sell the products of the Company and its subsidiaries to retail manufacturers, retail customers, and other users.



International Market

MDF Board

The primary market includes the United Arab Emirates, Saudi Arabia, Vietnam, Egypt, Israel, and South Korea.

The secondary market includes India, Taiwan, Kuwait, Qatar and Malaysia.

Both markets have sales agents who are in charge of receiving purchase orders from customers and collecting information of markets and competition.

In other countries, the Company contacts them directly and through dealers in that country to understand and reach the needs of the market.

Provided the intense distribution competition for goods in both markets nowadays due to fluctuating and uncertain economic situations, the Company will reach out and visit all groups of customers with the Company's representatives and agents who are taking care of customers on a regular basis. The Company gives importance to all groups of customers, users, and importers for industries manufacturing furniture, constructions and decorations.

Particleboard

The primary market includes Vietnam, South Korea, Israel, Malaysia, India, Lebanon and Taiwan. Sales agents of the Company will contact customers to receive purchase orders from them, provide support services, and report market conditions to the Company continuously.

The secondary market includes Saudi Arabia, Singapore and Philippines. Customers will contact and make a purchase order directly with the Company and through dealers, where the Company will acknowledge information about marketing and competition from dealers who meet customers regularly.

In all markets, the Company pays attention to all groups of customers, users, and importers for furniture manufacturing, construction and decoration industries.

The total proportion of the domestic distribution of MDF Board and Particleboard per export of the Company and its subsidiaries is approximately 6 : 94 และ 41 : 59 respectively.

2. Industrial Conditions and Competition

Multiple regional conflicts and the United States' tariffs have caused economic turmoil and loss of confidence with impact on product demand in the industry, creating more fluctuations, uncertainty, and more intense competition in the market. The war between Israel and Palestine in the Middle East, a region where international customers of the Company and subsidiaries operate, has affected maritime logistics by causing freight and insurance fees to rise. Additionally, a stronger baht currency is affecting selling prices in US dollars.

Performance overview of the Company and subsidiaries in 2025 show a reduction in sales income by 17% when compared to 2024 due to a 14% decline in MDF panel sales, a 38% decline in particleboard sales, and overall reductions in mean selling prices, causing the abovementioned contraction in total sales income and an approximately 50% decline in gross profit in 2025 compared to 2024.

Competitors

In 2025, manufacturers of MDF Board and in the countries that are competitors in the market were as follows:

MDF Board

There are 12 major manufacturers in the MDF Board manufacturing industry in Thailand. The total capacity is approximately 4,770,000 cubic meters per year. The Company Group is one of the major manufacturers with the total capacity of 1,290,000 cubic meters per year, representing 27.04% of the total capacity.

Particleboard

There are 10 major manufacturers in the Particleboard manufacturing industry in Thailand. The total capacity is approximately 4,380,000 cubic meters per year. The Company Group is one of the major manufacturers with the total capacity of 690,000 cubic meters per year, representing 15.75% of the total capacity.



Item	MDF Board	Particleboard
Number of major manufacturers in the industry (person)	12	10
Total capacity of manufacturer in the industry per year (m ³)*	4,770,000	4,380,000
Annual capacity of the Company and its subsidiaries per year (m ³)	1,290,000	690,000
Capacity of the Company and its subsidiaries / Total capacity of manufacturer in the industry (percentage)	27.04	15.75
Capacity utilization rate of the Company and its subsidiaries (percentage)	96.99	61.38

* Capacity of major manufacturers

(Unit: Cubic meters per year)

Manufacturer	MDF Board	Manufacturer	Particleboard
Vanachai Panel Industries Co., Ltd.	1,020,000	Metro Particle Co., Ltd.	1,530,000
Vanachai Group PLC.	270,000	Green River Panel Thailand Co., Ltd.	1,050,000
Advance Fiber Co., Ltd.	510,000	Vanachai Panel Industries Co., Ltd.	450,000
Panel Plus Co., Ltd.	510,000	Vanachai Group PLC.	240,000
Siam Fiber Board Co., Ltd.	450,000	Rayong Particle Co., Ltd.	300,000
Wisewoods Co., Ltd.	450,000	Panel Plus Co., Ltd.	270,000
S.Kijchai Enterprise Co., Ltd.	390,000	Green Panel Co., Ltd.	240,000
Metro M.D.F. Co., Ltd.	360,000	S.P.B Panel Industries Co., Ltd.	150,000
Rayong MDF Co., Ltd.	300,000	Siam Riso Co., Ltd.	90,000
S.P.B Panel Industries Co., Ltd.	210,000	Phang-Nga Parawood Co., Ltd.	60,000
Siam Riso Co., Ltd.	210,000		
Agro Fiber Co., Ltd.	90,000		
Total	4,770,000	Total	4,380,000

Source: Federation of Thai Industries and Company's Survey

(3) Providing Products or Services

1. Products

The Company and its subsidiaries has a location-based factory and capacity as follows:

Company	Factory location	Manufacture products	Capacity (per year)
Vanachai Group	22/1 Banbung-Neinmok Road, Nong E-run, Banbung District, Chonburi	MDF Board	210,000 Cubic Metres
		Doorskin	3,600,000 Sheets
		Wood surface	114,000 Cubic Metres
	112 Kaeng Khoi Industrial state, BanThat, Kaeng Khoi District, Saraburi	MDF Board	90,000 Cubic Metres
		Particleboard	240,000 Cubic Metres
		Laminated Flooring	10,494,400 Square Meters
Wood surface		104,000 Cubic Metres	
Vanachai Panel Industries	115 Moo. 3 ThungLuang, Wiengsra District, Surathani	Impregnated paper	65.40 Million Square Meters
		Particleboard	450,000 Cubic Metres
		MDF Board	1,020,000 Cubic Metres
		Wood surface	198,000 Cubic Metres
		OSB	210,000 Cubic Metres



Company	Factory location	Manufacture products	Capacity (per year)
Vanachai Chemical Industries	10 Soi G-14 Pakornsongkrohraj Road, Maptaphut, Mueng District, Rayong	Urea formaldehyde	146,000 Ton
PV Wood	22/1 Banbung-Neinmok Road, Nong E-run, Banbung District, Chonburi 43/3 Moo 4, Tambol Banchang, Amphur Muang, Pathumthani.	Veneer on Board	42.60 Million Square feet

Important Production Policy

The company and its subsidiaries emphasize quality excellence of the products, as well as the product quality consistency. There are controls over every step of the production procedures, from raw materials to tests of the quality of work-in-progress at every step up to the finished products such that the quality of goods is acceptable by customers under competitive costs. The company has a policy to produce by customer order and to produce to ensure approximately 1 month of inventory.

In addition, regarding the emphasis of the production policy and quality work system, the company and its subsidiaries have been certified ISO 9001:2015 Standard for Vanachai Group Public Company Limited, Vanachai Chemical Industries Company Limited and Vanachai Panel Industries Company Limited.

2. Supply of raw materials used in production

There are 4 main raw materials used in production as follows

1. Rubber Wood

The main raw material in the production of MDF board, Particleboard, and OSB is wood chips, which mainly derive from rubber wood supplied in the country. The rubber wood log traders bid for rubber wood at rubber plantations where the rubber tapping ends from rubber planters and cut the rubber tree to sell it. Trunks of large trees are sold to lumber manufacturers and furniture manufacturers. Small trunks and branches, which the price is cheaper, are sold to the Company. In addition, the Company purchased it through intermediaries who pick up woods from any plantations for reselling. The sale price from the source of raw materials is the disclosed market price. Therefore, there is no problem of price gouging from intermediaries. The Company also purchases wood chips remained from wood processing from lumber manufacturers. The time and quantity for purchasing rubber wood will be determined according to the Company's production plan and there is sufficient stock for the production plan. Most of the rubber wood purchased derives from rubber plantations in Rayong, Chanthaburi, and Trat, which are located near the factory. Vanachai Panel Industries Company Limited, located in Surat Thani Province, will buy rubber wood from the southern provinces. The Company can also adjust the production process to use other fiber plants, such as eucalyptus, as raw materials.

2. Adhesive

The most important secondary ingredient from rubber wood is urea formaldehyde glue, a substance that binds plywood fibers. Therefore, it is important for the production process and the quality of the product. Currently, the Company and its subsidiaries purchase glue from Vanachai Chemical Industries Company Limited, a subsidiary of the Company, which applies foreign production technology and develops its own Know How of production to obtain the quality adhesive raw materials that are suitable for raw materials and production processes of the Company and its subsidiaries. In addition, adhesives are purchased from other manufacturers as deemed necessary, since Vanachai Chemical Industries Company Limited cannot produce adhesives in time and the Company wants to compare the quality with other adhesive manufacturers in the market.

The raw material used for producing adhesive, Methanol, is mainly purchased from Bahrain and Malaysia, and Urea is purchased from Qatar (from Traders in Singapore).



3. Doorskin Coating Paint

Coating paint is another important raw material for Doorskin. It is used as a primer to prevent moisture, and for the convenience of customers for painting. The coating used will contain water as an element (Water Borne Latex Paint) which has the appropriate properties for such applications. Currently, the Company purchases such coating from a domestic manufacturer and distributor which has the appropriate properties for applications of the Company.

4. Chemicals

Important chemicals include curing agents, sizing agents, and antifungal and wood preservation agent. The Company will purchase these chemicals from foreign countries or domestic distributors.

Vanachai Group Public Company Limited, which manufactures melamine impregnated paper and melamine impregnated sheet for producing Melamine Laminated on MDF Board, Melamine Laminated on Particleboard, and Laminated Flooring, will purchase printed paper and melamine sheet from foreign countries, namely China, Malaysia and Germany, which are major manufacturers of paper and melamine.

The proportion of domestic raw material purchase per foreign purchase of the Company and its subsidiaries at the end of the year 2025 accounted for approximately 71:29.

(4) Operating Assets

4.1 Main fixed assets of the Company and its subsidiaries

4.1.1 Main fixed assets of Vanachai Group Public Company Limited and its subsidiaries include property, plant, machinery and equipment used for production.

4.1.2 Intangible assets

- Vanachai Chemical Industries Company Limited (Subsidiary) had the royalty fee payment as intangible assets. The nature of transaction was the purchase of machineries and production technologies from foreign manufacturers, which would grant the right to produce and transfer formaldehyde production technology to the Company, provided that the production technology will not be transferred to any third parties.

- Vanachai Group Public Company Limited had the royalty fee payment as intangible assets. The nature of transaction was the purchase of Laminated Flooring production technology, which is the locking system.

4.2 Policy on investment in subsidiaries

The Company has the policy on investment in subsidiaries. The objective is to merge a group of companies engaged in the production and distribution of panel boards to substitute natural wood and related products of Vanachai Group.

4.3 Policy on management in subsidiaries

The Company has a policy emphasizing on allowing subsidiaries to produce quality products with competitive production costs which can support revenues and products distribution within the Group. The Company's executive directors will also be the executive director of subsidiaries in order to establish policies and supervise the operations of subsidiaries in accordance with the specified directions and policies.

(5) Undelivered work

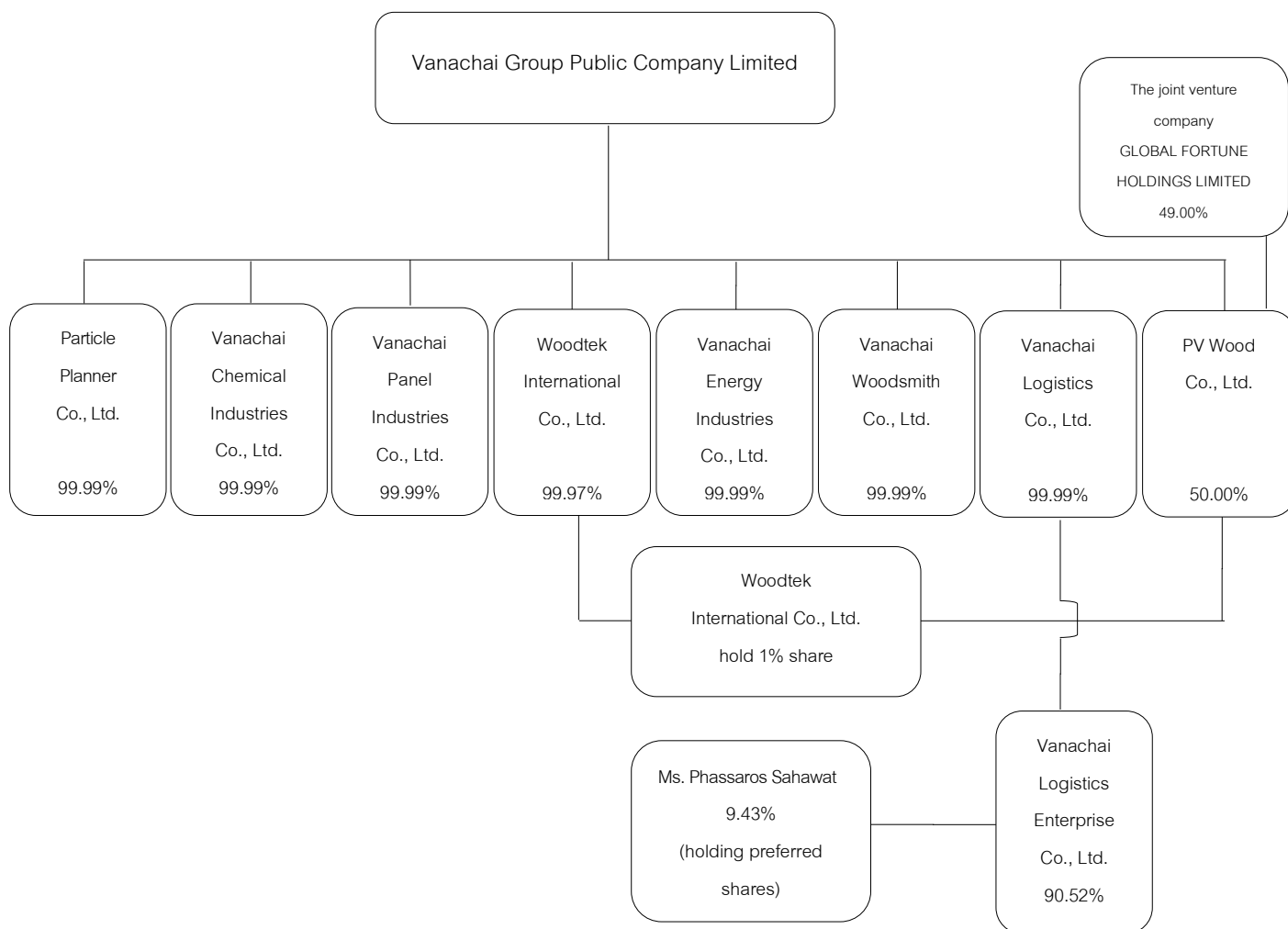
- There is no undelivered work because the Company recognizes revenue upon delivering goods.



1.3 Shareholding structure of the group of companies

1.3.1 Shareholding structure of the group of companies

The company has a policy to focus on the subsidiary to produce quality products. with competitive production costs can help increase revenue and sales of products within the group. The Executive Directors of the Company will also be Executive Directors of the Subsidiary to be able to set policies and supervise the operations of the subsidiary to be in accordance with the directions and policies set.



Investment in subsidiaries

Company Name / Head Office Location / Tel. / Fax	Type of business	Type of share	Paid-up capital (Million Baht)	Amount of shares sold (share)	Amount of shares held by the company (share)	Proportion (%)	
						shareholding	Right to vote
1. Particle Planner Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	-	Ordinary share	250	2,500,000	2,499,993	99.99	99.99
2. Vanachai Panel Industries Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	Manufacture Particleboard OSB plywood Particleboard surface MDF board surface For local and export sales	Ordinary share	4,750	475,000,000	474,999,993	99.99	99.99
3. Vanachai Chemical Industries Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	Manufacture Resin for among the Group sales	Ordinary share	150	15,000,000	14,999,993	99.99	99.99
4. Woodtek International Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	Operate marketing business for all products under the Group PCL.	Ordinary share	2	20,000	19,993	99.97	99.97
5. PV Wood Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	Production and sales of Laminate veneer For local and export sales	Ordinary share	38	380,000	190,000	50.00	50.00
6. Vanachai Energy Industries Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	Production and distribution of electricity from renewable energy biomass For sales to Vanachai Panel Industries Co., Ltd (the Company's subsidiary)	Ordinary share	625	62,500,000	62,499,997	99.99	99.99



Company Name / Head Office Location / Tel. / Fax	Type of business	Type of share	Paid-up capital (Million Baht)	Amount of shares sold (share)	Amount of shares held by the company (share)	Proportion (%)	
						shareholding	Right to vote
7. Vanachai Woodsmith Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	Distribution of products of the group companies in the form of integrated wholesale	Ordinary share	440	44,000,000	43,999,997	99.99	99.99
8. Vanachai Logistics Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	Business pick-up and delivery of goods within the country.	Ordinary share	115	11,500,000	11,499,997	99.99	99.99
9. Vanachai Logistics Enterprise Co., Ltd. 2/1 Wongsawang Road, Bangsue, Bangkok Tel. 0 2585 4900-3 Fax. 0 2587 9556	Business pick-up and delivery of goods within the country.	Ordinary share Preferred shares	4.9 5.1	4,900 5,100	(*1) 4,897	(*1) 48.97	(*2) 90.52

(*1) 4,897 ordinary shares of Vanachai Logistics Enterprise Company Limited (shareholding proportion of 48.97%) was held by Vanachai Logistics Company Limited (a subsidiary of which the Company holds 99.99% of shares).

(*2) The regulations of Vanachai Logistics Enterprise Company Limited require that ordinary shares carry the right to one vote per share and preferred shares carry the right to one vote per 10 shares. As Vanachai Logistics Company Limited holds 4,897 ordinary shares, it has 90.52% of the voting rights (and the Company's voting right proportion is also 90.52%).

1.3.2 Persons with potential conflicts of interest hold shares in subsidiaries or associates exceeding 10% of the number of shares with voting rights

- None -

1.3.3 Relationship with business group of major shareholders

The Company has a major group of shareholders who hold shares in the relevant group of companies and operate the business of producing and selling wood boards to substitute natural wood and related products. The Company and its subsidiaries have several trading transactions with a business group of related companies. The business operations of the companies with relationships with the business group of the major shareholders are in the manner of the dependent and supportive relationship. All trading transactions are normal trades that have a trade agreement with general commercial terms in the same manner as an ordinary person would agree with any general counterparty under similar circumstances. However, to enter into transactions with the related companies or persons with potential conflicts of the Company, the Company shall comply with its policy on related transactions as detailed in Item 9.2, Related Transactions, in order to maintain the rights of shareholders to be fair and for the best interests of the Company and its shareholders.



The related companies have the following nature of business operations:

Company	Type of Business	(%) Shareholding
1. The Vanachai Group of Companies Co., Ltd.	Holding Company	See details in 1.3.4 (b) topic Shareholding
2. Vanachai Intertrading Group Co., Ltd	Holding Company	100% Shareholding by some directors of the Vanachai Group PCL. The list of shareholders and shareholdings is the same to the Vanachai Group of Companies Co., Ltd.
3. Firstwood Co., Ltd.	Office for lease	The Vanachai Intertrading Group Co., Ltd. holds 83.05% shares. The Vanachai Group of Companies Co., Ltd. holds 16.95% shares.
4. Woodland Co., Ltd.	Manufacture Flush and moulded doors	The Vanachai Intertrading Group Co., Ltd. holds 99.99% shares.
5. Vanachai Veneer and Plywood Co., Ltd.	Manufacture plywood and Laminate plywood Board	The Vanachai Intertrading Group Co., Ltd. holds 90.91% shares. The Vanachai Group of Companies Co., Ltd. holds 9.09% shares.
6. Maeyai Co., Ltd.	Manufacture MDF Board with impregnated plywood	The Vanachai Intertrading Group Co., Ltd. holds 80.95% shares. The Vanachai Group of Companies Co., Ltd. holds 19.05% shares.
7. Rich forest Co., Ltd.	Planting Ucalyptus Forest	100% shareholding by some directors of Vanachai Group PCL. and some of the Sahavat Family

Related companies conduct business of wooden board production and distribution in place of natural wood and associated projects with the policy emphasizing ability to produce quality products in related companies with production costs which can compete, support income and product sales in the group.



1.3.4 Shareholders

(1) List of major shareholders

(a) The top ten of shareholders and the amount of shares on the record date as of March 18, 2026.

Rank	Shareholders	No. of Shares	% **
*1.	The Vanachai Group of Companies Co., Ltd.	969,379,770	55.864
*2.	The Sahavat Family		
	2.1 Mr. Patta Sahawat	36,000,000	2.075
	2.2 Ms. Phattra Sahawat	36,000,000	2.075
	2.3 Mr. Somprasong Sahawat	36,000,000	2.075
	2.4 Ms. Somjairak Sahawat	36,000,000	2.075
	2.5 Mr. Sittiwat Sahawat	36,000,000	2.075
	2.6 Ms. Nipapat Sahawat	36,000,000	2.075
*3.	The Jaroennawarat Family		
	3.1 Mr. Vasun Jaroenavarat	35,999,999	2.075
	3.2 Mr. Wanthana Jaroennawarat	35,999,999	2.075
*4.	Ms. Yupaporn Boongate	36,000,000	2.075
*5.	Mrs. Siriporn Chaipattavanich	36,000,000	2.075
6.	Bangkok Bank PCL.	92,764,585	5.346
7.	Sinnsuptawee Asset Management Co., Ltd.	22,806,360	1.314
8.	Mr. Anucha Kitthanamongkolchai	21,080,000	1.215
9.	Thai NVDR Co., Ltd.	14,556,486	0.839
10.	Mr. Wanchak Kitthanamongkolchai	13,451,000	0.775
11.	Other Shareholders	241,199,281	13.897
Total		1,735,237,480	100.000

* Holding shares together approximately 76.61% of total shares

** = Percentage of total number of shares in issue, totaling 1,735,237,480 shares

(b) Details of the shareholders of The Vanachai Group of Companies Co., Ltd. (The Holding Company)

Rank	Shareholders	No. of Shares	%
1.	Ms. Yupaporn Boongate	510,000	10
2.	Mr. Vasun Jaroenavarat	510,000	10
3.	Mr. Wanthana Jaroennawarat	510,000	10
4.	Mrs. Siriporn Chaipattavanich	510,000	10
5.	Mr. Patta Sahawat	510,000	10
6.	Ms. Phattra Sahawat	510,000	10
7.	Mr. Somprasong Sahawat	510,000	10
8.	Ms. Somjairak Sahawat	510,000	10
9.	Mr. Sittiwat Sahawat	510,000	10
10.	Ms. Nipapat Sahawat	510,000	10
Total		5,100,000	100

% = Percentage of total number of shares in issue

(2) In the case that the Company has a business of holding company

- None -

(3) Agreement between the major shareholders (Shareholding agreement) on matters affecting the issuance and sale of securities. Or the management of the agreement signed with the company.

- None -



1.4 Number of registered capital and paid-up capital

1.4.1 The Company has registered capital of 1,735,237,480 Baht and paid-up capital of 1,735,237,480 Baht, divided into 1,735,237,480 ordinary shares at the par value of 1.00 Baht per share.

1.4.2 Other types of stock

- None -

1.4.3 Stocks or Convertible Securities

- None -

1.5 Issuance of other securities

- None -

1.6 Dividend payment policy

The dividend payment rate will correspond to the company's policy that would be not less than 40% of the net profit in the fiscal consolidated financial statements. This net profit would be after every legal and company's regulation reserve including accrual of loss (in case). However, all factors including legal, company's financial status, cash flow, current liquidity, conditions, and regulations in every company's contracts, together with, investment plan for both the company and its subsidiaries and any necessary or suitable projects in the future.

For the company's subsidiaries, the dividend payment would not less than 40% of the annual net profit. each year by taking into account various factors, such as legal requirements, financial position, cash flows, liquidity of the Company, terms and conditions of contracts bound by the Company, investment plans of the Company and its subsidiaries, and other necessities and suitability in the future.

Historical Dividend Payment Information

Year	2021	2022	2023	2024	2025
Net Earnings (loss) Per Share - Consolidated Financial Statements	0.75	0.41	0.02	0.13	(0.35)
Net Earnings (loss) Per Share - Separate Financial Statements	0.43	0.36	0.25	0.26	(0.23)
Dividend per share rate - Dividend (Baht/share)	0.40	0.20	0.02	0.10	-
Dividend to net profit rate (%) From profit for the year - Consolidated financial statements - Shareholders' Equity of the Company	53.65	48.42	130.18	75.38	-



2. Risk Management

Vanachai Group recognizes the importance of risk management as a key mechanism of good corporate governance driving the Company's strategies to protect business continuity, create flexibility for turbulence in the business environment, and support sustainable long-term value creation. The Company makes risk management part of decision-making processes at every level, from strategic planning, operations, and investment to compliance with the law and requirements, in order to enable appropriate and timely risk identification, assessment, prioritization, and specification of risk management measures.

The Company implements enterprise risk management (ERM) as the primary system for risk governance and monitoring with clear role specifications for the Board of Directors, relevant committees/teams, and the management in order to make risk management work continuous, transparent, and accountable. The Company sets risk appetites for use as criteria in risk prioritization, resource allocation, and to appropriately raise issues to the governance process.

To ensure risk management covers rapidly evolving challenges, particularly in terms of environmental, social, and governance (ESG) issues, the Company has developed the Vanachai Integrated Materiality and Risk Assessment (V-IMRA) process, which functions to link results from double materiality assessment to systematic risk management. V-IMRA enables the Company to identify and prioritize sustainability risks and opportunities in terms of "Impact on Stakeholders and the Environment" and "Effects on Business Value and Performance". Subsequently, outcomes are converted into a corporate risk language format for integration in registering risks and determining risk owners, control measures, risk mitigation plans, advance warning indicators, and mechanisms of reports to the Board of Directors and the management.

With the above guidelines, the Company's risk management covers risks with effects on current business operations and emerging risks in the next 3-5 years, including risks with potential impact on investors and shareholders, such as risks potentially capable of preventing investors and shareholders from receiving returns or entitlements or potentially cause total or partial loss of investment. Risk management policy and plan details include risks for business operations and risks for shareholders.

2.1 Risk Management Policy and Plan

The Company makes the Enterprise Risk Management Policy (Document No. VNG-GOV-ERM-PL-02) our main framework for risk governance in line with governance principles and strategic goals. The Company aims to protectively manage risks in order to anticipate uncertainties, reduce impact from unexpected events, and support use of business opportunities consistent with the Company's sustainability direction. The above policy references the COSO ERM Framework (2017) while being consistent with relevant international guidelines/standards including international standard frameworks and capital market expectations in order to make risk management transparent, accountable, and equivalent to international standards, including international standard frameworks and capital market expectations. Concurrently, the Company recognizes the importance of creating a "Risk Culture" to make employees at every level aware that "risk is everyone's job" by supporting timely communication and raising of issues, including decision-making based on databases and consistent compliance with control measures.

The policy covers the organization's main activities, ranging from strategic planning, finance, operations, procurement, investment, personnel management, safety, occupational health, environment, and business continuity, including ESG risks. Roles and duties concerning risk are clearly defined at every level, from the Board of Directors and the committees/teams involved to the management and employees at every level, in order to enable effective risk identification, analysis, reporting, and monitoring within areas of responsibility. Additionally, the Company has an internal audit unit periodically assessing the risk management and internal control system's sufficiency and efficiency.



To ensure sustainability risks are managed in a manner equivalent to organizational risks, the Company has made “Vanachai Integrated Materiality and Risk Assessment (V-IMRA)” a mechanism for identification and ranking of impacts, risks, and sustainability opportunities. This is achieved by integrating the dimensions of impact materiality and financial materiality, and by entering outcomes as input data into the ERM system for inclusion in the Enterprise Risk Register, specification of risk owners, control measures, risk mitigation plans, indicators, and continuous monitoring.

In the area of risk management plans, the Company uses processes in the COSO ERM Framework, from risk identification (including strategic, operational, financial, legal/regulatory, ESG, and emerging risks) and risk assessment based on possibility and impact, to specification of four response guidelines e.g. evasion, mitigation, transfer, and tolerance under acceptable risk appetite. The Company requires risk management outcomes to be reviewed and reported to the committees involved and the Board of Directors on at least a biannual basis. In addition, the Company places importance on risk connectivity, particularly in regard to issues concerning supply chains, natural resources, energy, and environmental and social changes.








With an aim to improve implementation and make risk management continuous, the Company defines periodical goals and indicators. In the short term, the Company aims to improve knowledge and understanding through risk management training, and the Company directs every work unit to carry out annual risk assessments and prepare operational plans. In the medium term, the Company intends to integrate risk to strategic, budgetary, and investment plans of main projects with a goal to reduce significant risks within the specified timeframe and the Company requires high-value investment projects to undergo project-wide risk reviews. In the long term, the Company hopes to raise the Company’s resilience culture and continually improve systems by providing support with systematic risk monitoring instruments and mechanisms such as the Enterprise Risk Register, key risk indicators (KRIs), and advance warnings. Incident/disturbance and internal control outcome reports, including periodical risk reviews submitted to the management and the Board with links to Vanachai Integrated Materiality and Risk Assessment (V-IMRA) results, provide data entered into the ERM for appropriate prioritization and specification of risk owners, control measures, and risk mitigation plans. The Company reviews the policy at least once every two years or when a significant change in content occurs and the Company utilizes lessons from real events and audit outcomes in making continual improvements to the risk management process.

2.2 The Company’s Operating Risks








The Company places importance on disclosure of “operational risk factors” by systematically linking enterprise risk management (ERM) to double materiality assessment (DMA) in order to reflect current and emerging risks with potential effects on performance, competitiveness, and business continuity in the next 3-5 years. In 2025, the Company raised three emerging risks as strategic focal points. These risks are: (1) flexibility to geopolitical risks; (2) digital and information security; and (3) emerging diseases. These risks are considered from the view of impact on stakeholders and the environment alongside effects on business value and performance, and integrated in the Enterprise Risk Register for systematic governance, monitoring and reporting.

In connecting with risk governance, the Company defines the **Vanachai Integrated Materiality and Risk Assessment (V-IMRA) Framework** as structural input data for enterprise risk management (ERM) to support identification and prioritization of risks and sustainability opportunities for integration in the Enterprise Risk Register, including continuous and systematic management monitoring. Thus, sustainability risks are strictly managed with an equivalence to strategic, financial, operational, and legal compliance risks.






Risk Factors	Risk Characteristics	Impact from Risk	Risk Management Measures
Strategic Risks			
1) Greenhouse Gases & De-carbonization 	Transitory risk from regulations/market expectations and customers.	Additional costs, market access risks, delivery/purchase order and reputational risks.	Plans for reducing emissions and enhancing energy efficiency; monitor indicators/reports and integrate via V-IMRA-ERM.
2) Climate Change 	Physical risk from extreme weather conditions/resource fluctuations	Production-logistical disruptions, higher costs, and property damage.	Assess risks and adaptation plans; integrate BCM, monitor indicators, and review via V-IMRA ERM.
8) Honesty & Business Ethics 	Risk of corruption and non-conformance with ethics.	Reputational damage, litigation/penalties, and loss of confidence.	Ethics policies/trainings, complaint channels, internal control and audit, incident monitoring, and reports to the Board.
4) Circular Economy and Operational Eco-Efficiency 	Risk of resource/item damage and material eco-efficiency.	Higher costs, damaged items, and risk of non-conformance with requirements.	ERM Increase operational eco-efficiency, reduce waste/recycle, follow-up on KPIs, and integrate with ERM.
9) Organization-level Risk Management & Governance 	Risk of insufficient risk governance/late information.	Erroneous decision-making, untimely control, and repeated incidents.	Modify ERM and risk culture; use Risk Register/KRIs, report regularly, and connect with V-IMRA-ERM.
14) Green Innovation and Inclusion 	Risk of innovations being obsolete compared to the market/failing to meet stakeholder needs.	Loss of opportunity, slowed income, and lower competitiveness.	Roadmap innovation R&D with customers/suppliers; assess project cost-efficiency and risks.
15) Product Useful Life and Effectiveness Throughout the Life Cycle 	Risk from quality/useful life and effects throughout the life cycle.	Claims/complaints, reputational damage, higher service cost.	Quality standards and product testing; design for durability, follow-up on complaints, and make improvements continually.



Risk Factors	Risk Characteristics	Impact from Risk	Risk Management Measures
Operational Risks			
17) Health, Engagement, and Employee Development 	Retention / insufficient skills / low engagement.	Lower productivity, high personnel cost, and labor risks.	Skill development and succession plans; survey engagement, welfare/health, and monitor resignation rates and KPIs.
7) Water Management & Water Security 	Water shortage / water quality / wastewater requirements.	Production disruption, higher cost, and legal risks.	Efficient water utilization plans, recycle / treat water, assess areas at risk, and follow-up on water use and quality.
11) Responsible Supply Chains & Responsibility to Suppliers 	Suppliers do not conform to standards / have disrupted deliveries.	Raw material shortages, higher cost, and reputational damage.	Supplier selection-assessment, ethical requirements, follow-up/make corrections, and develop suppliers and backup plans.
18) Occupational Health & Work Safety 	Accidents / work-related diseases / insufficient controls.	Injuries, lost time, compensation / reputational damage.	OHS system; risk assessment, provide training / protective equipment, investigate causes, monitor TRIR / LTIFR, and report.
Financial Risks			
3) Energy Efficiency & Transition to Low Carbon Energy 	Energy price fluctuations / low efficiency / clean energy requirements.	Higher production costs, lower competitiveness, and risk of failure to meet requirements.	Energy conserving projects, engine improvements, increase clean energy, follow-up on KPIs, and integrate the issue in ERM.
Regulatory Risks			
16) Responsibility to Products and Service Sustainability 	Products do not conform to standards / customer specifications	Complain / claw back, higher costs, and reputational damage.	Product standards and testing; control quality, documents / labels / customer information, follow-up on complaints, and make improvements.
5) Waste, Wastewater, and Pollution Prevention Management 	Waste / wastewater is not compliant with the law / leaks.	Penalties, corrective costs, production disruption, and reputational impact.	Sort-reduce waste, treat wastewater / control pollution, emergency plans, take measurements / make reports in compliance with laws, and internal monitoring.



Risk Factors	Risk Characteristics	Impact from Risk	Risk Management Measures
ESG Risks			
20) Responsibility to Customers and Confidence 	Complaints / inconsistent service quality / incomplete information.	Lost customers, lower income, and reputational damage.	Service and quality standards, complaint receiving systems, SLAs / satisfaction follow-ups, and customer data protection measures.
6) Biodiversity and Responsible Use of Natural Resources 	Ecological impact / stronger area and resource requirements.	License risks, higher costs, project delays, and reputational impact.	Assess impacts and biodiversity management plans, procure raw materials responsibly, restore / offset, and monitor KPIs.
19) Human Rights & Community Development 	Violation of rights to works / customers / conflict with communities.	Disputes, disruptions, reputational damage, and legal risks.	Human rights policy, supplier due diligence, complaint channels, community engagement, and complaint management plans.

2.2.1 Current and Emerging Operating Risks of the Company or the Company Group in the Next 3-5 Years

(1) Flexibility to Geopolitical Risks

The Company has assessed and considers geopolitical and global economic turmoil as strategic risks of growing importance in the next 3-5 years. The Company has raised the level of direct impact on export, logistics, and distribution businesses, including overall business continuity. These risks may affect continuity of purchase orders, trade terms, trade barriers, international transportation, and logistical costs with significant impact on the Company's income, costs, and competitiveness. Therefore, the Company monitors the above risks closely via the ERM system and uses V-IMRA results to raise this issue towards governance at the organizational level, including making appropriate risk mitigation plans for rapidly changing situations.




(2) Digital Transition and Information Security

Digital transition and information security risks are another emerging risk of heightened significance due to effects on performance efficiency and business continuity with direct effects on performance efficiency, business continuity, and stakeholder confidence. The Company has made significant investments to implement the SAP system as an enterprise resource planning (ERP) system in order to improve integration of work information, standards, and procedures. This makes risks from unprepared systems, technologies, and personnel, including system disruptions, cyber-threats, and information leaks, more likely in the next 3-5 years with potential effects causing disruption to main processes, financial damage, system recovery expenses, and reputational damage. Therefore, the Company integrates this issue with ERM through assessment results from V-IMRA to clearly determine systemic risks, specify risk owners, control measures, and monitoring indicators, including mechanisms for reporting and raising issues to executives and the Board according to the specified criteria.



(3) Emerging Disease Risks

In the Company's assessment, emerging diseases and public health events are emerging risks with potential impact on safety and continuity of manpower, production processes, transportation, and logistics, including readiness of key suppliers and contractors in the value chain. Such events may lead to work limitations, higher management costs, and risk of failure to deliver goods as planned. The Company recognizes the importance of occupational health and safety risk management with coverage of prevention and management of risk from major communicable diseases. The Company recognizes that current public health risks are not limited to emerging diseases but also cover "regularly encountered major communicable diseases", such as HIV/AIDS, tuberculosis, and malaria, which may return to cause significant effects on contemporary work, such as international travel and labor movement, use of contractors and work in value chains with area diversity. Through measures in terms of communicating knowledge, appropriate screening/monitoring, support for access to treatment without discrimination, and arrangements of safe and hygienic work environments, the Company integrates this issue with business continuity management (BCM) and uses V-IMRA as a mechanism for supporting advanced risk assessment in order to have monitoring systems, preparations, suitable and timely responses for changing situations.

Risk Factors	Risk Characteristics	Impact from Risk	Risk Management Measures
Strategic Risks			
9) Flexibility to Geopolitical Risks 	Risk from uncertainties in trade, logistics, and measures of suppliers' countries.	Export fluctuations, higher logistical / insurance costs, and impact on income.	Monitor and make plans to handle situations, diversify markets/routes, supply and stock management, and integrate with ERM.
Operational Risks			
13) Digital & Information Security 	System disruptions / cyber-attacks / information leaks.	Disruptions, financial damage, reputational impact.	Control cyberspace and access rights, backup / recover systems, hold plan drills, follow-up on KRIs, and report via ERM.
24) Emerging Disease Risks 	Disease outbreaks / public health limitations, and impact on manpower and supplies.	Production-logistical disruptions, higher costs, and late deliveries.	BCM plan for monitoring and health measures; practice plans / communications and follow-up via V-IMRA-ERM.





Radar Chart of Organizational Risks and Integrated Main Content

Sustainability

- Environment
- Social
- Governance

The Company's Risks

- Current Risks
- Emerging Risks

Severity Levels

- Critical
- High
- Medium
- Low
- Very Low

Risk Issues

- 1) Greenhouse Gas Emissions & De-carbonization
- 2) Climate Change
- 3) Energy Transition
- 4) Renewable Resources
- 5) Pollution Control
- 6) Resources & Biodiversity
- 7) Water Security
- 8) Honesty & Business Ethics
- 9) Risk Governance
- 10) Tax Transparency
- 11) Responsible Supply Chains
- 12) Flexibility to Geopolitical Risks
- 13) Digital & Information Security
- 14) Sustainable Innovations
- 15) Product Durability & Useful Life
- 16) Responsibility to Products
- 17) Employee Health
- 18) Work Safety
- 19) Human Rights & Communities
- 20) Customer Confidence
- 21) Marketing & Sales
- 22) Production Cost Control
- 23) Personnel Management
- 24) Emerging Disease Risk
- 25) Exchange Rate



2.2.2 Risks to Shareholder Investments

Investment in the Company's shares carries risks from internal and external factors potentially capable of causing shareholders to not receive returns or rights, or potentially cause total or partial loss of investments. The Company assesses and monitors such risks via the enterprise risk management (ERM) and integrates main issues from double materiality assessment in 2025 via the V-IMRA process to ensure sustainability risks and emerging risks are systematically governed equivalent to other organizational risks.

(1) Market and Business Flexibility Risks amidst Geopolitical and Global Contexts with Effects on Income and Performance

The Company is highly dependent on international markets, making the Company sensitive to global economic turmoil, geopolitical uncertainties, trade barriers, and changes in international customer behaviors/demand. Events that delay purchase orders or procurement base relocations may affect the Company's income, profit, cash flow, and share value in the stock exchange with potential impact on investor returns.

(2) Risks from Exchange Rates, Financial Costs, and Liquidity

Currency and interest rate fluctuations may affect income from exports, import costs, financial costs, and working capital management ability. Liquidity tensions from economic conditions or unanticipated events may limit the Company's ability to make investments and pay returns with potential impact on share valuations.

(3) Risks from Disruptions of Operations, Responsible Supply Chains, and Responsibility to Suppliers

Damage or disruption to production processes, transportation, raw material procurement, and significant public utility systems (such as energy, water, and transportation) may increase costs, delay deliveries, or cause income loss while also causing potential impact on reputation and customer confidence, all of which reflect profitability and investor returns. The Company manages these risks through ERM and business continuity measures consistent with significant risk assessments.

(4) Digital Transition and Information Security Risks

Increased dependence on digital systems and the ERP system creates risks from system disruptions, cyber-attacks, information leaks, or information access control errors. This may lead to business disruptions, financial damage, expenses from corrections, and reputational damage with potential effects on share prices and investor returns.

(5) Risks from Regulatory Changes and Capital Market Transparency Expectations

Information disclosure, sustainability, and governance requirements are increasingly stricter. Without sufficient compliance or if information disclosure is incomplete, risks in terms of governance, penalties or disputes, reputational damage, and impact on investor confidence may be created. The Company uses V-IMRA as a mechanism linking significant issues to ERM to support systemic readiness and continuous oversight.

(6) Risks from Mitigation and Adaptation to Climate Change in Terms of Conditions, Resources, and the Environment (Physical and Transitory)

Extreme weather events, resource risks (such as raw materials, water, energy), and stricter environmental requirements may impact costs, production continuity, additional investments to adapt to/mitigate impacts, and competitiveness. Late risk management may affect performance and business value with significant effects on investor returns.

(7) Uncertainty of Shareholder Returns

Dividend payouts or other returns are dependent on performance, financial status, investment plans, liquidity, legal requirements, and shareholder meeting resolutions. Therefore, investors may not receive dividends or the dividends paid out may be lower than expenses at certain times. Performance fluctuations and market factors may cause asset prices to be lower, which may cause investors to lose all or part of investments.



3. Driving Business for Sustainability

3.1 Driving Business for Sustainability

In 2025, Vanachai Group Public Company Limited drove the organization under the goal of “From Forest Roots to the Net Zero Future” in order to reflect business foundations grown from adherence to “Forest & Environment Conservation” alongside clear commitment to achieve net zero emission goals by 2050. The Company Group remains committed to its vision and philosophy on nature- and environmentally-friendly business operations. Since the Company’s founding, the Company has held to the following two objectives:

- Leadership in the wood-based panel industry.
- Leadership in forest conservation.

From our roots in nature and environment conservation, the Company Group develops towards sustainable business operations, which are **at the heart of every business process**, under a corporate governance framework that emphasizes transparency, accountability, and responsibility to the economy, society, and environment, as well as demonstrating responsibility to stakeholders throughout the business value chain appropriately and continuously.

As a leader in Thailand’s wood-based panel industry, alongside our role in forest and environmental resource conservation, the Company Group always recognizes that **competitiveness** walks hand-in-hand with **natural capital value**, particularly when the main raw material for manufacturing is wood (95%). Therefore, not only are responsible forest conservation and raw material procurement an environmental guideline, they are also a foundation off business stability and society’s trust. The Company Group aims to use less wood from natural forests, promote efficient renewable resource use, and create sustainability throughout the value chain, from raw material procurement from sustainably managed wood sources and scrap wood in communities to manufacturing processes with consideration given to systematic environmental impact reduction.

The Company Group integrates environmental guidelines in every work process with an aim to reduce greenhouse gas emissions through improved production efficiency, adoption of technologies that support low carbon manufacturing, and investment in renewable energy, such as biomass power plant and solar energy generation capacity installation to consistently reduce the organization’s carbon footprint. Simultaneously, the Company Group develops innovative MDF, Particleboard, OSB products, and other categories of wood products while placing importance on the use of environmentally-friendly materials and binders, and working in line with international standards to improve product quality and safety for users.

In 2025, the Company placed greater emphasis on goods and service reliability to build confidence and trust among customers, users, and stakeholders. The Company focused on improving consistency in terms of quality, competency and standard revisions, development of clear, transparent, and accessible product information. This includes strengthening customer support services ranging from technical recommendations, selection and installation instructions, and after-sale services, including a system for hearing recommendations in order to lead to continued improvement. Additionally, the Company expanded WoodSmith roles to become a learning space and create real experiences in order to improve market understanding of correct, appropriate, and worthwhile uses of composite wood products.

Additionally, the concept of a circular economy is implemented in every manufacturing process, from use of raw materials to maximum benefit, waste reduction in work processes, processing leftover materials into biomass energy, and designing resource utilization guidelines for maximum efficiency, in order to support sustainable and measurable environmental and economic growth.



“Bonded for Life” – The Company Group gives precedence to long-term bonds with forests, communities, customers, and business allies, reflecting the idea of growth that is not separate from environmental responsibilities. This is because, since the business stands on wood as a foundation, the business has to make a similar stand on forest and environment conservation. The Company Group believes cooperation and shared knowledge with stakeholders will help to boost innovation, improve industrial standards, and concretely support the Company on its way to achieve net zero emissions by 2050 (Net Zero 2050).

The Company Group remains committed to continual development in line with international sustainable development guidelines, investment in environmentally-friendly manufacturing processes, renewable energy, and resource efficiency to positively impact society and the environment while also improving the reliability of products and services in order to create long-term trust and value for all sectors throughout the business value chain.

3.2 Sustainability Management Policy and Goals

Sustainable Development Policy

As a consequence of the sustainability management framework enacted in the previous year’s report, in 2025, the Company Group reviewed and improved **the Sustainable Development Policy to have a clear and complete structure in order to integrate ESG guidelines with corporate strategy, risk management, and regular work throughout the value chain.** The revised policy clearly outlines the organization’s roles, as well as the roles and responsibilities of the employees involved, in addition to outlining guidelines for assessment of material issues and risks, resource use based on the circular economy idea, the drive towards carbon neutrality, and the goal of Net Zero 2050 along with monitoring outcomes and transparent reporting in line with key international standards, such as GRI, COSO ERM, FTSE Russell, ESG, and relevant SDGs.

In 2025, the Company Group specified Board of Directors-approved sustainability policies, plans, and strategic goals as instruments for driving the organization to achieve its vision in sustainability development. [Link to Sustainability Development Policy \(Doc No. VNG-GOV-SD-PL-02\): https://www.vanachai.com/th/sustainability/governance](https://www.vanachai.com/th/sustainability/governance)

Sustainability Management Goals

In 2025, the Company Group set sustainability policies, plans, and strategic goals to be consistent with our vision and commitment to business operations on the basis of sustainability according to our goal to “protect the future of forests together, to live a sustainable life”, with the **vision to “preserve forests together, create sustainable value with responsible and reliable wood product innovations to drive Vanachai towards a low-carbon future and sustainable lifestyle.”** The Company adheres to Double Materiality Assessment (DMA) results as a basis for ranking and selecting material issues in the **top quartile** for use as main topics in determining **seven key performance indicators (KPIs)** in order to monitor and drive ESG performance with clear and measurable goals throughout our entire organization.



Main Sustainability Strategy	Sustainability Goals	Key Performance Indicator (KPI)	Unit	Results of 2025	Sustainable Management Goals			
					2025	2030	2050	
FOREST (Environment)								
E1) Transition Together to a Low Carbon Future	Forest Goal 1: Change for the Better – Decarbonize Together for Forests and the Future	Greenhouse Gas Emission Intensity in Scopes 1 and 2 to Production	tCO ₂ e	0.128	≤0.125 (New Base Year)	≤0.075	≤0.010 ¹	SDG 13, 7, 9
		Renewable Energy (Electric + Thermal) to Total Energy Ratio	%	71.6%	≥70%	≥80%	≥90%	SDG 7, 12, 13
		Proportion of Raw Materials from Wood/Scrap Wood (Renewable Resources) to All Materials	% By Weight	94.7%	≥94%	≥95%	≥95%	SDG 12, 15
E2) Advancing Circular and Resource-Responsible Manufacturing	Forest Goal 2: Save the Forest, Set Zero Waste – Use Every Part of Wood for Maximum Efficiency	Proportion of Recycled/Reused/Recovered Waste	% By Weight	≈96.8%	≥95%	≥98%	≥99%	SDG 9, 12
		Proportion of Reused/Returnable Packaging	% By Weight	100%	100%	100%	100%	SDG 12
		Water Intensity per Production Unit	Cubic Meter/Ton of Production	0.62	≤0.63	≤0.50	≤0.38	SDG 6, 12, 13
E3) Safeguarding Water Resources for the Future	Forest Goal 3: Focus on Fresh Air & Clean Water – Every Drop Returns Value to Forests and Communities	Proportion of Recycled Water to All Wastewater	%	87.9%	≥85%	≥90%	≥95%	SDG 6, 12
		Water Withdrawal from Water-stressed Areas	Cubic Meter/Year	0	Maintain at 0	Maintain at 0	Maintain at 0	SDG 6, 15
		¹ Goal for 2050 (0.010 tCO ₂ e/tons of production) = very low direct emissions remaining; use carbon capture/offsets more to achieve net zero emissions in terms of carbon accounting.						



Main Sustainability Strategy	Sustainability Goals	Key Performance Indicator (KPI)	Unit	Results of 2025	Sustainability Management Goal			
					2025	2030	2050	UN SDGs
FUTURE (Governance)								
G1) Promote Responsible and Flexible Governance	Future Goal 4: Trusted & Resilient Governance – Transparent and Trustworthy Governance	Proportion of Independent Directors to All Directors Cases of Significant Non-compliance with Environmental, Social, and Governance Laws/Regulations	% Cases/Year	40% 0	≥ 33.3% 0	≥ 50% 0	≥ 50% 0	SDG 16 SDG 16
G2) Drive Digital Transformation to Boost Business and Innovation Capacity with Sustainability	Future Goal 5: Digital-Driven & Data-Smart Business – Digital-driven Business and Sustainability	Proportion of Main Processes Using Digital/Automated Manufacturing Efficiency, Energy, and Carbon Tracking Systems Factories with Energy/Carbon/Environmental Digital Dashboards Proportion of New Investment Projects with Digital Technology/Automated System Components	% of Main Processes Site % of New CapEx	55.56 3 33.20%	≥ 30% ≥ 2 Sites ≥ 30%	≥ 70% Every Factory ≥ 50%	≥ 90% Every Factory + New Sites ≥ 70%	SDG 9, 12 SDG 7, 9, 13 SDG 8, 9
G3) Responsible Durable Product Design	Future Goal 6: Responsible Durable Design –Durable and Safe Goods for Users and Planet Earth	Proportion of Main Products That Passed LCA Assessment/Have EPD or an Equivalent Environmental Label (with Cer 33.67%, with Factory 29.59%) Proportion of Low VOC / No VOC Products under International Standards (with Cer 16.45%, with Factory 7.66%) Significant Product Quality Complaints (Base Year 2024 = 0.94 Case per Million Cubic Meter)	% of Main Product Items % of Sale Volume Case per Million Cubic Meter	63.27% (Total COA) 24.10% (Total COA) 1.13 (+20.5% from Base Year)	≥ 10% ≥ 20% -30% from Base Year	≥ 50% ≥ 50% -30% from Base Year	16 ≥ 80% ≥ 80% -30% from Base Year	SDG 9, 12, 13 SDG 3, 12 SDG 12



Main Sustainability Strategy	Sustainability Goals	Key Performance Indicator (KPI)	Unit	Results of 2025	Sustainability Management Goal			
					2025	2030	2050	UN SDGs
TOGETHER (Social)								
S1) Empowering People and Ensuring Safe Workplaces	Together Goal 7: Safe & Strong People – Empower Vanachai Employees; Create Safe and Sustainable Workplaces	Lost Time Injury Frequency Rate (LTIFR; Base Year at 2.39 cases/million hours)	Cases per Million Work Hours	1.54 (-35% from Base Year)	-20% from Base Year	-50% from Base Year	Near 0 / Best-in-Class	SDG 3, 8
		Proportion of Employees Covered by the Occupational Health and Safety Management System	% of All Employees	100%	≥80%	≥95%	100%	SDG 3, 8
		Average Training Hours per Employee per Year	Hours/Person/Year	9.10	≥16 hours	≥24 hours	≥30 hours	SDG 4, 8
		Hours of Activities for Society per Year	Hours/Person/Year	1.18	≥4	≥8	≥16	SDG 3, 4, 15, 17
S2) Creating Shared Value for Society and Customers	Together Goal 8: Growing with Communities & Customers – Grow with Communities and Customers with Value	Rate of Engagement in Activities for Society	% of Activity Attendance	27.22%	≥35%	≥40%	≥60%	
		Overall Community Satisfaction Maintained	% of Overall Satisfaction	87%	≥85%	≥87%	≥90%	
		Total No. of Trees Planted	Trees	6,266	≥4,000	≥10,000	≥40,000	SDG 15, 17



3.3 Sustainable Development Guideline Review

In 2025, the Company Group reviewed and improved sustainable development guidelines from being activity-driven to being an objective “corporate-level” system of work by preparing a work structure that covers the Sustainability Committee, the Sustainable Development Team, and employees at every level, as well as integrating collaboration with the Risk Management & Governance Committee and the Corporate Risk Management Team via systems developed by the Company for use as a framework for working together in using data, setting priorities, and decision-making systematically on the same basis. The Company Group makes **Vanachai Integrated Materiality and Risk Assessment (V-IMRA) the main mechanism for linking material issues to corporate risks and strategic goals in order to define clear corporate goals and key performance indicators**, as well as passing on key performance indicators (KPIs) to every level of work to enable measurement and shared responsibility. This improvement is a key step enabling the entire organization to have a “**single goal, direction, and system**” that boosts confidence in continually driving sustainability outcomes in alignment with the organization’s long-term risk management.

3.4 Sustainability Governance and Management

3.4.1 Sustainability Governance

The Company Group makes “**sustainability governance and management**” the main mechanism for **systematically achieving ESG goals and indicators** by improving governance to create links between the level of the Board of Directors, the Sustainability Committee, the management, and supporting work units. This is to continually bind sustainability to corporate strategy, decision-making, resource allocation, and risk management throughout the value chain.

Under this structure, the Board of Directors functions with the highest responsibility to govern directions, approve policies, and follow-up on progress. The Sustainability Committee performs the duty of strategic governance and monitoring results from material issues, including Double Materiality Assessment (DMA) and the Vanachai Integrated Materiality and Risk Assessment (V-IMRA). The management is responsible for implementation, budget and manpower allocation, and reporting results to the Board of Directors within the specified structure with supporting units, such as the Sustainable Development Team, the Corporate Risk Management Team, the finance, operations, procurement, central personnel/administration, and internal audit units, strengthening internal controls, information quality, and reviews.

The Company Group raised sustainability governance to an organization-level work system by using **V-IMRA as a central frame linking material issues-organization risks** to determine corporate sustainability targets and pass key performance indicators down to every level along with monitoring results continually via the same system, giving the organization a single measurable goal and direction.

3.4.2 Sustainability Management with Control and Management Mechanisms to Achieve Goals

3.4.2.1 Set Goals from “Materiality” and “Risks” on the Same Basis

Use results from Double Materiality Assessment and the Vanachai Integrated Materiality and Risk Assessment (**V-IMRA**) as initial data for ranking issues, planning work, and setting corporate sustainability targets to be consistent with enterprise risk management (ERM).

3.4.2.2 Formally Integrate with Enterprise Risk Management (ERM)

Record material issues and relevant risks in the Risk Register. Define risk appetite, control measures, risk reduction plans, and follow-up on results in the same review cycle as enterprise risk management (ERM).

3.4.2.3 Pass Key Performance Indicators and Responsibilities Down to Every Level

Record material issues and relevant risks in the Risk Register. Define risk appetite, control measures, risk reduction plans, and follow-up on results in the same review cycle as enterprise risk management (ERM).

3.4.2.4 Link Investment Decisions and Resource Allocation to Sustainability Goals

Use assessment results as information accompanying approval for projects, investments, and budget priorities to select guidelines with less risk, greater flexibility, and long-term value.



3.4.2.5 System for Following Up on Results and Regular Progress Reports

Follow-up on results with KPIs and specified goals. Prepare progress reports for the management, the Sustainability Committee, and relevant committees within the governance cycle to make corrections when there are signs that the Company is inconsistent with goals.

3.4.2.6 Information and Verification Quality Governance

Set standards for information, calculation methods, persons responsible for information, and internal control, including appropriate internal audit or verification roles, to ensure ESG information transparency, consistency, and accountability.

3.4.2.7 Review Mechanisms and Continual Improvement

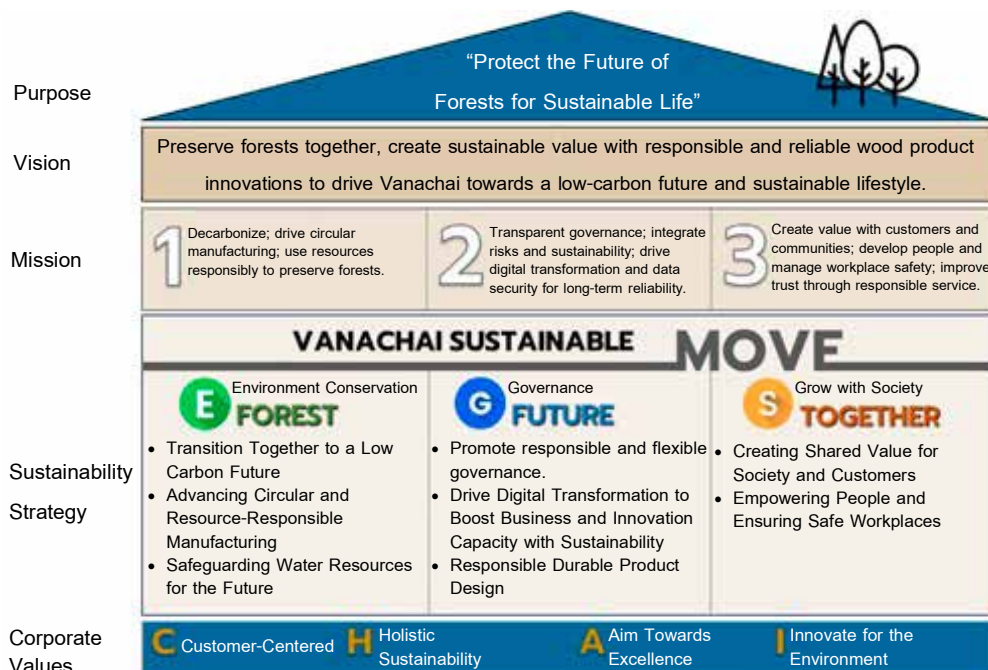
Use follow-up results and information from Double Materiality Assessment, the Vanachai Integrated Materiality and Risk Assessment, and enterprise risk management (ERM) in reviewing guidelines, modifying plans, and improving measures to keep up with changed contexts, in order to maintain continuity of short-, medium-, and long-term results.

3.5 Sustainability Strategy

In 2025, the Company Group improved efforts in driving the business toward sustainability to become clearer and more systematic by building on guidelines from the previous year’s report, which adhered to “**protect the future of forests and the environment for sustainable life**” as the core of business operations, towards sustainability strategy-making that is objectively integrated to the corporate strategy under the “From Forest Roots to the Net Zero Future” goal of 2025. This is to reflect the business foundation grown from environment, nature, and forest conservation, including the Company’s commitment to transition to a low carbon future and the organization’s long-term goals.

The Company believes “sustainability” is not only a word in the Company’s vision or mission but a key mechanism in building competitiveness, stakeholder trust, and long-term business stability, particularly in a context where the market regularly places greater importance on environmentally-friendly materials, product reliability, lower product emissions, and management of risks from the world’s changes.

Therefore, the Company has defined a **three-pillared sustainability strategic framework (Forest – Future – Together)** to cover key environmental, social, and governance (ESG) issues throughout the business value chain from raw material procurement, production and innovation, risk management and governance, to value creation with customers, communities, and allies while also linking with the organization’s material issues and United Nations Sustainable Development Goals (UNSDGs) in order to consistently drive sustainability with **definable, measurable, and deliverable goals** at the corporate level and in every unit.



3.5.1 Sustainability Strategic Plan of 2025-2027

The Company Group's strategic plan of 2025-2027 is designed as a **corporate planning framework** linking sustainability to systematic business growth with adherence to ESG (environment, social, and governance) at its core while referring to material topics to ensure project directions, goals, and priorities in each year are consistent with corporate risk and opportunity contexts.

The Company Group aims to integrate sustainability with every process from raw material procurement, production and innovation, and supply chain management to stakeholder care throughout the value chain. This is to ensure that the Company's business operations are able to conserve and mitigate impacts on the environment and forests while also strengthening communities, improving personnel competence, and raising more transparent and responsible governance standards along with supporting United Nations Sustainable Development Goals (UNSDGs) and creating shared long-term value for all stakeholders.

- 1) **FOREST - This sustainable environment conservation strategy** reflects the Company Group's commitment to protecting natural resources and reinforcing environmental flexibility throughout the value chain. The Company Group recognizes that long-term business success depends on responsible care of the environment and sustainable resource use. The Company Group focuses on reducing greenhouse gas emissions, enhancing energy and resource efficiency, and driving circular manufacturing guidelines. Additionally, the Company Group gives precedence to responsible water stewardship to maintain operational continuity and protect shared water resources. Through these efforts, the Company Group aims to mitigate environmental risks, boost compliance readiness, and engage in driving towards a future with low carbon emissions and responsible resource use **by protecting the environment as the foundation of the Company Group's business operations.**
- 2) **FUTURE - This good corporate governance and flexibility strategy** reflects the Company Group's commitment to creating a strong, forward-looking organization with good governance amidst a more complex global environment. The Company Group recognizes that strong governance, ethical conduct in business, and effective risk management are a key foundation for sustainable growth and long-term value. The Company Group builds readiness for the future by integrating responsible corporate governance in strategies, enterprise risk management, and operations, which covers inclusion of sustainability, geopolitical, digital, and regulatory risks in the decision-making process, transparency and responsibility improvement, and maintenance of high standards in terms of business honesty and responsible tax management. At the same time, the Company Group invests in digital transition and innovations to enhance efficiency, support decision-making on the basis of data, and boost the Company Group's ability to respond to changes in market expectations through good governance today for sustainable strength in the future.
- 3) **TOGETHER - This strategy of growing together with employees and society (Social)** reflects the Company Group's belief that sustainable success is created from strong relationships with employees, suppliers, customers, and communities. The Company Group is "people-centered" in operations with an awareness that engagement, trust, and creating value together are key factors for long-term performance. The Company Group promotes health, development, and maintenance of safe work environments for employees in terms of physical and psychological safety. Simultaneously, the Company Group also works closely with customers and community to deliver products with responsibility, hear stakeholder opinions, and engage in creating positive benefit for society through open guidelines and continual engagement. The Company Group aims to grow side-by-side with personnel and communities involved in the Company Group's business out of recognition that success comes through mutual growth with employees and society.



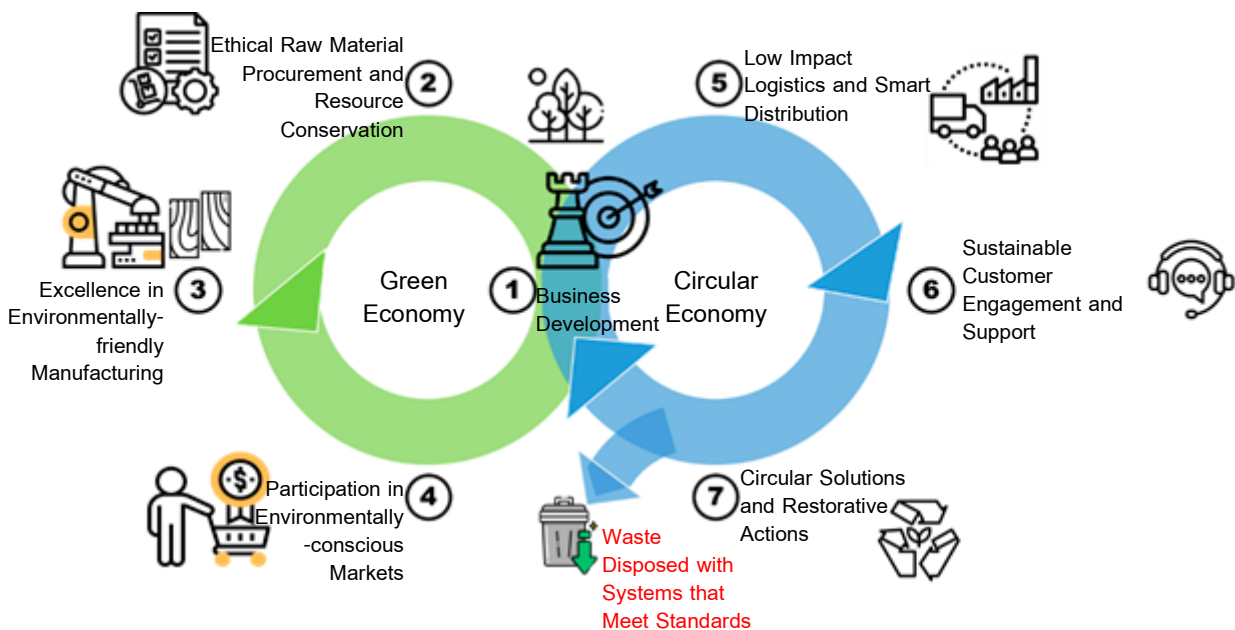
The Company Group's ESG strategic framework in 2025 was more clearly raised on three pillars (FOREST - FUTURE - TOGETHER) by adhering to results from Double Materiality Assessment and enterprise risk management (ERM) through the Vanachai Integrated Materiality and Risk Assessment (V-IMRA) framework as a base for setting directions and prioritizing operations to ensure business value generation walks hand-in-hand with care for the environment and forestry resources, confidence boosts through strong governance and risk management, and growing with employees, customers, and communities responsibly. This strategic framework functions as a shared guideline for practices in the entire organization to drive measurable results and support stable long-term growth.

3.6 Vanachai Group's Business Value Chain and Drive towards a Circular Economy

3.6.1 Vanachai Group's Drive towards a Circular Economy

After restructuring the value chain in the previous year, the Company Group improved value chain management in 2025 to be clearer and more coordinated by **defining a new value chain with seven interconnected activities throughout the business progress to drive the entire organization in the same direction in the effort to achieve the Company's high purpose and vision.** With efforts ranging from creating business opportunities, innovation development, responsible resource procurement, environmentally-friendly manufacturing, and value market building and communication, to delivery of reliable products and services, and development of end-stream solutions to create true circulation, this guideline helps the Company Group's work to be comprehensive, measurable, and capable of creating positive environmental, social, and economic impact with sustainability.

In 2025, the Company Group placed great importance on the most challenging end-stream activities or **"circular solutions and restorative actions"** that aim to develop systems and cooperation for the management of products at the end of life by recycling products in a circular system. Although the Company Group is already using leftover items in internal manufacturing processes continually, the Company Group is speeding development of guidelines for the management of **"leftover materials from construction sites and the furniture industry"** in order to reuse materials as raw materials or improve use through upcycling and recycling to reduce waste and maximize resource efficiency. The Company Group has begun to build cooperation with education institutes and designer, architect, and interior decorator networks to develop design ideas for real cycling, sorting, recollection, and use of leftover materials in order to make a circular economy real at the end of the value chain.



3.6.2 Sustainability Impacts in Operations throughout the Value Chain

The Company Group systematically manages sustainability impacts throughout the value chain, from socially- and environmentally-conscious product design, raw material procurement from responsible sources and recyclable scrap wood to waste in manufacturing processes and leftover materials from construction/end-stream use. The Company Group focuses on reducing negative impacts (such as waste of resources, greenhouse gas emissions, waste creation, and risk to communities) and increasing positive impacts through improvements to efficiency, circular manufacturing, and value creation with stakeholders throughout the value chain.

At the same time, the Company Group places importance on “support for people involved throughout the value chain”, particularly communities around factories, to promote mutual growth, such as by imparting knowledge and guidelines, encouraging collection/recycling of valuable scrap wood, and joint community-factory safety monitoring. All of this helps to create bonds, trust, and a basis of cooperation that continually facilitates driving the sustainability strategy and corporate values.

(1) Set Design Directions and Innovation Use in Manufacturing Processes and Products

Impact: Responsibility to products/user safety.

Management: Circular manufacturing, design products for durability, use environmentally-friendly materials/adhesives, and transparent product information.

(2) Responsible Raw Material Procurement

Impact: Use of forestry resources and sources.

Management: Define sustainable raw material procurement, confirm wood sources from planted forests, and purchase scrap wood from communities to boost full raw material efficiency and reduce pollution from scrap wood burning.

(3) Low Carbon and Efficient Manufacturing

Impact: Energy/greenhouse gas emissions/pollution.

Management: Enhance machinery and manufacturing efficiency, reduce waste of energy, invest in renewable energy, and systematically control greenhouse gas emissions.

(4) Improve Circular Manufacturing

Impact: Waste from manufacturing.

Management: Reduce waste from manufacturing by continually recycling some raw materials into manufacturing processes and process the remaining waste into biomass energy.

(5) Low Impact Logistics and Smart Distribution

Impact: Carbon dioxide emissions from transportation/packaging.

Management: Plan and specify transportation routes along with requiring fully efficient packaging to reduce waste during transportation and distribution.

(6) Marketing, Sales, Installation, and After-sale Services

Impact: Customer trust/user experience.

Management: Require product labels that provide complete information, provide technical advisories on use to have the least amount of items remaining, create systems for receiving recommendations/complaints, and make continual improvements.

(7) Circular Solutions & Restorative Actions

Impact: Leftover end-stream items from construction sites and scraps from furniture company customers.

Management: Join in developing take-back systems, cooperate with educational institutes/designers to upcycle/recycle and minimize or have zero waste/scrap materials from use.



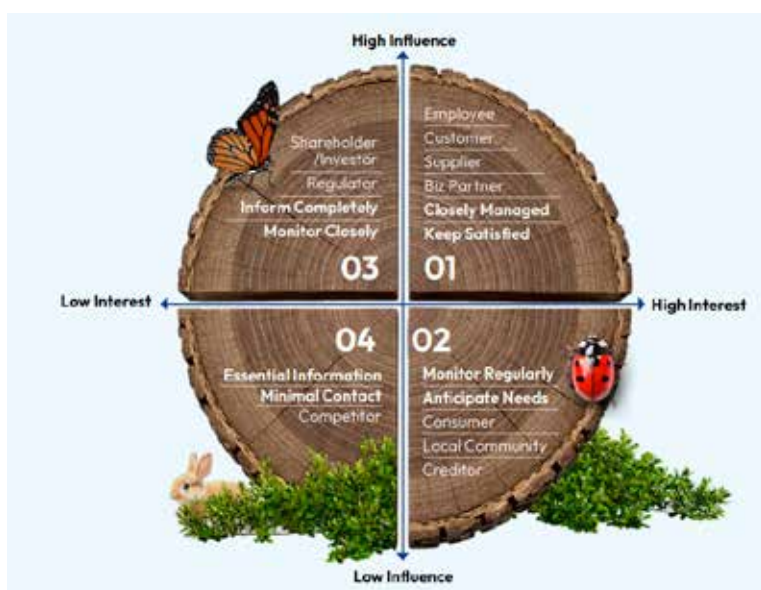
3.7 Stakeholders Engagement

The Company Group believes **stakeholders are a key driving force enabling sustainability development to create real** environmental, social, and governance. Continuous engagement reflects the Company Group’s commitment to build trust, transparency, and long-term cooperation to support sustainable growth goals alongside conservation of the environment and natural resources, including improving **product and service reliability**, an issue given greater significance by the Company Group in 2025 to build user and market confidence in the long term.

In continuation from identifying ten key stakeholder groups in the previous year’s report, the Company Group developed a clearer stakeholder management process in 2025 by preparing relationship and communication management guidelines “by group” in order to accurately meet expectations, needs, and concerns, as well as creating engagement leading to support for sincerity in operations and objective development of product and service sustainability. The Company Group’s stakeholder groups cover employees, customers (distributors), consumers, shareholders/investors, business allies, creditors, factory communities, governing agencies, and competitors (a total of 10 groups as determined by the Company). The Company Group recognizes the importance of creating relationships appropriate to the context of each group to create mutually beneficial cooperation throughout the value chain.

The Company Group emphasizes listening to and using positive and negative opinions and recommendations from stakeholders regularly to improve work processes for greater efficiency while adhering to respect for human rights, equality, and fairness in addition to responding with responsibility and accountability, which are key factors in building confidence and strong ties with stakeholders in the long term. From continuous work in the past, the Company Group received concrete cooperation and good support from multiple stakeholder groups, whether in terms of improving quality and reliability of products with customers and distributors or working with factory communities on environmental issues and supportive coexistence, including cooperation with business allies in promoting resource efficiency and environmental impact mitigation.

To ensure engagement consistent with accepted guidelines, the Company Group has set an operational framework by mainly referring to AA1000 Stakeholder Engagement Standards (AA1000SES) in stakeholder identification throughout the value chain, needs and expectation analysis, impact and influence assessment, and engagement prioritization to ensure systematic and transparent stakeholder relationship management leading to specification of work guidelines capable of meeting shared goals effectively, as well as supporting the Company Group’s drive towards sustainability to achieve measurable and extended outcomes in the long term.



The Company Group’s Priority Assessment and Stakeholder Engagement Guideline

- 01 High Influence and Benefit:**
Manage closely to keep this group most satisfied.
- 02 Low Influence and High Benefit:**
Manage to create satisfaction.
- 03 High Influence and Low Benefit:**
Provide sufficient information services and communication to prevent significant and severe problems.
- 04 Low Influence and Benefit:**
Monitor this group, in case a competitor may become a future supplier.



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Employees: Employees are the organization's main work force and driving force. The Company Group's employees cover regular employees, part-time employees, and disabled or disadvantaged employees. The Company Group places importance on fair wages, safe workplaces, and supports equal opportunity for advancement while adhering to human rights, labor, and non-discrimination guidelines as a principle.</i></p>			
<ul style="list-style-type: none"> - Fair and transparent wages and benefits. - Good safety, occupational health, and work environment. - Equal opportunity for growth, advancement, and skill development. - Fair and non-discriminatory management with respect for human and labor rights. - Clear corporate and sustainability goal communication. 	<ul style="list-style-type: none"> - Prepare policies / guidelines on human and labor rights, equality, and non-discrimination. - Develop systems for appropriate management of wages and benefits based on roles and performance. - Improve occupational health and safety management, and proactively prevent risks. - Carry out up-skilling/reskilling projects and prepare pathways for advancement. - Communicate corporate goals and KPIs to be known at every level. 	<ul style="list-style-type: none"> - Internal communications / meetings between executives and employees (Town Halls / work unit meetings). - Attachment / satisfaction survey forms and recommendations. - Complaint / recommendation channels (listen to and protect complainants). - Training and skill development/safety activities - Board of Directors/Employee representatives and corporate relations activities. 	<ul style="list-style-type: none"> - Employee training and development at a mean of 9.10 hours per person per year. - Employee LTIFR at a mean of 1.54 times/million work hours. - Employee Resignation Rate = 12.4%, an increase of 0.6% over the previous year. - High Performance Employee Resignation Rate = 4.3% - Zero ethics complaints. - Female : Male employee ratio of 30 : 70.
<p><i>Customers: Customers means the Company Group's distributors and sale representatives, who are the main channel for product distribution in the market. Customers play a role in product presentation and distribution, communication of information on properties and guidelines for appropriate use, including collection of recommendations from the market to support ongoing product and service development.</i></p>			
<ul style="list-style-type: none"> - Products have consistent quality, meet standards, and are delivered on time. - Clear product information (product information on use and points of caution) for accurate communication. - Appropriate prices and fair trading and payment conditions. - Fast sale and marketing support, including after-sale services. - Effective complaint / troubleshooting channels and clear replies. 	<ul style="list-style-type: none"> - Improve product quality and consistency controls, and verify relevant standards. - Prepare/update product information for transparency and accessibility (brochures, manuals, guidelines). - Support distributors with technical knowledge, product training, and sale support media. - Develop customer service and complaint management systems for systematic and sustained correction. - Communicate policies on sustainability and responsible product development to boost market confidence. 	<ul style="list-style-type: none"> - Meetings/visits with customers and communication with local sales teams. - Training on products/instructional seminars and sale promotion activities. - Customer service channels (telephone, email, LINE/online) and complaint system. - Satisfaction survey forms and hearings of market opinions via distributors. - Product exhibitions / marketing activities with allies. 	<ul style="list-style-type: none"> - Six seminars held for distributors. - Number of trained distributors at 55%. - Customer Satisfaction Score (CSAT) at 98.1%. - Two activities held with distributors. - No pending complaints concerning products and services within the specified time.



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Suppliers: Suppliers are the Company Group's vendors, contractors, and service providers, including subcontractors. Most of the Company Group's suppliers (95%) are small entrepreneurs and vendors in communities where wood, the main manufacturing raw material, is procured. Suppliers include medium-sized suppliers who collect wood meeting the quality requirements, and the remaining suppliers (5%) are chemical and packaging material suppliers.</i></p>			
<ul style="list-style-type: none"> - Purchases/purchase orders with fair, transparent, and clear conditions. - Punctual payments and uncomplicated documentation (particularly with SME/community suppliers) - Clear wood raw material guidelines/criteria, convenient acceptance of deliveries, and fewer product rejections. - Purchase order continuity and long-term relationships. - Support for knowledge on sustainability, safety, and responsible procurement. 	<ul style="list-style-type: none"> - Set responsible procurement criteria with coverage of wood raw materials, chemicals, and packaging. - Communicate quality standards/delivery requirements to suppliers for understanding and advise on improvements. - Promote cooperation with SME and community suppliers to boost wood raw material security (~95% of raw materials) - Assess and monitor supplier risks, including compliance with human rights and ethical requirements. - Support guidelines on environmental impacts and resource efficiency in the supply chain. 	<ul style="list-style-type: none"> - Supplier meetings/visits and communications via procurement/raw material receiving teams. - Explanations on quality requirements, acceptance inspections, and onsite recommendations. - Supplier assessment and performance review form. - Customer complaint / recommendation channels. - Responsible procurement and safety training activities / communications. 	<ul style="list-style-type: none"> - 42 new suppliers screened using ESG criteria (100%). - Proportion of wood raw materials from responsible sources and not natural forest at 100% of all wood. - On-schedule delivery rate at 90%. - Mean payment time according to conditions at 100%, punctual payments, or mean payment time of 17 days. - SME/community suppliers receive communications/training on quality requirements and responsible procurement at 70%. - Zero incidents/ethics and supplier complaints.



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Business Allies: Business allies mean individuals, groups, or organizations with whom the Company Group has long-term business cooperation in support of work and to achieve strategic goals together by combining each party's advantages and resources to create sustainable value and innovation. The Company Group treats allies with equality, transparency, and fairness while being conscious of mutual benefits.</i></p>			
<ul style="list-style-type: none"> - Clear cooperation goals, mutual benefit, and fair terms. - Transparent joint project management with the persons responsible and fast decision-making. - Long-term continuity and appropriate resource/expertise sharing. - Standards on ethics, governance, and compliance with laws/requirements. - Cooperation that produces real results, such as innovations, product/service reliability, and circular solutions. 	<ul style="list-style-type: none"> - Set strategic cooperation frameworks to be consistent with FOREST-FUTURE-TOGETHER and the organization's sustainability goals. - Prepare clear cooperation agreements. - Join in developing projects concerned with innovations, products, product and service reliability, and driving a circular economy. - Promote work with education institutes, designers, architects, and business allies to develop reuse/recycling/up-cycling guidelines. - Follow-up on progress and undertake joint outcome assessments regularly to improve on and expand results. 	<ul style="list-style-type: none"> - Steering/Working Committees - Pilot / Co-development Projects. - Workshops, knowledge exchanges, and activities hosted in collaboration with academic networks / experts - Facility/site visits and product or solution tests. - Channels for communication and joint monitoring. 	<ul style="list-style-type: none"> - Cooperation Governed by with Clear ESG/Sustainability Goals: 53% of all cooperation. - No. of Joint Innovation/Pilot Projects: 2 projects/year. - No. of Projects/End-stream Leftover Materials Brought into the Circular System through Cooperation: 2 projects/year. - Partner Satisfaction Score: 83%.



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Consumers: Consumers mean direct buyers and users of the Company Group's products or services, such as contractors, technicians/installers, and end users who purchased via channels including WoodSmith storefronts. Consumers are important stakeholders for corporate growth. The Company Group places importance to delivering reliable products and services, clear instructions on use, and appropriate after-sale services in line with our governance principle of "Customers are important to us."</i></p>			
<ul style="list-style-type: none"> - Products with consistent quality that are safe, meet standards, and durable. - Clear product information (product information, instructions, installation, and points of caution). - Easily understood technical recommendations suitable for work. - Fast deliveries/services and effective after-sale solutions. - Complaint channels that are easy to access, transparent, and can be followed-up on. 	<ul style="list-style-type: none"> - Improve product and service reliability with quality standards and capability verification. - Prepare transparent and useful product information, such as manuals/instructions for use and installation. - Add to technical consultation services and storefront/online recommendations on product use. - Develop consumer hearing mechanisms and complaint management systems to lead to continued improvement. - Promote WoodSmith roles as a space for learning and real experience in making appropriate wood-based panel products. 	<ul style="list-style-type: none"> - WoodSmith storefronts (product consultation, introductions, and recommendations). - Customer Service Channels: telephone, email, LINE/online, and social media. - Satisfaction survey/review forms and customer opinions after purchase. - Systems for receiving complaints/recommendations and following up on solutions. - Demonstrations / workshops / instructive media on use and installation. 	<ul style="list-style-type: none"> - 56 WoodSmith stores and 64 WoodSmith Express stores in 2025. - Attended ASA EXPO 2025 on 29 April - 4 May 2025 at IMPACT, Mueang Thong Thani. - Customer Satisfaction Score at 98.1%. - Product return/claim rate at 1.3% of sales. - Zero product safety complaints.



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Factory Communities: Factory communities mean communities within a radius of 1.5 kilometers from the Company's sites, considered to be "nearby communities" directly impacted and involved in the Company Group's operations. The Company Group intends to build good relationships and grow with communities by focusing on maintaining the environment, safety, and quality of life, as well as clearly supporting socioeconomic development in the area via agencies responsible for community and social work along with promoting a corporate culture and employee conscientiousness to engage in community development alongside sustainable growth.</i></p>			
<ul style="list-style-type: none"> - Safe coexistence with less impact from operations (particulates, odors, sounds, traffic). - Care for local environments and transparent communication. - Easily accessible channels for accepting complaints/concerns and fast resolution. - Local employment and support, including income generation opportunities. - Quality of life improvement and projects that continuously meet community needs. 	<ul style="list-style-type: none"> - Create units/persons responsible for communities and society to coordinate and monitor issues closely. - Community meeting surveys by visiting communities and holding community/social engagement support activities. - Carry out environmental and safety impact prevention and reduction measures (preventive). - Open channels to systematically hear and manage complaints, and communicate results from correction. - Support local socioeconomic development, such as employment, community procurement, and community development activities. - Promote employee engagement in activities for communities and promote a responsible corporate culture. 	<ul style="list-style-type: none"> - Hearings/meetings with community leaders and representatives. - Complaint and incident report channels (telephone / LINE / complaint box / community coordination units). - Community/area visits and joint examination of concerns. - CSR/volunteer activities and community development projects. - Communicate information via notifications, community relations, or forums when there are material issues. 	<ul style="list-style-type: none"> - No. of Social Support Projects: 127 projects. - No. of Employees Engaged in Corporate Social Responsibility Activities: 910 employees. - Mean Time Spent by Employees in Corporate Social Responsibility Activities: 1.18 hours/person/year. - Community Satisfaction Survey Result = 87%. - No. of Complaints from Communities and Likelihood of Change: 0 cases/year. - Local employment in nearby areas / communities at 82%. - Local procurement/support value at 97% of procurement value.



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Creditors: Creditors mean accounts payable and other accounts from the Company Group's normal operations, such as cost of goods and services paid under the terms and times agreed upon. The Company Group places importance on disciplined liquidity management and payment to maintain credibility and sustainable business relationships.</i></p>			
<ul style="list-style-type: none"> - Timely payments according to the terms agreed upon. - Document/invoice clarity and uncomplicated approval steps. - Fast payment status communication and error correction. - Financial security and discipline in the Company's payment. - Fairness and transparency in compliance with contracts. 	<ul style="list-style-type: none"> - Manage cash flows and plan payments to be consistent with contract terms. - Specify systematic document examination / payment approval process and reduce delays. - Create creditor account coordination channels to solve invoice / documentation problems. - Communicate payment conditions and schedules clearly from the beginning of transactions. - Follow-up on results and review payment efficiency continually to maintain credibility. 	<ul style="list-style-type: none"> - Coordinate with the Accounting/Finance Department (telephone, email, online channels). - Send invoices and follow-up on payment status cyclically. - Meetings/discussions in the event that there are outstanding payment issues or document disputes. - Channels for complaints or reports of payment/documentation problems. - Contractual trading term reviews when changes occur. 	<ul style="list-style-type: none"> - No breach of loan / debenture agreement. - On-time Payment Rate: 100%. - No./Ratio of Overdue Invoices: 0%. - Days Payable Outstanding (DPO): 45 days (used to monitor trends/consistency).



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Shareholders and Investors: Shareholders and investors mean individuals, juristic persons, or institutes legally holding Vanachai Group shares, who hold a stake in the Company Group's long-term performance and business value with expectations of stable growth, appropriate returns, transparent, accurate, and timely disclosure of information, including opportunities for engagement based on shareholder rights through meetings and casting votes in order to support good corporate governance and the organization's sustainability.</i></p>			
<ul style="list-style-type: none"> - Stable growth, strong performance, and appropriate long-term returns. - Accurate, transparent, timely, and comparable information disclosure. - Good corporate governance, business ethics, and compliance with laws/capital market rules. - Effective risk management, including ESG and climate change risks. - Clear and measurable sustainability strategies reflected in corporate goals/key performance indicators. 	<ul style="list-style-type: none"> - Work under a transparent and accountable corporate governance and oversight structure. - Disclose information on performance, finances, and sustainability continually through reports and investor relations channels. - Integrate enterprise risk management (ERM) with material and sustainability issues through the V-IMRA framework to set clear goals and KPIs. - Take care of shareholder rights and support engagement via shareholder meetings and accessible communication. - Monitor and assess performance based on goals with continual review and improvement. 	<ul style="list-style-type: none"> - Annual general meetings (AGM) and meeting documents. - Investor relations (IR) channels, the Company's website, and annual reports/One Report. - Analyst/investor meetings and explanations of information. - Market news reports/performance communications according to requirements. <p>Channels for receiving inquiries/recommendations from shareholders and investors; investor news reports via the Company's website to the email at auditcommittee@vanachai.com or Tel. 02 587 9556.</p>	<ul style="list-style-type: none"> - 5-star Corporate Governance Report score (CGR/governance score) or an outside agency used by the Company. - SET ESG Rating = AAA



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Governing Agencies: Governing agencies means government sector agencies and agencies with the authority to govern, codify laws, regulations, standards, and guidelines concerning the Company Group's business operations. Vanachai Group strictly complies with requirements transparently and with accountability. The Company Group also follows up on legal changes and relevant standards continually to ensure operations and product development consistent with the specified framework.</i></p>			
<ul style="list-style-type: none"> - Strict compliance with relevant laws, regulations, and standards. - Complete, accurate, and timely reporting / document filing. - Transparent and accountable operations with cooperation in evaluations. - Control of environmental impacts, worker safety, and benefits according to rules. - Adaptation to new ESG/sustainability requirements and guidelines supported by the government sector. 	<ul style="list-style-type: none"> - Prepare systems overseeing compliance with laws and requirements and review consistency regularly. - Follow-up on relevant legal/standard changes and communicate to internal units. - Prepare reports and documents according to requirements completely along with preparing for audits / evaluations. - Carry out environmental and work safety control measures in compliance with standards and requirements. - Coordinate with government agencies continually to ensure operations and product development consistent with specified scope. 	<ul style="list-style-type: none"> - Filings of reports/report forms in compliance with laws and formal communications. - Evaluations/onsite inspections and meetings to explain facts. - Meetings / trainings / seminars hosted by governing agencies to learn new guidelines and requirements. - Coordinate via relevant compliance, EHS, and legal units and departments. - Replies to inquiries and delivery of accompanying documents when requested. 	<ul style="list-style-type: none"> - Attended 7 meetings and seminars hosted by governing/governing sector agencies. - Zero non-compliance incidents/fines. - 104 employees/units trained in compliance/EHS as planned at 100%.



Summary of Practices towards Various Groups of Stakeholders

Needs/Expectations	Responses	Channels for Engagement	Performance in 2025
<p><i>Competitors: Competitors mean individuals, groups, or companies engaged in a business that is the same or similar to the Company Group with competition in terms of products, services, marketing, and production efficiency. The Company Group places importance on fair and transparent competition under relevant business rules and laws, viewing appropriate competition as supportive in improving quality, standards, and innovativeness for consumer benefit and overall industry development.</i></p>			
<ul style="list-style-type: none"> - Fair and transparent competition without market distortion. - Compliance with laws and rules for the same industry (such as product standards/advertisements). - Competitive environments that facilitate quality improvement and innovation. - Refusal of inappropriate commercial information use and respect for intellectual property rights. - Joint industrial standard improvement on safety and sustainability issues. 	<ul style="list-style-type: none"> - Operate the business based on governance and business ethics; support fair competition. - Comply with trade competition laws, intellectual property laws, and relevant requirements. - Improve standards for products and services with accurate, transparent, and accountable information. - Protect the organization's vital information through governance and internal control measures. - Engage in industry forums and associations to exchange appropriate guidelines and jointly improve standards. 	<ul style="list-style-type: none"> - Industry associations / networks and standard cooperation forums. - Exhibitions / academic conferences / industry seminars. - Follow-up on news and regulatory guidelines from government agencies / standard institutions. - Exchanges of guidelines through publicly disclosed activities (no competitive information exchanges). - Complaint / whistle-blowing channels for practices that are potentially in violation of ethics / laws (internal). 	<ul style="list-style-type: none"> - Zero incidents / complaints about unfair treatment or violation of competition ethics. - Zero legal cases / disputes concerning trade competition / intellectual property. - Marketing Compliance Review Rate: 100%. - Zero information leak incidents/wrongful access to confidential information.

3.8 Environmental Sustainability Management (FOREST)

The Company Group's environmental drive under the **FOREST: Sustainable Environmental Conservation strategy** reflects key business foundations committed to protecting natural resources and boosting environmental flexibility throughout the value chain. The Company Group recognizes that long-term business success depends on responsible care for the environment, resource efficiency, and environmental risk management that is up-to-date with changed global contexts.

Under the scope of double materiality, the Company Group emphasizes environmental management with the following three main guidelines:

(1) Transition together to a low-carbon future by placing importance on mitigating and adapting to climate change, reducing greenhouse gas emissions, and improving energy efficiency alongside transition to low-carbon energy

(2) Advance circular and resource-responsible manufacturing by driving a circular economy for resource efficiency, reduced waste, wastewater, and pollution, as well as maintaining biodiversity and responsible natural resource use.

(3) Safeguard water resources for the future to boost water security, maintain operational continuity, and protect water resources shared with communities and stakeholders.

With the above guidelines, the Company Group moves to mitigate environmental risks, increase regulatory compliance readiness, and drives toward a low-carbon, resource-efficient, and resource-responsible future as a reminder that **environmental protections are not only a work guideline but also a foundation for the Company Group's secure and sustainable long-term growth.**



3.8.1 Environmental Policy and Guideline

The Company Group has an environmental policy and guideline (No. 2/2568, VNG-ENV-EVT-PL-02) aimed at concretely mitigating impacts and enhancing resource efficiency governing operations throughout the value chain for compliance with laws and international standards. The environmental policy and guideline covers efficient energy management and increases renewable energy to reduce greenhouse gas emissions, supports carbon neutrality and net zero emission goals, controls air, water, and sound pollution with appropriate technologies, manages waste under the 5Rs, looks to not bury waste in from manufacturing in landfills, uses water responsibly, reduces water withdrawal intensity, and treats wastewater to meet criteria along with disclosing “uncleanliness” or chemical oxygen demand (COD) per product unit. The Company monitors, reports, and makes improvements continually under environmental management systems for transparency, accountability, and shared sustainable growth with all stakeholders.

3.8.2 Environmental Performance

E1 Environmental Strategy: Transitioning Together to a Low-Carbon Future

Focus on the Company Group’s business transition to a low-carbon operational model by working together throughout the value chain to ensure the Company Group achieves net zero emission goals by 2050. The Company Group will systematically manage and reduce greenhouse gas emissions with coverage of Scope 1, Scope 2, and Scope 3 through energy efficiency upgrades, increased renewable energy use, development of manufacturing and logistical technologies and processes, low-carbon product distribution, and preparations in terms of carbon capture and storage along with adaptation to climate change risks. The Company Group will cooperate with suppliers, customers, employees, and communities to concretely expand de-carbonization performance with medium-term goals, key performance indicators in greenhouse gas emissions, energy efficiency, continual reviews and improvements, aimed at achieving goals in 2050.

E1.1 Climate Change Mitigation and Adaptation

E1.2 Greenhouse Gas Emissions and Decarbonization

E1.3 Energy Efficiency and Low-Carbon Energy Transition

E1.1 Climate Change Mitigation and Adaptation

Growing climate change severity in the present day and the near future, such as extreme heat, rain, flash floods, long droughts, and seasonal fluctuations, directly impact continuity of wood raw materials, factory machinery operations, energy costs, logistics and distribution, including employee safety. Additionally, transition risks, such as carbon disclosure requirements of customers and investors, international trade measures, and low-carbon product expectations (e.g. Life Cycle Assessment (LCA) and Environmental Product Declaration (EPD)) all make competitiveness in the wood and wood-based panel business’ evaluated more on the basis of carbon.

In answer to the aforementioned challenges, the Company Group communicates and passes on the goal of Net Zero 2050 to create shared understanding and a single direction in the organization and throughout the value chain, as well as integrating mitigation and adaptation work to the policy framework and main strategic plans, such as the climate change policy (VNG-ENV-CC-PL-01), the climate change and carbon management strategic plans (VNG-ENV-CCCM-SP-01), and the carbon capture and storage strategic plan (VNG-ENG-CCS-SR-01), which focus on systematic biogenic carbon dioxide management (Biogenic CO₂) from manufacturing processes and biomass energy. **The Company Group uses the Vanachai Integrated Materiality and Risk Assessment (V-IMRA) framework as a base for impact, risk, and dependence identification, analysis, and prioritization before linking to enterprise risk management (ERM) in order to ensure concrete and accountable climate change strategic decision-making.**



In terms of mitigation, the Company Group tracks and improves greenhouse gas emission and energy efficiency continuously. Data from 2021-2025 reflects how greenhouse gas emission intensity in Scopes 1 and 2 per production unit declined from 0.085 to 0.071 tCO₂e/ton of production in 2022 – 2024 (the reduction was highest at 16-15% from Base Year 2021) before rising above the base year again. This data was used as a warning sign to review emission reduction measures at the source and simultaneously increase low carbon energy ratios. At the same time, renewable energy use (electric and thermal from biomass and other clean energy) increased from 50.6% in 2021 to 73.6% in 2025, showcasing the Company Group's energy transition further towards low carbon energy.

In adaptation, the Company Group estimated the value of climate change risks and opportunities reflected in financial plans at approximately 60 million baht in the previous year and 212.38 million baht in the most recent year in order to have investment planning, cost management, and prioritization of energy, water, and supply chain projects with systematic consideration of systematic climate change risks and opportunities along with promoting practical readiness through emergency response plan and business continuity plan (BCP) drills with consideration given to severe weather events. Drill frequency increased from 4 drills per year in 2021-2022 to 5-6 drills per year in 2023-2025 to ensure operation units are able to handle floods, electrical malfunctions, and other force majeure events connected to climate change in a timely manner.

If the Company Group does not take earnest action, potential risks include higher costs and losses from extreme weather events, which impact pararubber wood and scrap wood main materials, lack of readiness for carbon requirements and market environmental labels, loss of commercial opportunities from low-/negative carbon products, pressures and downgrades in ESG ratings, and lower stakeholder confidence. In addition, from ecological and social views, chain reactions will occur, such as higher net greenhouse gas emissions, lower restoration ability and flexibility of forest and factory community ecosystems, and loss of opportunity for carbon value creation via measurable and accountable mechanisms, which are against sustainable growth directions with nature and a circular economy from forests intended by Vanachai Group.



Climate Change Mitigation and Adaptation		2021	2022	2023	2024	2025
- Greenhouse Gas Emissions in Scope 1 and Scope 2	tCO ₂ e	124,840	75,236	106,928	246,329	173,299
- Reductions to Greenhouse Gas Emissions in Scopes 1 and 2	%	N/A	N/A	N/A	0.00%	-29.6%
- Greenhouse Gas Emission Intensity per Production Unit (Base Year 2024)	tCO ₂ e/ton of production	0.085	0.078	0.072	0.151	0.128
- Greenhouse Gas Emission Intensity Reduction per Production Unit	%	N/A	N/A	N/A	0.00%	-15.4%
- Renewable Energy Use Ratio (Electric + Thermal)	%	50.6%	54.4%	53.7%	71.4%	71.6%
- Climate Change Risk/Opportunity Value Integrated in Financial Plans	Million Baht				60.00	2,560
- BCP/Emergency Drill Frequency with Climate Change Consideration	Times	4	4	5	6	6



E1.2 Greenhouse Gas Emissions and De-carbonization

The Company Group has **added greenhouse gas emission management from de-carbonization alongside comprehensive carbon management** due to direct links with work efficiency, cost competitiveness, climate change regulatory risks, and expectations of domestic and foreign customers and investors. As a wood-based products industry, the Company Group's main greenhouse gas emissions are from energy-intensive manufacturing processes, use of electricity purchased from the grid, and activities in the value chain, such as raw material procurement and distribution. At the same time, wood products can absorb and store carbon throughout the wood life cycle if forestry resources are sustainably managed. Therefore, the Company Group aims to use this capacity as a basis for developing systematic carbon management **in support of the Net Zero 2050 goal**.

To drive the abovementioned long-term strategy, the Company Group prepared the 2025 – 2035 Carbon Capture and Storage Strategic Plan as a 10-year framework for carbon capture, utilization, and storage (CCUS) technology development, including biomass energy with carbon capture and storage (BECCS) by showing strategic interest in biogenic carbon dioxide (Biogenic CO₂) from waste and biomass energy, which are special wood-products industry based characteristics. In addition, this strategic plan functions as an enabling strategy under the climate change and carbon management strategy included in the Company Groups sustainable by using the Vanachai Integrated Materiality and Risk Assessment (V-IRMA) framework to identify, analyze, and prioritize risks before enterprise risk management (ERM) to support strategic decision-making and long-term value creation.

Initially, the Company Group followed the **Short-Term Plan (2025 - 2029; 5 years) to lay down foundations for greenhouse gas emissions reduction and make biogenic carbon preparations by preparing information on initial greenhouse gas emissions in relevant parts of Scopes 1, 2, and 3 at the company group level, and the Company Group began planning greenhouse gas emissions reduction plans with expert consultants** along with carrying out factory-level GHG mapping to identify emission hotspots and sort greenhouse gas emission categories by source of biogenic and fossil carbon, particularly in biomass energy systems and key manufacturing processes. The Company Group has guidelines for preparing measurement, reporting and verification (MRV) systems compliant with international standards, such as ISO 14064-01 and ISO 14064-2, and the T-VER guideline to ensure greenhouse gas emissions data is reliable, transparent, and can be built on to create future carbon value. Even though the initial period is a challenging period for information systems and onsite work, employees at every level are learning to jointly develop carbon management skills in order to ensure the most concrete risk mitigation in the long-term.

Along with strategic planning, the Company Group has made plans for the management of greenhouse gas emissions from equipment, processes, and main business operations by focusing on systematic at-source reduction. Examples of main guidelines are as follows:

- Improve energy efficiency in the production process, such as by enhancing boiler and heating system efficiency, reducing energy loss in production lines, and improving machine and machine operations management to be appropriate.
- Reduce emissions from purchased electricity (Scope 2) through electricity efficiency enhancement projects, energy-efficient manufacturing process design, and consideration of additional alternative low carbon energy suitable for each area.
- Reduce emissions from vehicles, logistics, and distribution systems (relevant parts of Scope 1 and Scope 3) through route and load efficiency enhancement, effective truck and forklift maintenance, logistics and distribution management with suppliers to reduce emissions per production unit.
- Drive emission reductions in the value chain (Scope 3) by working with suppliers and business allies on the topic of carbon information, raw material procurement from sources with sustainable management and raising the profile of information on logistics, distribution, and other activities significant to emissions.



- Make preparations for biogenic carbon (Bio-CCS) capture and storage technology development and biomass energy generation with carbon capture and storage (BECCS) through quality assessment and carbon dioxide intensity from the main source, studies of technical and economic feasibility, and designs of tracking and verification systems that will support expansion in the next stage.

Overall, the Company Group gives precedence to de-carbonization of emissions from normal processes first and developed CCUS / Bio-CCS / BECCS technology as additional guidelines for long-term management of emissions that are difficult to reduce in order to responsible low-carbon business transition in alignment with stakeholder expectations and create new business opportunities from efficient and transparent carbon management. See details on the Medium Term Plan - Capture and Utilization (2030 - 2037; 8 years) and the Long Term Plan - Expansion (2038 - 2050; 13 years) from the strategic plan on climate change and carbon management at <https://www.vanachai.com/th/sustainability/environment>.

Company Group Performance in 2025	Unit of Measurement	Company Group Performance			
		2022	2023	2024	2025
Scope 1: Direct Emissions	tCO₂e/year	5,929	6,261	35,122	31,037
- Fuel combustion (boilers/heating systems)	tCO ₂ e/year				17,653
- Vehicles and forklifts.	tCO ₂ e/year				9,905
- Refrigerant Leaks	tCO ₂ e/year				3,479
Scope 2: Purchased Electricity	tCO₂e/year	69,307	100,667	211,207	142,262
- Market-based	tCO ₂ e/year				142,262
- Location-based	tCO ₂ e/year				178,863
Total Results in Scope 1+2 (Market-based)	tCO₂e/year	75,236	106,928	246,329	173,299
Intensity of Scope 1+2 Emissions per Production Unit	tCO₂e/ton of production	0.078	0.072	0.151	0.128
Scope 3: Initial Dataset	tCO₂e/year	N/A	N/A	N/A	≈ 341.053*
- Most Significant Section: Capital Goods / Permanent Assets	tCO ₂ e				340.902 (≈ 9.9556%)
Greenhouse Gas Emission Reduction Goal (per production unit)	tCO₂e/ton of production	0.081	0.077	0.072	0.068
- Reduction Compared to Base Year 2024 (per production unit) - Base Year 2024 = 0.151 tCO ₂ e/ton of production**	tCO ₂ e/ton of production	N/A-0.007 (-8.24%)	N/A-0.013 (-15.29%)	0.0 (0.00%)	-0.023 (-15.38%)

* In Phase 1, the Company will improve factory-level GHG mapping by clearly separating biogenic carbon sources from carbon fossil sources, particularly from the biomass/boiler energy system to support greenhouse gas reduction plans and biogenic carbon capture and storage guideline development in the next phase. Further report will be given in 2027

** Negative numbers mean greenhouse gas emission reductions (per production unit) that is lower when compared to the base year of 2024.



E1.3 Energy Efficiency and Low-Carbon Energy Transition

The Company Group views energy efficiency and **low-carbon energy transition as not only a matter of cost but also a long-term mission to mitigate energy risks and reduce burdens on the climate. As a manufacturer of energy-intensive wood products**, the Company Group places importance on reducing energy cost fluctuations, fossil fuel dependence, and greenhouse gas emissions from manufacturing processes by considering every energy unit saved and every renewable energy unit added as business risk mitigation and a reduction of burdens for the world. Therefore, the Company Group advances to reduce total energy use per production unit and earnestly invest in renewable energy in the organization in order **for every unit of energy to be used at the best value with the minimum carbon emission possible.**

From 2021 to 2025, the Company Group proceeded to continually reduce fossil fuel consumption and increase renewable energy ratios. The Company Group is able to significantly increase renewable energy use, with total renewable energy used increasing from 1,897,012 gigajoule to 3,464,019 gigajoule while **the ratio of renewable energy to all energy use within the organization increased from 50.6% in 2021 to 73.6% in 2025** together with continued reductions in fossil fuel use. This is a significant energy transition towards low-carbon energy sources. The abovementioned caused energy intensity per production unit to decline from 3.99 to 3.67 gigajoule or a reduction of 8% compared to the Base Year of 2021, reflecting, reflecting success from integrating energy efficiency enhancement measures systematically to systematic clean energy management, including consistency with total energy use reduction per production base goals set in the base year of 2021.

On the road to transition, the Company Group significantly changed the energy structure towards low-carbon energy resources. The Company Group continually invests in renewable energy infrastructure. A subsidiary, Vanachai Energy Industries Co., Ltd., operates a 9.9-megawatt biomass power plant project in Suratthani by using bark and chopped wood from manufacturing processes as fuel to distribute 8.7 megawatts of electricity to the Company Group's wood-based panel factory. The project was registered in the Thailand Voluntary Emission Reduction Program (T-VER) as a renewable energy project with capacity to reduce greenhouse gas emissions by ten thousand tons of carbon dioxide equivalents per year when compared to use of electricity from the conventional power grid. Therefore, in addition to managing leftover materials in manufacturing processes to create value, use of biomass from scrap wood also helps to reduce long-term energy costs and mitigate climate change impacts. In 2025, another 9.9-megawatt biomass power plant project was approved for construction in Suratthani with expectations that the Company Group will be able to double biomass electricity generation capacity by 2027, which will help to reduce non-renewable electricity and energy use.

Additionally, the Company Group installed solar rooftops at main factories in Saraburi, Chonburi, and Suratthani continually. In 2024, projects have been launched in six phases with a total installed generation capacity of 15.20 megawatt peak (MWp), which helped to reduce greenhouse gas emissions by 9,455.80 tons of CO₂ per year. And in 2025, 4,472 megawatt peak of generation capacity was expanded at the Suratthani factory (Phase 2), which is expected to increase greenhouse gas emission reductions by another 2,781.7 tons per year. In addition, the Company Group has projects to construct biomass power plants capable of generating another 9.9 mega peak (MWp) more than terms of greenhouse gas emissions at Vanachai Energy Industry Co., When operating at full investment efficiency, the solar rooftops and biomass panels may not only help reduce long-term electricity costs and also clearly reduce greenhouse gas emissions from purchased electricity (Scope 2) as an example of factory roof conversion to clean energy power plants tangible in employee lives.



The Company Group has specified the following main plans and activities for continuous action to ensure energy efficiency and concrete effects in reducing greenhouse gas emissions:

1) Enhance Process & Utilities Energy Efficiency

- Improve boiler and steam system efficiency; reduce energy loss in heating systems.
- Review and adjust machine settings to be consistent with real manufacturing load. Reduce idle machine operations.
- Select and gradually replace machines with energy-efficient models during investment cycles.

2) Energy Management & Monitoring

- Develop factory and production line energy dashboards / sub-metering systems.
- Analyze energy intensity per production unit in each process to discover points with capacity for further reduction.
- Link energy indicators to efficiency indicators of the units involved.

3) Expand Use of Renewable & Low-Carbon Energy

- Study solar rooftop generation capacity increases in appropriate factory areas and other forms of renewable energy use based on area capacity.
- Enhance biomass energy efficiency in old systems, reduce heat loss, and consider developing high quality biomass fuel (such as pellets or sort boiler fuel appropriately).
- Consider additional options for purchasing low carbon electricity (such as Green Tariff) when ready in terms of policy and market structure.

4) Promote Energy Awareness & Behavioral Change

- Prepare instructional and awareness-building activities for employees on energy efficiency and turning equipment on-off appropriately.
- Praise and communicate onsite examples of successful energy conservation projects to create inspiration and disseminate good guidelines.

In the next phase, the Company Group remains committed to maintaining and improving energy success as one of the pillars of environmental strategies by moving forward with continually reducing energy intensity per production unit, expanding renewable energy to fully cover the main factory, and combine energy management with greenhouse gas emissions reduction according to Net Zero 2050 plans in order to make today's energy investment tomorrow's competitiveness and climate healing outcome.



Table on the Organization's Energy Management

Energy Use	Unit	2021	2022	2023	2024	2025
Total Energy Use in the Organization	Gigajoule	3,746,738	3,391,156	3,796,024	5,283,639	4,839,994
Total Direct Energy Use	Gigajoule	2,867,124	2,729,216	3,039,737	4,078,923	3,764,600
- Total Non-renewable Energy Use	Gigajoule	970,112	883,409	1,001,507	306,482	297,945
- Total Renewable Energy Use	Gigajoule	1,897,012	1,845,807	2,038,230	3,772,441	3,466,655
Total Indirect Energy Use	Gigajoule	879,614	661,940	756,287	1,204,716	1,075,393
- Renewable Electric and Thermal Energy Use in the Organization	Gigajoule	1,897,012	1,845,807	2,038,230	3,772,441	3,486,655
	%	50.6%	54.4%	53.7%	71.4%	71.6%
Energy Intensity per Production Unit	Gigajoule / Production Unit (ton)	3.99	4.33	4.00	3.24	3.57
- Total Energy Use Reduction Goal (Electric and/or Fuel Oil) in Base Year 2024	%		N/A-2.00%	N/A-4.00%	0.00%-5.76%	-- -5.88%
	Gigajoule / Production Unit (ton)	N/A 3.99	N/A 3.91	N/A 3.83	3.24 3.76	3.57
- Total Energy Use Reduction (Electric and/or Fuel Oil)	Gigajoule / Production Unit (ton)		N/A 0.34	N/A 0.01	0.00 0.29	+0.33 -0.32
- Product and Service Energy Demand Reduction	% per Ton		N/A 8.53% (increased)	N/A 0.29% (increased)	N/A 7.20% (decreased)	+10.18% -8.04% (increased) (decreased)



Table on Generation Capacity from Solar Rooftops and Biomass Energy Including Greenhouse Gas Emission Reduction (from renewable energy use)

Site (Factory)	Generation Capacity (MWp)		Greenhouse Gas Emission Reduction (tCO2 per year)	
	2024	2025	2024	2025
• Solar Rooftop Electricity Generation				
1) Saraburi Factory	8.671	9.040*	5,091.06	5,373.21
2) Chonburi Factory	3.292	4.542*	1,868.62	2,156.57
3) Suratthani Factory	3.242	3.242	1,874.10	1,766.08
• Electricity Generation from Biomass Energy	9.900	9.900	32,244.46	27,305.71
Total Projects Launched for Operations	25.104	26.723	41,204.14	36,601.56**
Total Increase from 2024		+6.45%		-11.17%

Biomass



Solar Rooftop



E2 Environmental Strategy: Advancing Circular and Resource-Responsible Manufacturing

The Company Group aims to change manufacturing models from the **concept of disposable use to efficient and recyclable use** throughout the value chain in terms of raw materials, water, energy, waste, including natural resources and ecosystems around the work area. As a wood-based product manufacturer, the Company Group recognizes that if every resource unit used in manufacturing is efficiently and responsibly managed, this will reduce costs and regulatory risks while also reducing pressure on forests, water sources, and biodiversity, which are key resource bases for the business in the long-term.

Under the E2 strategy, the Company Group defines work directions in three main systematically linked issues: **(1) Circular Economy and Resource Efficiency**, in which the Company Group aims to design manufacturing processes to use raw materials and energy efficiency while increasing replacement materials, reusing resources, and reducing waste in every step, **(2) Waste, Wastewater, and Pollution Prevention Management**, in which the Company Group changes perspectives from seeing leftover materials to seeing resources requiring management with value through waste reduction at the origin, sorting, reuse or recycling, including wastewater treatment and pollution control at levels without impact on communities and environments; and **(3) Biodiversity and Responsible Natural Resource Use**, in which the Company Group considers impact from activities on ecosystems and areas around factories, raw material use from sources with sustainable management, and environmental quality restoration in areas of operation and communities. Overall, the E2 strategy has a goal to enable Vanachai Group's wood-based products business growth to separate from excessive resource use and pollution, and create a true environmentally-friendly manufacturing model in the long term.

E2.1 Circular Economy and Resource Efficiency

For Vanachai Group, "circular economy" is not only a theoretical concept but a main way of thinking in operating a wood-based products business requiring large amounts of resources. Vanachai Group aims to ensure every ton of resources brought to factories is used to the highest efficiency, recycled as much as possible, and reduce pressure on forests and natural resources to the lowest level possible **under the idea of "Safe the Forest & Set Zero Waste Goals in Manufacturing**. The Company Group aims to use **leftover agricultural wood and byproducts from saw mills to the fullest efficiency in place of wood from natural forests** and design production processes to maximize raw material efficiency.

In 2025, the Company Group used a total of 2.93 million tons of materials in manufacturing, of which over 2.78 million tons were pararubber wood and branches that are scrap wood from economic parks and byproducts from sawmill at 94-95% of all materials used in the past five years while non-renewable materials, such as synthetic resin adhesives and quality treatment substances, make up only 5% of all materials. This enables the Company Group to clearly state that most of the Company Group's main manufacturing base can depend on renewable materials and limit non-renewable material use to the lowest level possible.

In the area of raw material procurement, Vanachai Group has improve ESG procurement policies and terms, particularly among SMEs who are pararubber and scrap wood suppliers, by providing instruction on sustainability requirements, proof of wood origins, and strict compliance with environmental laws along with setting key conditions where **"wood from natural forests will not be accepted in Vanachai's procurement system"**. Suppliers must be able to confirm that the wood distributed is from an economic park or scrap wood legitimately processed under the law with no involvement in deforestation. In addition, the Company has prepared the Sustainable Wood Procurement Policy (VNG-ENV-SWP-PL-01). This guideline helps the Company Group to create a **circular wood supply chain** with reduce pressure on natural processes in line with customer expectations and stronger sustainable procurement requirements in foreign markets.



In factories, the Company promotes resource efficiency and the idea of a circular economy in many areas as shown in the following examples:

- 1) **Enhance wood resource efficiency and reduce loss in production lines** through cutting technique improvements, production charts, and quality control to reduce unnecessary scrap wood and increase the proportion of wood entering the final step of production.
- 2) **Use scrap wood and sawdust to maximum value** by returning one part of scrap wood into the manufacturing process as raw materials and sending another part to be used as fuel in the Company Group's biomass power plant projects in order to reduce waste, reduce burning, and replace fossil fuels in factory energy systems.
- 3) **Design efficient adhesive and quality treatment substance use** by controlling mix ratios to be appropriate for product quality and safety standards in order to reduce excessive chemical use, reduce waste from adhesives, and reduce long-term environmental risks.
- 4) **Reuse non-conforming products as packaging materials** by changing non-conforming products from waste to padding/wrapping materials in the depot and logistics process in order to reduce new packaging use and reduce waste from products that need to be removed.
- 5) **Use technology and equipment to enhance resource efficiency, such as** the Automatic Intermediate Storage System Project, which helps to reduce product and packaging damage from repeated movement, and the project to convert diesel forklifts to electric forklifts, which helps to save fuel, reduce emissions, and enhance work efficiency in the depot.

Furthermore, the Company Group also promotes **product and packaging design for a circular economy**, such as by selecting easily recyclable or reused packaging materials, management of recycled products and packaging materials until performance reaches 100% of the goal to reduce or avoid natural resource use continually throughout the past five years, demonstrating our commitment to **use resources to the fullest efficiency** before thinking to use more rather than solving problems only at the destination.



In subsequent stages, Vanachai Group plans to stress its circular economy leadership role in the wood products industry through maintaining pararubber wood and branch use at no less than 95% of all materials used per year, expanded cooperation with minor suppliers to understand and comply with sustainable procurement conditions, development of digital raw material use tracking systems to perform in-depth efficiency analyses and push for projects on increasing adhesive/chemical efficiency to see results in terms of significantly lower intensity per production unit. These guidelines will enable careful use of resources by the Company Group, reduced cost and supply chain risk, confidence among customers in domestic and foreign markets, and true sustainable value creation from every ton of resources brought into the Company Group's manufacturing system.

Table on Efficient Resource and Raw Material Use

Material Management	Unit	2021	2022	2023	2024	2025
Total Materials Used in Manufacturing	Ton	2,022,765	1,877,794	2,245,191	3,350,361	2,931,023
- Pararubber Wood, Branches, Stems, and Slabs (natural resources)	Ton	1,918,616	1,785,198	2,140,663	3,183,003	2,776,398
- Adhesives (synthetic resin adhesives)	Ton	102,695	91,231	102,695	160,813	142,381
- Quality Treatment Substances (anti-absorption substances, mold prevention substances, and other substances)	Ton	1,454	1,365	1,833	6,545	12,245
Recyclable Materials	Ton	1,918,616	1,785,198	2,140,663	3,183,003	2,776,398
- Pararubber Wood, Branches, Stems, and Slabs (wood residues/branches, by-products from saw mills, natural resources)	Ton	1,918,616	1,785,198	2,140,663	3,183,003	2,776,398
	% of All Materials Used	94.85%	95.07%	95.34%	95.00%	94.72%
Non-recyclable Materials	Ton	104,149	92,596	104,528	168,176	155,154
	% of All Materials Used	5.15%	4.93%	4.66%	5.02%	5.29%
- Adhesives and Quality Treatment Substances	Ton	104,149	92,596	104,528	167,359	154,625
- Door Panel Primer	Ton				817	529
Products and Packaging	Ton	28,092	23,638	28,492	47,013	41,538
- Recycled Products and Packaging	%	100%	23,638	28,492	47,013	41,538
- Goal in Reduction or Avoidance of Natural Resource Use	%	100%	100%	100%	100%	100%
- Performance in Reduction or Avoidance of Natural Resource Use	%	100%	100%	100%	100%	100%



E2.2 Waste, Wastewater, and Pollution Prevention Management

Waste, wastewater, and pollution management is directly linked to compliance with environmental laws, work efficiency, and stakeholder confidence. As a wood-based product manufacturer, the Company Group is aware that every manufacturing process creates waste, wastewater, and air pollution. Without appropriate management, impact may be caused on communities, ecosystems, and the organization's reputation in the long-term. Therefore, the Company Group has made zero waste management, including fresh air and clean water, a key component of corporate success indicators. Additionally, the Company Group invests in raw material management systems, manufacturing processes, and treatment/pollution control systems to ensure business growth does not become a burden on the environment.

With regard to waste, the Company Group aims to reduce waste created at the origin and increase the ratio of recycled resources and resource efficiency as much as possible. In 2025, the Company Group's total waste volume was 405.50 tons. Of this amount, 392.56 tons of waste or 97% of all waste was recycled with only 12.94 tons being non-recyclable waste. This reflects how most waste, non-hazardous and hazardous, is managed by recycling and energy recovery, particularly hazardous waste, of which more than 94% was recycled or reused as fuel in a biomass power plant in 2025. The remaining small amounts were sent for disposal by a legally licensed disposal service provider.

Concerning wastewater and water management, the Company Group employs the guideline of “**using water for maximum efficiency and circulation – minimize discharge**” by designing water use systems in manufacturing processes to be able to recycle treated wastewater in factories, including in production lines and general use, such as public utility systems and cleaning. According to information in 2025, of the total wastewater volume of 169,566 cubic meters, 148,972 cubic meters or 87.9% can be seen to have been reused while only 3% of wastewater was discharged after treatment through a treatment system with strict quality controls ensuring compliance with or higher standards than environmental standards. This trend was expanded upon from 2024 when wastewater was reduced at 100% without wastewater discharge from production processes, demonstrating the Company Group's commitment to develop towards a near-closed loop of waster utilization systems.

In the area of air pollution, the Company has worked continually to control main pollution emissions from manufacturing processes and energy systems. In 2021-2025, the Company Group did not emit ozone-destructive substances and sulfur dioxide (SO_x) while nitrogen dioxide (NO_x), carbon monoxide (CO), and total suspended particulates emissions were monitored and managed via various measures, including burn efficiency improvement, particulate trapping system installation and maintenance, and machinery improvement at points with high emissions. Although data in 2025 shows higher total pollution per production unit when compared to 2022, the Company Group considers this an important warning sign and the Company Group has set systematic plans for reviewing and improving pollution control measures in terms of technology, machinery, and employee work behaviors.

Throughout the past year, the Company Group has carried out multiple action projects that help to concretely reduce pollution, such as:

- 1) **The Automatic Intermediate Storage System Project** reduces redundant product movements, product impact and damage, packaging material waste, and organizes store areas to be more efficient, including reducing forklift use.
- 2) **The Project Use Electric Forklifts in Place of Diesel Forklifts** reduces fossil fuel use, indoor CO and NO_x emissions, and reduces employee health risks from smoke and noise.
- 3) **The Reuse Project** reuses non-conforming products as packaging, converts products that fail to meet quality criteria from “waste for disposal” into resources for wrapping/padding products in production lines and the depot, thereby reducing waste, new packaging material use, and indirect costs.



- 4) **Use of scrap wood and sawdust from manufacturing processes as fuel in biomass power plants** reduces waste disposal burdens, incineration outside the system, and fossil fuel use to generate energy for factories.

To make waste, wastewater, and pollution performance continuous and supportive of future business growth, Vanachai Group has determined garbage, waste, and pollution reduction plans in the next phase by emphasizing the following main issues:

- 1) **Waste Prevention at Source** through manufacturing process efficiency improvements, raw material quality controls, product and packaging designs for less material use while maintaining the same strength and expanded work piece and packaging reuses/repair guidelines.
- 2) **Increase High-Value Recycling & Energy Recovery** by maintaining non-hazardous waste recycling levels close to 100% and increasing energy recovery from hazardous waste, as well as limiting waste requiring final disposal to the lowest level.
- 3) **Advanced Wastewater & Water Reuse** through water balance management in each factory, a higher ratio of wastewater reuse close to 100%, and discharge water quality control at levels without impact on water sources and communities.
- 4) **Air Emissions Control & Prevention** by reviewing key emission points (NO_x, CO, TSP), improving particulate capture technology and incineration systems, using cleaner energy, and linking pollution indicators to factory environmental management systems.
- 5) **Monitoring, Review & Learning** through data collection and reports on waste, wastewater, and pollution under the same format in every factory, specification of efficiency indicators, and reviews of results in the sustainability teams and other committees involved.

Although data from certain years, such as 2025, show higher amounts of certain waste and pollution based on changes in manufacturing quantities and work models, Vanachai Group views these numbers as databases for improvement rather than drawbacks. In addition, the Company Group uses this information as a driving force for strengthening waste, wastewater, and pollution management activities to enable the Company Group's wood-based products business grow with communities and the environment.



Table on Waste, Wastewater, and Pollution Quantities

Waste, Wastewater, and Pollution	Unit	2021	2022	2023	2024	2025
Waste Information						
Total Waste	Ton	262.77	174.71	304.38	340.16	672.32
- Non-hazardous Waste Generated	Ton	212.70	130.46	246.82	290.94	447.18
- Hazardous Waste Generated	Ton	50.07	44.25	57.56	49.22	225.14
Non-hazardous Waste Management	Ton	212.70	130.46	246.82	290.94	447.18
- Recycle	Ton	212.70	130.46	246.82	290.94	447.18
- Safe Burial in Landfills	Ton					0
- Safe Disposal by Other Methods	Ton					0
Hazardous Waste Management	Ton	50.07	44.25	57.56	49.22	225.14
- Recycle	Ton	50.07	44.25	57.56	49.22	85.82
- Reuse	Ton					0.54
- Recovered Energy	Ton					125.84
- Safe Burial in Landfills	Ton					1.32
- Safe Disposal by Other Methods	Ton					11.62
Total Recyclable Waste	Ton	262.77	174.71	304.38	340.16	533.00
Total Non-recyclable Waste	Ton	262.77	174.71	304.38	340.16	533.00
Waste Reduction/Avoidance Goal (Base Year 2021)	%	100%	100%	100%	100%	100%
Waste Reduction/Avoidance Result (compared to Base Year 2021)	%	100%	100%	100%	100%	100%
Wastewater Information						
- Total Wastewater	Cubic Meter	119,700	105,700	133,700	198,626	181,538
- Total Recycled Wastewater Amount/Ratio	Cubic Meter	65,120	64,070	105,140	135,926	148,972
	%	54.4%	60.6%	78.6%	68.4%	82.1%
- Total Wastewater Discharge after Treatment	Cubic Meter	54,580	41,630	28,560	62,701	32,566
	%	6%	4%	2%	4.5%	2.9%



Table on Waste, Wastewater, and Pollution Quantities

Waste, Wastewater, and Pollution		2021	2022	2023	2024	2025
Pollution Information						
-	Ozone-depleting Substances (ODS) Emissions	kg CFC-11e per Ton of Production	0	0	0	0
-	Nitrogen Oxide (NOx) Emissions	Kilogram	86,901	116,518	68,928	50,226
		Kilogram per Ton of Production	0.07	0.10	0.06	0.04
-	Sulfur Dioxide (SOx) Emissions	Kilogram	0	0	0	0
-	Carbon Monoxide (CO) Emissions	Kilogram	238,146	593,261	423,066	521,175
		Kilogram per Ton of Production	0.18	0.53	0.31	0.38
-	Volatile Organic Compound (VOCs) Emissions	Kilogram	0	0	0	0
		Kilogram per Ton of Production	0	0	0	0
-	Total Suspended Particulate, PM 2.5, and PM 10 Emissions	Kilogram	5,950	40,799	33,704	39,967
		Kilogram per Ton of Production	0.00	0.04	0.02	0.03
Total Pollution Emissions		Kilogram	325,047.81	709,779.15	491,993.88	571,400.43
		Kilogram per Ton of Production	0.24	0.63	0.37	0.42
-	Overall Pollution Reduction or Avoidance*	%		0.00	-26.11%	19.79%
-	Target to Reduce or Avoid Pollution in Base Year 2022	%			15%	20%
-	Total Pollution Reduction Compared to Target				100%	Pollution Increased Compared to Base Year



E2.3 Biodiversity and Responsible Natural Resource Use

Biodiversity and responsible natural resource use is of great importance to the Company Group because the business model depends on raw materials from pararubber wood and scrap wood from communities, small and medium enterprises, and outside sawmills or forest sources not directly owned or managed by the Company. However, the Company has influence over forest and ecosystem resource sustainability through guidelines on raw material procurement, resource efficiency, and manufacturing process design in line with the idea of a circular economy. The biodiversity policy was made to cover all of the Company Group's units (100%) since 2024 with comprehensive biodiversity risk assessment in four factories, one main office, and one depot.

Concerning responsible raw material procurement, the Company Group adheres to the principle of not using wood from natural forests and strictly turning to use pararubber wood and branches from plantations and sawmill. Data from the most recent year reflected on how raw materials from sustainable sources (wood/scrap wood from rubber plantations and sawmills) consistently make up 100% of all wood raw materials. This is reinforced with new supplier screening by using the Supplier Environment Assessment in the areas of legal compliance, waste management, and non-involvement in deforestation. In 2025, 42 new suppliers passed the assessment. Additionally, the Company Group provides instruction and improves ESG understanding among minor entrepreneurs to ensure Vanachai's procurement drives the supply chain at the origin to implement guidelines consistent with forest and biodiversity conservation.

The Company Group uses our role to **conserve forests through increasing the value of scrap wood from agriculture or sawmills rather than burning or environmentally destructive uses**. The Company Group continually purchases 2.8 million kilograms of leftover scrap wood from communities per year. This helps to reduce motivations for new forest intrusions, generate income for communities, and reduce greenhouse gas emissions from burning scrap wood in open spaces. At the same time, this scrap wood was used as a main raw material in wood panel manufacturing and as biomass fuel in factories, which is consistent with the concept of **"Save the Forest – Conserve 26 Million Trees in Forest Resources per Year** (according to the Company Group's estimates, for one ton of wood raw materials, 9.4 pararubber trees are needed)" posted by the Company on environmental websites. The Company Group indicated efficient use of scrap wood and paratubber wood can significantly reduce deforestation pressures.

In the area of green zones and ecosystems, the Company Group had established a goal to restore or conserve 1,771.2 rai with clear medium-term goals to restore at least 20% (354 rai) and 30% (531 rai) in 2024-2025. Based on the latest performance, the Company Group was able to restore and conserve 395 rai (22.3%) and 460.5 rai of green zones, respectively. Although the Company Group did not achieve the highest goal, the Company Group's performance reflect continuous and real progress toward ecosystem restoration through tree-planting, factory buffer maintenance, and cooperation with local government agencies and communities.

Overall, therefore, the Company Group's biodiversity and responsible resource use guideline does not look only toward negative impact mitigation but also looks at shared value creation with communities and suppliers **from 100% raw material procurement from sustainable sources, purchase of scrap wood from communities, and green zone restoration to systemic biodiversity risk assessment**. All of this increases supply chain flexibility, reduces long-term resource risks, and makes Vanachai's wood panel business based on coexistence with forests, ecosystems, and natural resources in a balanced and sustainable manner.



Biodiversity and Responsible Natural Resource Use	Unit	2021	2022	2023	2024	2025
- Work Units Covered by the Biodiversity Policy (project starts in 2022)	%			100%	100%	100%
- Work Area Biodiversity Risk Assessment (4 factories, 1 office, and 1 depot)	%			100%	100%	100%
- Raw Materials from Sustainable Sources (wood/scrap wood from rubber plantations and sawmills)	%			100%	100%	100%
- Green Zone Restoration or Conservation Goals (a total of 1,771.2 rai)	%				20% (354 rai)	30% (531 rai)
- Biodiversity Restored or Conserved in Green Zones per Year	Rai per Year				395.13	460.5
	%				22.3%	26%
- Water Withdrawal from Water-stressed Areas	Cubic Meters per Year			0	0	0
- Biodiversity Projects and Leftover Scrap Wood Purchases from Communities	Million Kilograms	1,671	1,443	1,668	1,766	1,752
- Amount of Pararubber Wood Used in Manufacturing Processes	Million Tons	1.92	1.79	2.14	3.18	2.78

E3 Environmental Strategy: Safeguarding Water Resources for the Future

Emphasize on working together throughout the value chain in **responsible water management to create water security in manufacturing processes, reduce impact on local water sources, and support community access to clean water** by focusing on increasing water efficiency and recycling as much water as possible while also treating wastewater strictly and responsibly. The Company treats all used water and controls water discharge quality to be consistent with or higher than relevant standards, including guidelines on reducing freshwater dependence with rainwater storage systems and monitoring water use reports transparently to raise corporate responsibility levels and stakeholder confidence in the long term.

E3.1 Water Stewardship and Water Security

Water stewardship and security is important to the Company Group due to direct relation to manufacturing continuity, legal compliance, relevant requirements, and confidence, including good relationships with surrounding communities. As a wood-based product manufacturer, the Company Group uses water from manufacturing processes and public utility systems. Therefore, the Company Group places importance on water stewardship as a shared local resource through water efficiency enhancement, recycling as much water as possible, and carrying out effective wastewater treatment to mitigate impact on receiving water sources. The Company Group sends all wastewater into the treatment process, controls wastewater quality to be consistent with or above relevant standards, and implements water conservation, recycling, and the rainwater storage system to reduce water dependence and strengthen long-term operational flexibility.



Additionally, the Company Group gives importance to its own reserve water source and water security preparations, particularly under turbulent weather conditions and risk of more future droughts, Although the Company's performance at times reflect challenges and operational limits, the Company Group recognizes that **water management is a long-term mission requiring continuous and earnest action**. Employees at every level are learning and improving systematic water risk management skills to minimize risk and prevent long-term impact on communities and ecosystems. Therefore, the Company Group has set forth clear preventive guidelines from water risk screening by area and factory, water balance preparation, and business contingency plans beside increasing recycled water use in the organization to cover manufacturing processes and building and factory management, such as cleaning work, public utility systems, and other appropriate support activities. Under strict water quality control and safety requirements, the Company Group has improved the wastewater treatment and wastewater quality control system, and reinforced water security with rainwater storage systems to enhance water efficiency, reduce dependence on freshwater, and support continuous operations without increasing burdens on community water resources.

In 2025, the Company Group's total water use was 1,107,991 cubic meters with no water withdrawal or consumption from water-stressed areas (0 cubic meters), reflecting thorough water risk management, At the same time, the Company had 169,566 cubic meters in wastewater, of which 87.9% was recycled and 3% was discharged after treatment, demonstrating the Company Group's commitment to driving circular water management in the organization alongside maintaining responsible wastewater treatment standards. The Company Group invested 1.89 million baht to mitigate or avoid impact from water discharge or and wastewater to support continued system development. The Company Group's goals for intense water management in the next stage are to increase the recycled wastewater ratio to no less than 90% and control to ensure wastewater discharge after treatment does not exceed 3%. Additionally, the Company Group has a goal to reduce water use per production unit by 10% when compared to the previous year in order to achieve efficient water management and concrete water risk reduction in the long term.



Water Use	Unit	2021*	2022	2023	2024	2025
- Amount and Source of Water Used by the Organization	Cubic Meter	804,099	785,308	946,730	1,403,054	1,141,026
- Net Water Use at Every Business Facility	Cubic Meter	712,330	668,500	841,160	1,392,953	1,107,991
- Goal for Total Water Use Reduction Goal per Production Unit (compared to the previous base year)	%	10%	10%	10%	10%	10%
- Ratio of All Water Use per Production Unit	Cubic Meter / Production Unit	0.38	0.43	0.40	0.62	0.59
- Ratio of All Reduction in Water Use per Production Unit	%	N/A	13.16% (increase)	-6.98% (decrease)	55.00% (increase)	-4.84% (decrease)
- Water from Reserve Water Sources	Cubic Meter/Ton	91,769	116,808	105,570	10,101	0
- Goal for Water Withdrawal/Consumption in Water-stressed Areas	Cubic Meter	0	0	0	0	0
- Water Withdrawal/Consumption in Water-stressed Areas	Cubic Meter	0	0	0	0	0
- Total Wastewater	Cubic Meter	119,700	105,700	133,700	198,626	181,538
- Total Wastewater Discharge after Treatment	%	6.8%	5.3%	3.0%	4.5%	2.9%
- Goal for Recycled Wastewater to be \geq 90% per Year by 2026	%	90%	90%	90%	90%	90%
- Total Wastewater Recycled	%	54.4%	60.6%	78.6%	68.4%	82.1%
- Consumption/Withdrawal Goals at Facilities Impacted by Water Stress	%	100%	100%	100%	100%	100%
- Ratio of Reductions in Water Use/Withdrawal from Facilities Impacted by Water Stress to the Goal	%	100.0%	100.0%	100.0%	100.0%	100.0%
- Investment to Reduce/Avoid Impact from Water/Wastewater Discharge	Million Baht	1.62	1.53	1.90	1.99	1.89



3.9 Sustainability Management in Social Terms (TOGETHER)

Stressing the Company Group's identity in **holding people at the heart business operations and considering that sustainable success** is created from strong relationships with employees, suppliers, customers, and communities involved throughout the value chain, the Company Group recognizes that care for labor, respect for human rights, safe workplace creation, personnel competency improvement, and building trust in customers and society are factors that impact stakeholders and strategic factors with impact on long-term work efficiency, business continuity, and competitiveness, particularly and export-focused business contacts with close supply chain links to small and medium enterprises and local communities.

Under the scope of double materiality, the Company Group emphasizes social management with the following two main guidelines:

(1) **Empower personnel and create safe workplaces** by creating a fair and open work culture ready for change, supportive of organizational growth with quality manpower, and aiming to systematically prevent work-related accidents and illness side-by-side with passing on a culture of safety and care for one another to protect the lives and livelihood of employees and other relevant people.

(2) **Create shared value for society and customers** through respect for human rights throughout business operations and relationships, continuous community engagement and development, including responsibility to customers and confidence by placing importance on user health and safety, product quality, and hearing reflections for continual improvement.

With the aforementioned guidelines, the Company Group aims to reduce social and labor risks, strengthen readiness for legal compliance and global market expectations, improve personnel competence, and build long-term trust with communities and customers, emphasizing that **"growing together" is not only a social activity but a foundation for the Company Group's long-term flexibility and secure growth.**

3.9.1 Social Policies and Guidelines

The Company Group outlines management frameworks based on principles of **respect for human rights and dignity** with coverage of fair and non-discriminatory employment, no use of forced/child labor, protection for labor rights, and freedom of assembly. The Company Group also specifies appropriate and transparent wages and benefits with accessible complaint channels and compensation processes to **mitigate labor relation risks, right violation risk, and reputational risks throughout the value chain.**

In the area of work quality, the Company Group systematically pushes **occupational health and safety** through risk assessment, work-related accident/disease prevention, preparation for emergencies, and development of safe work environments alongside well-being while simultaneously improving personnel competence through **continuous development and training** in order to increase readiness for changes and the organization's competitiveness. Moreover, the organization has a two-way communication guideline for **stakeholder engagement and community development** by hearing recommendations and creating shared value to boost confidence, and the Company Group has continued acceptance with a **social license to operate (SLO)** from stakeholders and the public.



3.9.2 Social Performance

S1 Social Strategy: Empowering People and Ensuring Safe Workplaces

Under the TOGETHER strategy, the Company Group repeats that “people” are at the heart of driving the organization and a determinant of long-term success in terms of performance efficiency, business continuity, and stakeholder confidence. Therefore, our S1 Social Strategy is intended to create valued jobs with safe workplaces by providing care beginning with hiring and fair treatment of labor, competency improvement and career advancement, as well as systematic work-related accident and disease prevention with coverage of every employee group, including contract employees, contractors, and people involved in work areas.

To make work concrete and accountable, the Company Group has set policies that are linked throughout the employee life cycle, beginning with the **human rights policy** (VNG-SOC-HRS-PL-02) as a principle of the organization covering prevention of forced labor, child labor, discrimination, and coercion in every form. The Company Group also has appropriate processes for human rights impact assessment, complaint acceptance, remedy, and complainant protection principles. The Company Group then added an **employment policy** (VNG-SOC-EMP-PL-02) with a focus on fairness, transparency, equal opportunity, and the principle of wages equitable to equitable work. Additionally, the Company Group has the **wages and benefits policy** (VNG-SOC-ECB-PL-01) in order to be appropriate, fair, competitive, and linked with roles, responsibilities, and performance to create employee motivation, attachment, and good quality of life.

In terms of empowerment, the Company Group has passed the **employee improvement and training policy** (VNG-SOC-EDT-PL-01) to improve skills and competencies to be consistent with business directions and technological and labor market changes. The Company Group encourages continued learning, equal access to improvement opportunities, individual development planning, and development of courses with coverage of professional skills, safety, ethics, and sustainability. At the same time, in terms of safe workplaces, the Company Group’s efforts are driven by the **occupational health, safety, and work environment policy** (VNG-SOC-EDT-PL-01) with a focus on preventive risk management, work environment assessment and improvement, personal protective equipment procurement, training and safety to create a culture of safety, including incident reports and emergency plan drills with continual engagement from employees and contractors.

In addition, the Company Group adheres to the principle of meaningful engagement ensuring employee voices are used to make real improvements through the freedom of assembly support policy (VNG-SOC-SEFA-PL-01), which supports employee representation, honest discussion, and no retaliation or discrimination against people who exercise rights. The policy is linked with the **stakeholder engagement policy and guideline** (VNG-SOC-SHE-PL-02) to determine two-way communication channels, hear recommendations, and create accessible complaint channels for all stakeholders, including empowerment of people and society around work areas through the **community engagement and development policy** (VNG-SOC-CSE-PL-02) by supporting employee engagement, knowledge sharing, and creating shared value reflective of the S1 goal to “grow with people” on the basis of long-term safety, fairness, and trust.



S1.1 Employee Well-being, Engagement, and Development

The Company Group holds that **“people” are at the heart of sustainable business success**. Therefore, the Company Group has set a framework of personnel care based on the principles of fairness, equality, respect for human dignity, and accessible opportunities, covering transparent and non-discriminatory employment, appropriate and fair wages and benefits, and work-life balance support, including protection of labor rights and two-way communication to ensure every employee group feels valued, safe, and fully able to demonstrate competence, as a foundation of performance efficiency, business continuity, and confidence in the long term.

The Company Group places importance on creating attachments and meaningful engagement through an open corporate culture that listens and offers constructive recommendations continually, as well as a clear and systematic performance management process to **ensure expectations between employees and the organization are consistent, and ensure recommendations lead to real improvement**. Results from evaluating employee attachment to the organization have been high throughout 2021 – 2025, reflecting a strong work atmosphere of respect and support. To support recommendations from assessment of material issues, the Company Group has prepared the **Employee Engagement Plan with systematic coverage of employee relations and internal communication activities**, such as: (1) a two-way executive-employee communication forum/employee hearing channel; (2) team and unity building activities; (3) praise and award projects to build incentive; (4) well-being and work-life balance promotion activities; and (5) follow-up on results with satisfaction/attachment survey forms and communicate improvement results to employees in order to create a continuous and accountable “listen-improve-reply” cycle.

In terms of quality of life and fair wages, the Company Group **manages wages and benefits to be consistent with roles and responsibilities, as well as continually improving equality**. The female : male employee wage ratio is maintained at 1 : 1.0, reflecting the Company’s commitment to closing gaps and creating fairness in the workplace. At the same time, the Company pays overall employee wages at a competitive level, including contributions for social guarantees and benefit/retirement plans to boost security and comfort among employees and families.

In the area of diversity and comprehensive employment, the Company Group works proactively to ensure accessible opportunities for all, including vulnerable groups and disabled people. The Company Group has 39 disabled/disadvantaged employees or **1.17% of all employees with a disabled persons’ employment ratio above the legal requirement of 101.3%**, reflecting the Company Group’s commitment to not only “comply” and “empower” everyone to grow together with value and sustainability.



Employee Employment, Well-being, and Engagement	Unit	Performance				
		2021	2022	2023	2024	2025
- Employee Attachment to the Organization	%	94.13%	95.49%	96.64%	97.01%	96.59%
- Consensual Employee Resignation Rate	%	8.69%	10.16%	13.11%	11.84%	12.38%
- Overall Employee Wages	Baht		550,880,532.69	557,057,540.59	588,890,171.45	593,318,569.57
- Contributions Paid by the Company to Social Security	Baht				15.34	25.56
- Company Contributions to Benefit and Retirement Plans: Total Contributions Paid by the Company	Baht				274	18.05
- Employee Engagement Ratio	%				100%	100%
- Female to Male Employee Wage Ratio	F : M			1 : 1.10	1 : 1.01	1 : 1.0
- No. of Disabled or Disadvantaged Employees	Employee	21	27	26	23	39
- Ratio of Disabled Employees to All Employees	%	1.10%	1.26%	1.24%	1.22%	1.17%
- Rate of Disabled Person Employment Required by Law	%	111%	129%	136%	131%	118%



The Company Group persists in our belief that **investment in people is strategic investment in building long-term competitiveness and corporate sustainability**, particularly in industrial contexts with rapidly evolving technologies, customer expectations, and sustainability goals. Thus, the Company Group intends to create work environments where **every employee can have real growth, feel valued, supported, and have the opportunity to self-improve to the highest competence with coverage of professional, digital/innovation, and leadership skills** in order to prepare personnel for changes, enable work quality and performance efficiency improvements, and concretely move to achieve corporate goals.

The Company Group drives personnel development systematically through individual development plans (IDPs) prepared by employees and supervisors to link employee career progress goals to corporate needs, and make development directed, on point, and accountable. Additionally, the Company Group supports continued learning through soft and technical skill training and development activities with coverage of personnel at every level, including encouraging learning across branches and teambuilding activities, in order to increase teamwork flexibility and create a culture conducive to knowledge and innovation exchange.

Our performance reflects investment continuity in development. In 2025, the Company Group's number of employee training or improvement activity hours rose to 30,422 hours while the mean training hours per person per year for soft and technical skill development was 9.10 hours/person/year. Fluctuations in mean hours per person may reflect learning model adaptation to suit work contexts in each year. The Company Group recognizes the importance of learning quality and consistency, as well as the number of hours, in order to ensure development has real effects on competency and performance.

With the above guidelines, the Company Group aims to create clear results by closing skill gaps, improving manpower and leadership readiness at every level, enhancing work efficiency and quality, and building secure and meaningful employee career paths, emphasizing that **competency development is not only a training activity but a key mechanism enhancing organizational flexibility and shared sustainable growth under the TOGETHER strategy**.



Employee Competency Improvement	Unit	Performance				
		2021	2022	2023	2024	2025
- Total Employee Training or Improvement Activity Hours	Hour		24,115	28,186	19,263	30,422
- Soft and Technical Skill Training and Development Consistent with Personnel at Every Level	Hour / Person / Year		11.29	13.39	10.23	9.10
- Courses for Employee Up-skilling, Excluding Safety Courses	Course			5	10	51
- No. of Occupational Health and Safety Courses	Course			7	8	24

Examples of Prominent Courses Given Interest and the Highest Satisfaction Score by Trainees

ESG Courses	Standard and Quality Training Courses	Personal Competency Improvement Courses
<ul style="list-style-type: none"> Operational Precision for Resource Efficiency and Waste Minimization 	<ul style="list-style-type: none"> Problem-solving with Cause & Effect for Product Quality & Yield Optimization 	<ul style="list-style-type: none"> Financial Statement Preparation Techniques with Solutions and Financial statement Delivery via e-Filing According to New Financial Statement Sub-Item
<ul style="list-style-type: none"> Corporate Carbon Footprint Assessment 	<ul style="list-style-type: none"> Basic ISO 9001 : 2015 Quality Management System 	<ul style="list-style-type: none"> Annual Financial Statement Examination and Analysis Techniques for Accounting Department Managers and Executives before Filing
<ul style="list-style-type: none"> Regular Air Pollution Environmental Protection System Operator 	<ul style="list-style-type: none"> AI-Powered Work Transformation 	<ul style="list-style-type: none"> Employee Welfare Fund Savings and Contribution Collection
<ul style="list-style-type: none"> Factory Environment Management 	<ul style="list-style-type: none"> Basic Participative Management (Quality Culture) 	<ul style="list-style-type: none"> Information System Use
<ul style="list-style-type: none"> Energy Conservation 	<ul style="list-style-type: none"> PSM Process Quality and Safety Management 	



S1.2 Occupational Health and Safety: OHS

The Company Group holds **employee safety and well-being as the highest responsibility and foundation for operational excellence, including stakeholder confidence throughout the value chain.** The Company Group aims to create safe, hygienic, and conducive work environments that cover every employee group, as well as contractors and workers in the supply chain working in factory areas, by raising work-related accident and illness prevention measures as part of daily management and not simply legal compliance.

The Company Group's management guideline **emphasizes proactive prevention with coverage of hazard identification and systematic risk assessment,** clear control measure and operational standard specification, work environment and equipment readiness monitoring, emergency preparations and response, including monitoring incident reports and analyses to prevent recurrence while also imparting a safety culture where every person engages in caring for one another. In addition, the Company Group gives priority to overall employee well-being, including workplace mental health, to create a positive and open environment supportive of effective work.

To handle disease outbreaks or public health risks, the Company Group prepares work environment protection plans to protect employees and other people involved, as well as maintaining appropriate business continuity, with coverage of risk monitoring and communication, well-being and workplace cleanliness improvement, personal protective equipment and hygiene guidelines (such as hand washing/alcohol gel stations and cleaning of places with shared contacts), density and distancing management in risk areas, necessary adjustments to work models (such as switching shifts/splitting teams/reducing groups), visitor and contractor control in the area, including preparation of response plans for when a person with symptoms or risk incidents are encountered and coordination with the agencies involved. The Company Group intends for the above measures to be **practical and consistent with work contexts with timely adjustments according to the situation.**

The Company Group's safety performance reflects our ongoing efforts to mitigate risk with total recordable injury cases (TRIC) declining from 39 cases (2024) to 27 cases (2025) while the total recordable injury rate declined from 5.91 to 2.58 cases per million working hours in 2025, which is the lowest level in the past five years. The Company Group has consistently maintained zero work-related deaths every year (2024-2025) and the occupational injury frequency rate is also consistently zero. At the same time, the lost time injury frequency rate (LTIFR) declined from 2.12 (2024) to 1.54 (2025), reflecting more effective risk control. However, in 2025, the lost workday cases and lost day rate (LWC/LDR) was 1.48 (days lost per 200,000 work hours). **The Company Group places importance on learning lessons and improving preventive measures to reduce accidents and injuries with sustainability.**

In the area of knowledge development and awareness building, the Company Group provides occupational health and safety training continually. In 2025, 27.4% of all employees received occupational health and safety training, and the Company Group intends to **improve training comprehensiveness and accuracy to be consistent with risks based on job characteristics,** including communication and governance expansion to contractors in the work area, to ensure safety standards are the same throughout the supply chain. Our main training courses are: (1) CPR, AED use, and movement of injured persons; (2) safe driving; (3) electrical work safety; (4) radiation-related work safety; (5) work safety in high places; (6) confined space work safety; (7) crane use; and (8) safety behavior creation.



With these guidelines, the Company Group emphasizes our commitment to creating safe workplaces that promote well-being by prioritizing prevention before incidents, engagement by all, prepared emergency management, and work environment protections in the event of disease outbreaks to protect the lives and health of employees and others involved along with improving the organization's long-term work efficiency and flexibility.

Hygienic and Safe Work Environments	Unit	Performance				
		2021	2022	2023	2024	2025
- Total Recordable Injury Cases (TRIC)	Case	29	46	33	39	27
- Total Recordable Injury Rate (TRIR)	Case/Million Work Hours	6.15	8.73	6.37	5.91	2.58
- Lost Workday Cases and Lost Day Rate (LWC, LDR)	Days Lost per 200,000 Work Hours	0	0	0	0	1.48
- Lost Time Injury Frequency Rate (LTIFR)	Case/Million Work Hours	2.39	2.37	1.69	2.12	1.54
- Work-related Deaths per 1,000 Employees	Death/1000 People	0	0	0	0	0
- Occupational Injury Frequency Rate (OIFR)	Case/Million Work Hours	0	0	0	0	0
- No. of Employees with Occupational Health and Safety Training (compared to all employees)	Employee	213 (11.1%)	822 (38.5%)	693 (32.9%)	947 (50.3%)	915 (27.4%)



Occupational Health and Safety Courses in 2025

Occupational Health Courses	Safety Courses	Work Safety Courses
<ul style="list-style-type: none"> • Social Security Knowledge 	<ul style="list-style-type: none"> • Safety Officer, Executive Level (Executive SO) 	<ul style="list-style-type: none"> • Transformer Use
<ul style="list-style-type: none"> • Occupational Safety, Health, and Work Environment (OSHWE) 	<ul style="list-style-type: none"> • Safety Officer, Supervisor Level (Supervisor SO) 	<ul style="list-style-type: none"> • Fire Suppression and Evacuation Plan Drill at the Main Office and Factories
<ul style="list-style-type: none"> • Hearing Conservation 	<ul style="list-style-type: none"> • Work Unit Safety Activity Management 	<ul style="list-style-type: none"> • Electrical Work Safety
<ul style="list-style-type: none"> • Basic CPR & AED First Aid 	<ul style="list-style-type: none"> • Basic Hazardous Material Vehicle (ADR) and Tanker Driving Review 	<ul style="list-style-type: none"> • Chemical Work Safety and Emergency Plan Drill in Case of Chemical Leak
<ul style="list-style-type: none"> • Understanding of Post-retirement Privileges 	<ul style="list-style-type: none"> • Correct and Safe Driving 	<ul style="list-style-type: none"> • Transformer Use
<ul style="list-style-type: none"> • Radiation Hazard Prevention 	<ul style="list-style-type: none"> • Basic Fire Fighting 	<ul style="list-style-type: none"> • Crane Operator, Crane Signaler, Crane Rigger, and Crane Supervisor Training
<ul style="list-style-type: none"> • Safety Management and Factory Contractor Control 	<ul style="list-style-type: none"> • 4th Confined Space Work Safety and Confined Space Work Safety Review 	<ul style="list-style-type: none"> • Boiler Controller and Boiler Controller Knowledge Review (2 courses)
<ul style="list-style-type: none"> • Automatic External Defibrillator Use 	<ul style="list-style-type: none"> • High Space Work Safety and Emergency Assistance 	<ul style="list-style-type: none"> • Safe Counterbalanced Forklift Driving



Fire prevention drills are held annually

Fire drill



Occupational health training



S2 Social Strategy: Creating Shared Value for Society and Customers

Under the TOGETHER strategy, the Company Group believes sustainable success is not measured from only performance and that sustainable success must be reflected through value created by the organization for customers, society, and communities that grow alongside one another throughout the value chain. Therefore, the S2 Social Strategy of Creating Shared Value for Society and Customers was designed based on the main idea that **every product delivered, every business relationship, and every work in the area must create tangible positive outcomes for product users, communities around worksites, and local economies** by adhering to responsible and transparent business operations with respect for human rights.

The Company Group gives precedence to customers as main stakeholders directly linked to reliability and long-term growth, delivery of quality products that are safe and meet needs, making customers the core of value creation. At the same time, the Company Group raises the level of responsibility to consumers through clear communications, systematic hearings of recommendations and complaints, and continual improvement to build trust and long-term relationships that grow together on the basis of standards and business ethics.

In social and community terms, the Company Group aims to create shared value, combining business and society through real and continuous engagement with communities around the work area by adhering development principles consistent with local contexts, respect for community needs, and focusing on creating more sustainable outcomes than short-term assistance. The Company Group believes grassroots economic development, learning opportunity creation, occupational skill enhancement, quality of life improvement, and support in projects with community engagement from the beginning are social investments that reduce inequality, strengthen communities, and create trust, which are key social capital for continued business operations.

The main point of S2 is making corporate growth inseparable from social improvement. Therefore, the Company Group integrates stakeholder engagement, social risk management, and oversight of operational impacts with corporate management systems while also improving cooperation with suppliers, government agencies, educational institutes, and civil society in order to broaden and deepen positive outcomes. With this S2 strategy, the Company Group emphasizes **that creating shared value is not an occasional social activity but a way of thought and work at the core of business** that gives confidence to customers, strength to communities, and benefits to society, as well as secure and sustainable long-term corporate growth.

S2.1 Human Rights and Community Development

The Company Group's operations are closely linked to communities around factory areas and the value chain. The Company Group recognizes sustainable growth must be on the basis of respect for the rights, dignity, and quality of life of local stakeholders, as well as creative and trustworthy relationship-building. The Company Group aims to operate the business responsibly without negatively impacting community rights and living conditions, and the Company Group places importance on hearing opinions and concerns earnestly.

As a manufacturer of wood products from scrap wood, the Company Group sees our role in supporting local economies and community development through job creation, support for local suppliers and entrepreneurs, and improvements in resource efficiency. Nevertheless, not only does the Company Group place importance on giving, the Company Group also emphasizes shared value creation through development project designs that are consistent with economic, social, and environmental community contexts with respect for local culture and sensitivity, and aims to achieve measurable results and create positive change in the long term.

To make our work consistent and to meet real needs, the Company Group works through corporate social responsibility teams stationed at each factory and regularly coordinates with community leaders, government agencies, and local stakeholders through a process of two-way communication, identification of community issues and needs, project operations, and following up on results. Additionally, the Company Group has open channels for receiving complaints and mechanisms for managing concerns in order to increase transparency and reduce social risks. The Company Group is committed to compliance with human rights principles in business operations and relationships, as well as increasing engagement continually to build trust, a key social capital for work in the long term.



The Company Group prepared 127 projects and corporate social responsibility activities. For information about ongoing projects given operational support from the Company Group, see project details in the report on activities for society on the Company's website at <https://www.vanachai.com/th/document/sustainability-reports>.

Environmental Projects

- Grow Green for Community Project – Increase green zones for communities and society by joining in planting trees and supporting tree planting.
- Sort for a Better World Project – Waste sorting.
- Food to Fertilizer Project – Composting with food scraps.
- Reef and Marine Release Project – Coral reef restoration and aquatic species releases.

Social Projects

- Sustainable Wellbeing Project – Attendance at activities and support for bedbound patients, children, and disabled persons.
- Every Drop Saves Lives Project – Blood donations to save lives.
- Safe Ride, Every Time Project – Safe driving instruction and safety helmet gifts
- Skills for Sustainable Prosperity Project – Community enterprise development/support.



Our performance in 2021-2025 reflects our intention to make continued investments for society and employee engagement, with social/community development expenses at 3.46 million baht. In the meantime, the number of employee hours for corporate social responsibility activities is 3,937 hours and the Company Group has 127 CSR projects and activities. Additionally, the Company Group also carries out environmental activities for social benefit, such as planting a total of 6,266 trees and supporting youth/student learning through various forms of training and activities. At the same time, community relationship indicators reflected positively, with community satisfaction towards the business at 87%. More importantly, the Company has had no ongoing incidents or complaints regarding environmental or human rights impact on communities in 2021-2025. This underlines the Company Group's goal to operate the business with responsibility, respect for rights, and to grow sustainably with communities.

Human Rights, Community Development, and Value Creation	Unit	Performance				
		2021	2022	2023	2024	2025
- Social/Community Development Expenses	Million Baht	2.50	2.47	2.73	6.95	3.46
- Employee Hours in CSR Activities	Hours/Year	2,111	2,612	3,133	5,544	3,937
- Hours of CSR Activities per Year	Hours/Person/Year	3.36	3.91	3.91	4.50	1.18
- No. of CSR Projects and Activities	Projects	65	64	78	88	127
- No. of Employees Who Received Health Examinations and Care, Including for AIDS, Malaria, and Tuberculosis	%					0
- Total Trees Planted for Social Benefit	Trees			1,000	1,322	6,266
- No. of Trained Students and Students Who Performed Activities of Every Category	Student	95	53	229	61	59
- Community Satisfaction towards the Business	%				85%	87%
- Percentage of Employees Trained in the Human Rights Policy	%				30	3,140
- No. of Complaints on Human Rights from Employees	Complaint	0	0	0	0	0
- No. of Complaints on Human Rights from Contracted Suppliers	Complaint	0	0	0	0	0
- No. of Incidents or Complaints on Environmental or Human Rights Impact on Communities	No. of Times	0	0	0	0	0



S2.2 Customer Responsibility and Trust

Customer responsibility and trust is directly linked with consumer safety and health, product quality and capacity, information transparency, and corporate reputation, all of which are determinants of long-term business success. The Company serves a diverse range of customers ranging from consumers, contractors, furniture manufacturers, architects, interior decorators, and designers to project developers. Therefore, the Company Group adheres to the principle of understanding changes in needs quickly and delivering consistent customer experience under the same standard by every channel to build continuous and sustainable trust.

The Company Group drives customer responsibility through the following three cores:

(1) **Consumer Safety and Health is First** – This is achieved through responsible product development and design, as well as manufacturing process improvement to reduce health impact, such as by controlling VOC/formaldehyde emissions and continually improving quality standards. In 2025, the Company Group developed non-VOC products for flooring and OSB to answer indoor **air safety questions** with an aim to achieve the highest safety under international formaldehyde emission standards. The Company Group also launched our hybrid laminate flooring product designed to meet real utilization needs with the ability to resist water for 72 hours, helping to reduce risk of deterioration and extend product life in contexts where consumers place greater importance on durability and health within the home.

(2) **Clear and Transparent Product Information & Responsible Communication** – The Company Group recognizes the importance of accurate, accountable, and non-misleading communication regarding product properties with coverage of key health and safety characteristics, guidelines on use and maintenance, including instructive communication to support customer decisions. From the end of 2025 to 2026, the Company Group has communicated the idea of safe products through the “Bonded for Life” exhibition and a short film to create awareness on appropriate indoor material selection. The Company Group aimed for customers and consumers to understand impacts from materials on indoor air quality and see product options consistent with inhabitants’ health, thereby enabling customers to make informed decisions and be confident in product origins and characteristics.

(3) **Listen to Customers and Make Continuous Satisfaction Improvement Plans** – The Company Group adheres to the principle of “**a customer’s voice is information for improvement**” through **regular satisfaction surveys**, compilation of recommendations from service channels, systematic complaint management, and use of results to make real improvements in the quality of products, services, and customer experience. The Company Group has cyclical improvement guidelines composed of measure results-analyze-improve-provide feedback to allow customers to see concrete changes in terms of response speed, information clarity, reliable delivery, and improvement of solutions to suit uses by each customer group.

The Company Group also empowers customer decisions by communicating values of resource efficiency and sustainable consumption guidelines via online and offline consultation and product information access channels (such as learning centers/showrooms) to provide customers with accurate and appropriate recommendations for real use. The Company Group’s goal is not to only meet needs, but also build long-term relationships based on trust, transparency, and proven quality to ensure business growth takes place alongside customer confidence and value passed to society with sustainability.

With the above guidelines, the Company Group reiterates that **customer responsibility is not just product deliveries but the delivery of safety, transparency, and confidence through products developed with responsibility** through straightforward communication and persistent development from customer opinions to build long-term relationships based on proven quality and sustained trust.



Customer Satisfaction	Unit	Performance				
		2021	2022	2023	2024	2025
- Product Satisfaction Assessment Results	%	97.3%	97.1%	98.1%	98.1%	98.2%
- Service Satisfaction Assessment Results	%	97.4%	97.3%	97.7%	97.9%	98.0%
- Total Product Quality Complaints	Cases			0	2	2
- Total Service Complaints	Cases			0	0	0
- Total On-schedule Customer Complaint Resolution	%			0	100%	100%
- Product Categories under Information/Labeling Requirements	%				9.13%	5.64%
- Marketing-related Complaints: Concerns or Complaints from Consumers and the Public	Cases			0	0	0



Corporate Social Responsibility



4. Management Discussion and Analysis: MD&A

4.1 Analysis of operations and financial position

The performance in the 2025, the company and its subsidiaries have the total revenue from sales in amount of 11,300 million baht which is decreasing from the 2024 at equivalence of 2,240 million baht, about 17%. These caused, revenue from sales of domestic and export decreased about 11% and 18% respectively.

Analysis of Profit (Loss) of the Company and its Subsidiaries

In 2025, the Company and subsidiaries had a loss attributable to equity holders of the company of 602 million baht when compared to 230 million baht in 2024, a decrease of 832 million baht or 361%, which had main causes as follows:

1. The total sales has decreased of 2,240 million baht, due to sales volume of MDF Board and Particleboard have decreased by 14% and by 38% respectively. While the average price of Particleboard has decreased by 7%. Sales income was divided into domestic sales income and foreign sales income as follows:

	Unit	2024	2025
Revenue from sales - domestic			
• Sales to general customers	Million Baht	2,140.61	1,890.61
• Sales to related companies	Million Baht	94.35	106.83
Total Revenue from sales - domestic	Million Baht	2,234.96	1,997.44
Revenue from sales - international	Million Baht	11,304.71	9,302.37
Total Revenue from sales	Million Baht	13,539.67	11,299.81
Proportion between domestic sales and export sales		17:83	18:23

2. Cost of sales was 10,370 million baht, a reduction of 1,326 million baht due to lower MDF Board and Particleboard sale volumes.
3. Administrative expenses increased by 26 million baht. Due to the increase in expenses in 2025, including consultant fees and license fees (SAP) totaling 13 million baht, and other expenses totaling 13 million baht.

Regarding the return on equity, the company paid dividends for the operating results of the year 2023, 2024 and 2025 as detailed below;

Year performance		2023	2024	2025
Profit (Loss) for the Year - shareholders of the Company	Million Baht	26.66	230.20	(601.7)
Dividend paid	Baht / share	0.02	0.10	-
Total Dividend paid	Million Baht	34.70	173.52	-
Dividend payout ratio *	Percent	130.18	75.38	-

* Dividend payment rates were in accordance with the Company's policy requiring the rate of dividends of not less than 40% of the net profit of the consolidated financial statements in each accounting period after deducting all kinds of reserves stipulated by laws and the Company, including the accumulated losses brought forward (if any). However, various factors would be taken into account for such dividend payout, such as legal requirements, financial position, cash flow, liquidity of the Company, terms and conditions of contracts bound by the Company, as well as the investment plans of the Company and its subsidiaries, including necessity and any suitability in the future.

On 25 February 2026, the Board of Directors' Meeting passed the resolution to propose the omission of dividend payment for the 2025 operating results to the 2026 Annual General Meeting of Shareholders for consideration and approval.



Financial Position

Total Assets

Main elements of assets of the Company and its subsidiaries were trade receivables and other receivables, inventory and property, plant, and equipment.

Major Components of Assets	2024	2025
Trade receivable and other current receivable	5.88%	6.54%
Inventories	14.53%	13.80%
Property, Plant and Equipment	61.79%	65.78%

As of 31 December 2025, the total assets of the company and its subsidiaries were 18,439 million baht, increased by 443 million baht, compared to the total assets of 17,995 million baht in 2024. This increase is due to an increase in trade and other current receivable, revenue department receivable, current tax assets, property, plant and equipment, deferred tax assets and a decrease in cash and cash equivalent items, inventories, maintenance supplies, right-of-use assets, intangible assets and other non-current assets.

Total Liabilities

As of 31 December 2025, the total liabilities of the company and its subsidiaries were 11,713 million baht, increased by 1,163 million baht, compared to the total liabilities of 10,550 million baht in 2024. This increase is due to an increase in loans from financial institutions, trade and other current payable, provisions for employee benefits, other non-current liabilities and a decrease in advances received from customers, lease liabilities, income tax payables and deferred tax liabilities.

Shareholders' Equity

As of 31 December 2025, the total shareholder's equity of the company and its subsidiaries were 6,726 million baht, decreased by 719 million baht, compared to the total shareholders' equity of 7,445 million baht in 2024, due to operating results with net loss and dividend payment during the year 2025.

As of 31 December 2025, the debt to equity ratio was 1.74:1, increased by 0.32 times compared to that of 1.42:1 in 2024. The main reason is due to an increase in loans from financial institutions and a decrease in shareholders' equity, due to loss from operations and dividend payment during the year 2025.

Liquidity

Cash Flow

For the year ended 31 December 2025, the company and its subsidiaries have cash flow received from operating activities 196 million baht, cash flow used in investing activities 1,546 million baht, cash flow received from financing activities 695 million baht. There was net cash flow used 655 million baht. The cash flow used was 1,263 million baht more than the same period in 2024 as summarized;

1. Net cash received from operating activities is 196 million baht, decreased by 2,165 million baht, because of decreased of profit from operation before change in operating assets and liabilities by 778 million baht, increased of operating assets 823 million baht, decreased of operating liabilities 612 million baht, decreased of cash received from interest income 7 million baht, decreased of cash received for income tax 5 million baht and decreased of cash paid for income tax 61 million baht.
2. Net cash used in investing activities is 1,546 million baht, increased by 1,313 million baht, due to cash received from disposed of property, plant and equipment decreased by 254 million baht, cash paid for purchase of property, plant and equipment increased by 1,201 million baht, cash paid for the purchase of assets decreased by 168 million baht and cash received from advance receipt form assets decreased by 25 million baht.
3. Net cash received from financing activities is 695 million baht, increased by 2,215 million baht, due to short-term loans from financial institutions increased by 1,231 million baht, cash received from long-term loans from financial institutions increased by 921 million baht, cash paid for loan arrangement fee increased by 11 million baht, cash paid for lease liabilities increased by 33 million baht, cash paid for interest expenses of loans decreased by 71 million baht and cash paid for dividend decreased by 35 million baht.



Liquidity Ratio

	2024 time	2025 time	Increase (Decrease)
Liquidity ratio	1.06	0.86	(0.20)
Quick Liquidity ratio	0.39	0.26	(0.13)
Cash Flow Liquidity ratio	0.42	0.03	(0.39)

- The liquidity ratio decreased because the current asset decreased by 504.6 million Baht and the current liabilities increased by 683.9 million Baht.
- The quick liquidity ratio decreased due to the decrease of cash and cash equivalent items of 654.7 million Baht, the increase of trade receivables of 147.9 million Baht and the increase of current liabilities of 683.9 million Baht.
- The cash flow liquidity ratio decreased due to the decrease of the cash flow from operating activities of 2,165.0 million Baht and the increase of the average current liabilities. The Company had sufficient liquidity for operations and due liabilities repayment.

Profitability Ratio and Efficiency ratio

	2024 %	2025 %	Increase (Decrease) %
Gross margin rate	13.62	8.23	(5.39)
Operating profit (loss) rate	5.56	(2.24)	(7.80)
Net profit (loss) rate	1.66	(5.30)	(6.96)
Return on equity rate	3.15	(8.58)	(11.73)
Return on assets rate	1.26	(3.30)	(4.56)

- The loss of the Company and its subsidiaries for the year 2025 increased by 602 million Baht from the year 2024 (Section: Analysis on Profit of Company and its Subsidiaries), resulting in the increase of the profitability ratio and the efficiency ratio.

Financial Policy Analysis Ratio

	2024 time	2025 time	Increase (Decrease)
Debt to equity ratio	1.42	1.74	0.32
Ability to pay of interest ratio	4.20	2.13	(2.07)
Ability to pay of obligations ratio	0.50	0.18	(0.32)

- The debt-to-equity ratio is higher, mainly due to higher financial institution loans and lower shareholders' equity from performance losses and dividend payouts in 2025.
- Interest coverage ratio decreased due to the decrease of profit from operating activities of 1,007 million Baht, the decrease of interest expenses of 69 million Baht.
- Debt service coverage ratio decreased due to the decrease of profit from operating activities of 1,007 million Baht, the increase of short-term liabilities of 740 million Baht.



Capital Expenditure in 2025

1. The 1.25-MWp Solar Rooftop Project at the Chonburi factory, operated by Vanachai Group Plc. with an investment of 45 million Baht.
2. The New MDF Board Production Line Project with a production capacity of 360,000 cubic meters per year at the Chonburi factory, operated by Vanachai Group Plc. with an investment of 1,850 million Baht, is expected to be completed in Quarter 2 of 2026.
3. The Automatic Immediate Storage System Project at MDF3 Board Manufacturing Plant at the Chonburi factory, operated by Vanachai Group Plc. with an investment of 110 million Baht.

Sources of fund

Loan from Domestic Financial Institution.

Long-term liabilities

As of December 2025, company and its subsidiaries have long-term loans as follows;

1. Long-term loans from domestic financial institutions (Vanachai Group Plc. - Borrower)

Amount	500.0 million Baht
Outstanding Balance as of December 31, 2025	Paid in Full
Financial Institution	Kasikornbank Public Company Limited
Collateral	1. Mortgage Registration No. 1, property with buildings on the Title Deed No. 12653 Nong E-run Sub-district, Ban Bueng District (Phanat Nikhom), Chonburi Province 2. Registering business collateral of machinery, location of collateral Nong E-run Sub-district, Ban Bueng District (Phanat Nikhom), Chonburi Province
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintaining the DSCR of not less than 1.1 times for the year 2020 - 2024 2. Maintaining the DE Ratio of not exceeding 2.5 times throughout the term of credit limit

2. Long-term loans from domestic financial institutions (Vanachai Group Plc. - Borrower)

Amount	600.0 million Baht
Outstanding Balance as of December 31, 2025	120.0 million Baht
Financial Institution	Bangkok Bank Public Company Limited
Collateral	1. Land and buildings of the ownership project of Vanachai Energy Industries Company Limited are mortgaged as collateral. 2. Registration of the business collateral agreement, including machineries in project, ownership of Vanachai Energy Industries Company Limited, is the guarantee to the bank.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	Maintaining financial ratio (consolidated financial statements) as follows: 1. Debt to Equity Ratio of not exceeding 2.50 times 2. Debt Service Coverage Ratio of not less than 1.10 times Maintaining financial ratio (separate financial statements) as follows: 1. Debt to Equity Ratio of not exceeding 2.50 times 2. Debt Service Coverage Ratio of not less than 1.20 times



3. Long-term loans from domestic financial institutions (Vanachai Group Plc. - Borrower)

Amount	316.0 million Baht
Outstanding Balance as of December 31, 2025	Paid in Full
Financial Institution	Kasikornbank Public Company Limited
Collateral	1. Land and buildings with the title deed No. 24495, Nong E-run Sub-district, Ban Bueng District (Phanat Nikhom), Chonburi Province, are mortgaged as collateral. 2. Registration of Business Collateral Act in the category of factory machineries, Chonburi Province, is the collateral.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintaining DSCR of not less than 1.1 times and DE Ratio of not exceeding 2.5 times 2. The registered capital increase of not less than 600,000,000 Baht is required by July, 2020

4. Long-term loans from domestic financial institutions (Vanachai Group Plc. - Borrower)

Amount	100.0 million Baht
Outstanding Balance as of December 31, 2025	25.0 million Baht
Financial Institution	Export-Import Bank of Thailand
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements

5. Long-term loans from domestic financial institutions (Vanachai Group Plc. - Borrower)

Amount	125.0 million Baht
Outstanding Balance as of December 31, 2025	60.0 million Baht
Financial Institution	Kasikornbank Public Company Limited
Collateral	1. Land and buildings No. 4, Title Deed No. 55869, and Securities No. 3, Title Deed No. 59283, Saraburi Province, are mortgaged as the collateral. 2. Registration of the Solar Panel Business Collateral Act, including machinery.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times 2. Maintain Debt to Equity Ratio (DE ratio) not more than 2.5 times



6. Long-term loan from domestic financial institution (Vanachai Group Plc. - Borrower)

Amount	500.00 million Baht
Outstanding Balance as of December 31, 2025	308.14 million Baht
Financial Institution	Kasikornbank Public Company Limited
Collateral	<ol style="list-style-type: none">1. Registration of mortgage No. 5 Land with building, Title Deed No. 55869, Ban That Sub-district, Kaeng Khoi District, Saraburi Province.2. Registration of appraised value of mortgage No. 2 land with building, Title Deed No. 12653, Nong Irun Sub-district, Ban Bueng District (Phanat Nikhom), Chonburi Province.3. Registration of the Business Collateral Agreement for impregnated Paper Manufacturing Machinery and Equipment, Machinery and Utility System.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	<ol style="list-style-type: none">1. Maintain Debt to Equity Ratio (DE ratio) not more than 2.5 times2. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times

7. Long-term loan from domestic financial institution (Vanachai Panel Industries Co., Ltd. - Borrower)

Amount	2,200.0 million Baht
Outstanding Balance as of December 31, 2025	1,005.0 million Baht
Financial Institution	Bangkok Bank Public Company Limited
Collateral	<ol style="list-style-type: none">1. Land and building of the project owned by the Company are used as the loan mortgage.2. All machinery and equipment of the project owned by the Company.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	Maintain a D/E ratio of not more than 2.50 times throughout the term of the loan agreement.

8. Long-term loan from domestic financial institution (Vanachai Panel Industries Co., Ltd. - Borrower)

Amount	2,000.0 million Baht
Outstanding Balance as of December 31, 2025	1,325.0 million Baht
Financial Institution	Bangkok Bank Public Company Limited
Collateral	<ol style="list-style-type: none">1. Land and buildings in the project location company ownership.2. Machineries OSB project, company ownership by the company are registered as the business contract collateral.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	<ol style="list-style-type: none">1. Maintain D/E ratio of not more than 2.5 times during lifetime of the loan.2. The company shall allow Vanachai Group Plc. to maintain shareholding ratio of not less than 99.99 percent of paid-up capital during the validity of loan agreement.



9. Long-term loans from domestic financial institutions (Vanachai Panel Industries Co., Ltd. - Borrower)
- | | |
|---|---|
| Amount | 1,300.0 million Baht |
| Outstanding Balance as of December 31, 2025 | 571.0 million Baht |
| Financial Institution | Bangkok Bank Public Company Limited |
| Collateral | 1. Property (MDF-1 Plant) with buildings, the ownership of the Company, mortgage registration as a collateral.
2. Machinery (MDF-1 Plant), the ownership of the Company, contract registration, guaranteed by the business collateral. |
| Payment of Interest | On the last working day of the month |
| Payment of Principal | See Note 16 to the financial statements under Section 3 Financial Statements |
| Other credit term conditions | 1. Maintaining Debt to Equity Ratio of not exceeding 2.50 times
2. Vanachai Group Public Company Limited maintains the shareholding proportion of not less than 99.99% of the Company's issued and paid-up registered capital. |
10. Long-term loans from domestic financial institutions (Vanachai Panel Industries Co., Ltd. - Borrower)
- | | |
|---|---|
| Amount | 145.0 million Baht |
| Outstanding Balance as of December 31, 2025 | 43.5 million Baht |
| Financial Institution | Bangkok Bank Public Company Limited |
| Collateral | 1. Land Nor.Sor.3Kor., Title Deed No. 357., Khao Niphan Sub-district, Wiangra District, Surat Thani Province, and buildings with the ownership project of Vanachai Panel Industries Company Limited, are mortgaged as the collateral.
2. Registration of the business collateral agreement, including machineries, with the ownership of Vanachai Panel Industries Company Limited as the guarantee. |
| Payment of Interest | On the last working day of the month |
| Payment of Principal | See Note 16 to the financial statements under Section 3 Financial Statements |
| Other credit term conditions | 1. Maintain Debt to Equity Ratio not more than 2.5 times
2. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times |
11. Long-term loans from domestic financial institutions (Vanachai Panel Industries Co., Ltd. - Borrower)
- | | |
|---|---|
| Amount | 90.0 million Baht |
| Outstanding Balance as of December 31, 2025 | 13.5 million Baht |
| Financial Institution | Bangkok Bank Public Company Limited |
| Collateral | 1. Land Nor.Sor.3Kor. No. 357, Khao Niphan Sub-district, Wiangra District, Surat Thani Province, and buildings with the ownership project of Vanachai Panel Industries Company Limited, are mortgaged as the collateral
2. Title Deed No. 13293, 13294, 13295, 13296, 13297, 13334, Khao Niphan Sub-district, Wiangra District, Surat Thani Province, and buildings with the ownership project of Vanachai Panel Industries Company Limited, are mortgaged as the collateral.
3. Registration of the business collateral agreement, including machineries, with the ownership of Vanachai Panel Industries Company Limited as the guarantee |



Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintain Debt to Equity Ratio not more than 2.5 times 2. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times
12. <u>Long-term loan from domestic financial institution (Vanachai Panel Industries Co., Ltd. - Borrower)</u>	
Amount	50.0 million Baht
Outstanding Balance as of December 31, 2025	12.5 million Baht
Financial Institution	Export-Import Bank of Thailand
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
13. <u>Long-term loan from domestic financial institution (Vanachai Panel Industries Co., Ltd. - Borrower)</u>	
Amount	91.00 million Baht
Outstanding Balance as of December 31, 2025	40.95 million Baht
Financial Institution	Bangkok Bank Public Company Limited
Collateral	1. Title Deed No. 13293, 13294, 13295, 13296, 13297, 13334, Khao Niphan Sub-district, Wiangra District, Surat Thani Province, and buildings with the ownership project of Vanachai Panel Industries Company Limited, are mortgaged as the collateral. 2. Land Nor.Sor.3Kor. No. 547, 548, 549, 4475, 4516, Khao Niphan Sub-district, Thung Luang, Wiangra District, Surat Thani Province, and buildings with the ownership of Vanachai Panel Industries Company Limited, are mortgaged for appraised value as collateral. 3. Machinery ownership of Vanachai Panel Industries Company Limited is registered the business collateral agreement as collateral.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintain Debt to Equity Ratio not more than 2.5 times 2. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times
14. <u>Long-term loan from domestic financial institution (Vanachai Group Plc. - Borrower)</u>	
Amount	400.0 million Baht
Outstanding Balance as of December 31, 2025	340.0 million Baht
Financial Institution	Kasikornbank Public Company Limited
Collateral	1. Registration of mortgage No. 6 Land with building, Title Deed No. 55869, Ban That Sub-district, Kaeng Khoi District, Saraburi Province. 2. Registered Mortgage No. 4, Land and Buildings, Title Deed No.59283, Ban That Sub-district, Kaeng Khoi District, Saraburi Province. 3. Registration of appraised value of mortgage No. 3 land with building, Title Deed No. 12653, Nong E-run Sub-district, Ban Bueng District (Phanat Nikhom), Chonburi Province. 4. Registration of appraised value of mortgage No. 2 land with building, Title Deed No. 24495, Nong E-run Sub-district, Ban Bueng District (Phanat Nikhom), Chonburi Province.



	5. The Company registered machinery as business collateral. The collateral is located in Ban That Sub-district Kaeng Khoi District, Saraburi Province.
	6. The Company registered machinery as business collateral. The collateral is located in Nong E-run Sub-district, Ban Bueng District (Phanat Nikhom), Chonburi Province.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintain Debt : Equity Ratio not more than 2.5 times 2. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times
15.	<u>Long-term loan from domestic financial institution (Vanachai Group Plc. - Borrower)</u>
Amount	1,850.00 million Baht
Outstanding Balance as of December 31, 2005	1,407.89 million Baht
Financial Institution	Kasikornbank Public Company Limited
Collateral	1. Land with Structures on Land Title Deed No. 24496 in Nong E-run Sub-district, Ban Beung (Phanat Nikhom) District, Chonburi Province. 2. Land with Structures on Land Title Deed No. 24552 in Nong E-run Sub-district, Ban Beung (Phanat Nikhom) District, Chonburi Province. 3. Land with structures on Land Title Deed No. 24553 in Nong E-run Sub-district, Ban Beung (Phanat Nikhom) District, Chonburi Province. 4. Registered business collateral of machinery. Collateral Location: Nong E-run Sub-district, Ban Beung (Phanat Nikhom) District, Chonburi Province.
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintain Debt to Equity Ratio (DE ratio) not more than 2.5 times 2. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times
16.	<u>Long-term loan from domestic financial institution (Vanachai Group Plc. - Borrower)</u>
Amount	155.0 million Baht
Outstanding Balance as of December 31, 2005	55.874 million Baht
Financial Institution	Kasikornbank Public Company Limited
Collateral	1. Mortgage Registration No. 4 for Land with Structures on Land Title Deed No. 12653 in Nong E-run Sub-district, Ban Beung (Phanat Nikhom) District, Chonburi Province. 2. Registration to Add Mortgaged Assets (No. 3) for Land with Structures on Land Title Deed No. 24495 in Nong E-run Sub-district, Ban Beung (Phanat Nikhom) District, Chonburi Province. 3. Registered business collateral of machinery. Collateral Location: Nong E-run Sub-district, Ban Beung (Phanat Nikhom) District, Chonburi Province.



Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times 2. Maintain Debt to Equity Ratio (DE ratio) not more than 2.5 times

17. Long-term loans from domestic financial institutions (Vanachai Panel Industries Co., Ltd. - Borrower)

Amount	95.0 Million
Outstanding Balance as of December 31, 2025	No loans have been withdrawn
Financial Institution	Bangkok Bank Public Company Limited
Collateral	1. Land Nor.Sor.3Kor., Title Deed No. 1198, 1199, 1200, 1201, 1202, 1723, 1724, 1725, 4463, 4468, 4469, 4470, 4597, 4598, 4599, 4600, 4602, 4652, 4655, Thung Luang Sub-district, Wiangra District, Surat Thani Province, and buildings with the ownership project of Vanachai Panel Industries Company Limited, are mortgaged as the collateral. 2. Registration of the business collateral agreement, including machineries, with the ownership of Vanachai Panel Industries Company Limited as the guarantee
Payment of Interest	On the last working day of the month
Payment of Principal	See Note 16 to the financial statements under Section 3 Financial Statements
Other credit term conditions	1. Maintain Debt to Equity Ratio not more than 2.5 times 2. Maintain Debt Service Coverage Ratio (DSCR) not less than 1.1 times

- Long-term loans of the Company Group. A floating rate as of December 31, 2025 is between 4.47% - 5.59%

4.2 Main Factors and Influences with Potential Impact on Future Performance of Financial Status

Because the company and its subsidiaries are in the alternative wooden board production industry with many domestic manufacturers, the company is mainly dependent on domestic sales and exports. In particular, overall production capacity in the industry exceeds domestic demand and is dependent on exports. Therefore, impacts on performance are dependent on trading partner economies which may be impacted by the overall global economy, causing competition in the market, other producers in the market use price policies in marketing. This will cause severe competition, thereby potentially diminishing sale prices with impacts on the company's sales.

Concerning factors with significant impacts production cost gains or losses, the factors consist of wood raw material prices which will be consistent with market demands, the price of resin and natural disasters such as floods in parubber plantations and rises in oil prices in the world market, which will result in higher prices for raw material costs used in production and higher sales costs. Inability to compensate for costs with product sale prices will result in decreased gross profit for the company.

Furthermore, domestic and foreign cargo transportation cost situations are factors that also influence the company's market competition from influence on sales price specifications to customers.

With regard to long-term loans, all long-term loans of the company and its subsidiaries were made using the baht currency with no risk of fluctuations in exchange rates and floating interest rates. Higher interest rates will have impacts causing higher interest expenses with impacts on future performance or financial status. The company has made thorough and careful financial plans to prevent impacts on the company's liquidity.



4.3 Information from financial statements and key financial ratios
Summary of information from financial statements

VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
As at 31 December 2023, 2024, 2025

(Unit : Baht)

	2023		2024		2025	
	Baht	%	Baht	%	Baht	%
Assets						
Current assets						
Cash and cash equivalent items	635,069,310.94	3%	1,243,490,103.96	7%	588,785,573.62	3%
Trade and other current receivable	977,799,536.50	5%	1,058,322,718.94	6%	1,206,201,962.62	7%
Other current financial assets	221,000,000.00	1%	-	0%	-	0%
Revenue Department receivable	316,859,450.70	2%	148,014,204.81	1%	232,066,786.80	1%
Inventories	2,901,614,545.47	16%	2,615,493,687.13	15%	2,545,101,651.38	14%
Maintenance supplies	780,751,151.83	4%	768,771,052.50	4%	748,037,386.64	4%
Current tax assets	2,475,154.12	0%	1,653,223.23	0%	10,927,735.16	0%
Total current assets	5,835,569,149.56	31%	5,835,744,990.57	32%	5,331,121,096.22	29%
Non-current assets						
Property, plant and equipment	12,030,868,850.64	65%	11,118,552,879.72	62%	12,128,975,271.95	66%
Right-of-use assets	574,339,895.13	3%	775,481,641.07	4%	755,287,670.68	4%
Intangible assets	51,887,450.56	0%	122,671,647.28	1%	114,613,255.64	1%
Deferred tax assets	59,352,407.39	0%	64,998,405.48	0%	75,375,237.84	0%
Other non-current assets	18,276,109.85	0%	78,028,132.58	0%	33,421,696.11	0%
Total non-current assets	12,734,724,713.57	69%	12,159,732,706.13	68%	13,107,673,132.22	71%
Total assets	18,570,293,863.13	100%	17,995,477,696.70	100%	18,438,794,228.44	100%



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
As at 31 December 2023, 2024, 2025

(Unit : Baht)

	2023		2024		2025	
	Baht	%	Baht	%	Baht	%
Liabilities and shareholders' equity						
Current liabilities						
Short-term loans from financial institutions	2,742,333,725.07	15%	2,470,251,514.60	14%	3,429,597,078.26	19%
Trade and other current payable	1,100,877,503.76	6%	1,020,700,481.78	6%	1,144,767,392.90	6%
Advances received from customers	640,353,725.94	3%	721,916,668.90	4%	527,829,546.53	3%
Current portion of long-term liabilities						
Long-term loans from financial institutions	1,026,050,003.96	6%	1,165,700,003.96	6%	941,199,997.03	5%
Lease liabilities	58,388,008.71	0%	85,426,886.49	0%	90,094,209.53	0%
Income tax payables	56,952,764.70	0%	33,301,862.25	0%	1,474,829.32	0%
Current provisions for employee benefits	45,373,952.01	0%	26,273,003.67	0%	72,490,271.01	0%
Total current liabilities	5,670,329,684.15	31%	5,523,570,421.65	31%	6,207,453,324.58	34%
Non-current liabilities						
Long-term loans from financial institutions	4,633,289,993.07	25%	3,867,589,993.07	21%	4,376,142,720.42	24%
Lease liabilities	512,718,180.88	3%	700,241,142.11	4%	653,263,583.30	4%
Non-current provisions for employee benefits	412,953,602.14	2%	453,918,389.55	3%	456,480,541.84	2%
Deferred tax liabilities	2,828,985.08	0%	1,827,634.78	0%	-	0%
Other non-current liabilities	3,658,321.34	0%	3,164,698.86	0%	19,888,999.62	0%
Total non-current liabilities	5,565,449,082.51	30%	5,026,741,858.37	28%	5,505,775,845.18	30%
Total liabilities	11,235,778,766.66	61%	10,550,312,280.02	59%	11,713,229,169.76	64%



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF FINANCIAL POSITION
As at 31 December 2023, 2024, 2025

(Unit : Baht)

	2023		2024		2025	
	Baht	%	Baht	%	Baht	%
Shareholders' equity						
Share capital						
Authorized share capital						
1,735,237,480 ordinary shares @ Baht 1.00	1,735,237,480.00		1,735,237,480.00		1,735,237,480.00	
Issued and paid-up share capital						
1,735,237,480 ordinary shares @ Baht 1.00	1,735,237,480.00	9%	1,735,237,480.00	9%	1,735,237,480.00	9%
Premium on ordinary shares	1,482,634,161.00	8%	1,482,634,161.00	8%	1,482,634,161.00	8%
Retained earnings						
Appropriated-Legal reserve	173,523,748.00	1%	173,523,748.00	1%	173,523,748.00	1%
Unappropriated	3,857,217,802.11	21%	3,965,959,971.75	22%	3,270,107,507.77	18%
Total shareholders' equity of the Company	7,248,613,191.11	39%	7,357,355,360.75	41%	6,661,502,896.77	36%
Non-controlling interests of subsidiaries	85,901,905.36	0%	87,810,055.93	0%	64,062,161.91	0%
Total shareholders' equity	7,334,515,096.47	39%	7,445,165,416.68	41%	6,725,565,058.68	36%
Total liabilities and shareholders' equity	18,570,293,863.13	100%	17,995,477,696.70	100%	18,438,794,228.44	100%



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF COMPREHENSIVE INCOME
For the year ended 31 December 2023, 2024, 2025

(Unit : Baht)

	2023		2024		2025	
	Baht	%	Baht	%	Baht	%
Revenue from sales	14,148,185,097.11	100%	13,539,671,442.09	100%	11,299,805,821.19	100%
Cost of sales	(11,822,251,249.60)	(84%)	(11,695,396,770.62)	(86%)	(10,369,649,128.49)	(92%)
Gross profit	2,325,933,847.51	16%	1,844,274,671.47	14%	930,156,692.70	8%
Gain from exchange rate	60,637,480.57	0%	129,238,950.36	1%	76,489,727.93	1%
Gain (Loss) from disposed and written-off assets	(942,528.68)	0%	274,015,138.66	2%	1,807,153.91	0%
Other income	35,040,783.70	0%	18,582,148.64	0%	42,267,326.68	0%
Selling and distribution expenses	(1,299,554,126.68)	(9%)	(972,144,356.07)	(7%)	(745,685,119.36)	(7%)
Administrative expenses	(493,354,492.16)	(3%)	(443,208,835.02)	(3%)	(469,178,922.51)	(4%)
Loss from exchange rate	(3,111,054.65)	0%	-	0%	-	0%
Management benefit expenses	(88,404,526.80)	(1%)	(97,767,609.52)	(1%)	(89,488,119.92)	(1%)
Profit (loss) from operating activities	536,245,382.81	4%	752,990,108.52	6%	(253,631,260.57)	(2%)
Finance cost	(422,449,262.46)	(3%)	(443,096,962.44)	(3%)	(374,100,469.67)	(3%)
Profit (loss) before income tax	113,796,120.35	1%	309,893,146.08	2%	(627,731,730.24)	(6%)
Income tax expenses	(68,854,239.76)	0%	(77,783,062.27)	(1%)	1,723,367.14	0%
Profit (loss) for the year	44,941,880.59	0%	232,110,083.81	2%	(626,008,363.10)	(6%)
Other comprehensive income						
Item that will not be reclassified to profit or loss						
Actuarial gain (loss) arising from defined benefit plan	-	0%	-	0%	(9,006,529.37)	0%
Income tax relevance with other	-	0%	-	0%	2,173,843.47	0%
Other comprehensive income for the year-net of tax	-	0%	-	0%	(6,832,685.90)	0%
Total comprehensive income for the year	44,941,880.59	0.3%	232,110,083.81	2%	(632,841,049.00)	(6%)



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF COMPREHENSIVE INCOME
For the year ended 31 December 2023, 2024, 2025

(Unit : Baht)

	2023		2024		2025	
	Baht	%	Baht	%	Baht	%
Profit (loss) attributable to:						
Shareholders of the Company	26,658,755.52	0.2%	230,201,933.24	2%	(601,722,908.11)	(5%)
Non-controlling interests of the subsidiaries	18,283,125.07	0.1%	1,908,150.57	0%	(24,285,454.99)	0%
Profit for the year	44,941,880.59	0.3%	232,110,083.81	2%	(626,008,363.10)	(6%)
Total comprehensive income attributable to:						
Shareholders of the Company	26,658,755.52	0.2%	230,201,933.24	2%	(609,093,154.98)	(5%)
Non-controlling interests of the subsidiaries	18,283,125.07	0.1%	1,908,150.57	0%	(23,747,894.02)	0%
Total comprehensive income for the year	44,941,880.59	0.3%	232,110,083.81	2%	(632,841,049.00)	(6%)
Basic earnings (loss) per share (Baht/share)	0.02		0.13		(0.35)	

VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENTS OF CASH FLOW (SUMMARY)
For the year ended 31 December 2023, 2024, 2025

(Unit : Baht)

	2023	2024	2025
Net cash received from operating activities	1,410,881,480.20	2,361,107,009.87	196,063,382.49
Net cash used in investing activities	(281,423,286.32)	(232,447,569.44)	(1,545,651,580.18)
Net cash received from (used in) financing activities	(1,849,940,856.48)	(1,520,238,647.41)	694,883,667.35
Cash and cash equivalent items increase(decrease)-net	(720,482,662.60)	608,420,793.02	(654,704,530.34)
Cash and cash equivalent items at the beginning			
of the year	1,355,551,973.54	635,069,310.94	1,243,490,103.96
Cash and cash equivalent items at the end of the year	635,069,310.94	1,243,490,103.96	588,785,573.62



Financial Ratio

consolidated financial statements				
		2023	2024	2025
<u>LIQUIDITY RATIO</u>				
Liquidity Ratio	times	1.03	1.06	0.86
Liquidity Quid Ratio	times	0.27	0.39	0.26
Cash flow liquidity ratio	times	0.23	0.42	0.03
Trade receivable turnover ratio	times	14.24	14.75	11.26
Average collection period	days	26	25	33
Finished goods turnover ratio	times	5.47	6.44	6.54
Average selling time of finished good	days	67	57	56
Inventory turnover ratio	times	3.84	4.24	4.02
Average sale period	days	95	87	91
Trade payable turnover ratio	times	38.24	31.15	22.17
repayment period	days	10	12	17
Cash Cycle	days	111	100	107
<u>PROFITABILITY RATIO</u>				
Gross margin rate	%	16.44	13.62	8.23
Operating margin (loss) rate	%	3.79	5.56	(2.24)
Cash to profit ratio	%	263.10	313.56	(77.30)
Net profit (loss) rate	%	0.19	1.66	(5.30)
Return on equity rate	%	0.36	3.15	(8.58)
<u>EFFICIENCY RATIO</u>				
Return on assets rate	%	0.14	1.26	(3.30)
Return on fixed assets rate	%	9.57	11.52	3.74
Turnover asset ratio	times	0.73	0.76	0.62
<u>FINANCIAL POLICY RATIO</u>				
Debt to equity ratio	times	1.53	1.42	1.74
Ability to pay of interest ratio	times	4.01	4.20	2.13
Interest-bearing debt to earnings before interest expense, income tax, depreciation and amortization ratio	times	5.29	4.45	11.90
Ability to settle obligations (cash basis)	times	0.44	0.50	0.18
Dividend Payout ratio	%	130.18	75.38	0.00



5. General information and other material facts

5.1 General information

Securities Registrar

Company name : THAILAND SECURITIES DEPOSITORY COMPANY LIMITED
Location : 93 Rachadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400
Tel. : 0 2009 9381
Fax. : 0 2009 9001

Company auditor

Company name : SAM NAK-NGAN A.M.C. COMPANY LIMITED
Location : 4th Unit, 19th Floor, Silom Complex Building, 191 Silom Road, Bangrak, Bangkok
Tel. : 0 2231 3980-7
Fax. : 0 2231 3988
Auditor name : Ms. Praphasri Leelasupha CPA. No. 4664 or
: Mr. Naris Saowalagsakul CPA. No. 5369 or
: Ms. Gunyanun Punyaviwat CPA. No. 12733 or
: Mr. Burin Prasongsamrit CPA. No. 12879 or
: Ms. Pimjai Kerdkumrai CPA. No. 13975

5.2 Other material facts

- None -

5.3 Legal Disputes

- None -

5.4 Secondary market

- None -



Part 2

Corporate Governance



Part 2
Corporate Governance

6. Corporate Governance Policy

The Board of Directors has considered and adopted the principles of good corporate governance for listed companies in 2017 to be in consistent with the Company's operations as follows:

6.1 Overview of Corporate Governance Policy and Guidelines

6.1.1 Policies and Guidelines relating to the Nomination and Remuneration Committee, Directors and Executives, Independence of the Board of Directors from the Management, Director Development, Evaluation of Directors' Performance of Duties, and Supervision of Subsidiaries and Associates

The Board shall be involved in the determination of the Company's vision, mission, strategy, goals, business plan and budget as well as supervise the Management to perform operations in accordance with the specified business plan and budget effectively and efficiently in order to maximize economic value for businesses and stability for shareholders.

The Board of Directors shall provide the Company with an internal control system, internal audit, and effective risk management measures, and regularly monitor the implementation of such matters at the Board of Directors' Meeting.

The Board of Directors shall consider the determination and separation of roles, duties and responsibilities among the Board of Directors, the Audit Committee, and the Management clearly, and communicate such roles, duties and responsibilities to the directors. The Management, and employees of the Company regularly.

The Board of Directors shall supervise the Management to perform the management in accordance with clearly defined policies. This shall not include any transactions with conflicts or interests and transactions that require the opinion of shareholders in accordance with the requirements of the SEC Office and the Stock Exchange of Thailand.

Recruitment of Directors and Executive

The Company has a Recruitment Committee to recruit personnel for appointment as directors and top executives. In recruiting directors, the Committee will consider candidates for nomination according to Company regulations who have qualifications and no prohibited characteristics pursuant to Article 68 of the Public Company Limited Act of B.E. 2535 (1992).

The company's Board of Directors composes of at least 5 directors and more than half of the directors must be residents of Thailand. Company's directors must be qualified according to the law.

Directors are selected via a shareholders' meeting there are rules and procedures as following.

1. Each shareholder has the number of votes equivalent to the number of shares held. One share equals one vote.
2. In voting for the election of directors. The voting individually. Total votes cast by the shareholders they have a person who has been nominated as members one by one.
3. The person receiving the most votes respectively down. Are elected as directors up to the number of directors to be elected at that time. In the case of a person who was elected in descending order have equal votes, The Chairman of the meeting as an additional vote as the casting vote.

The general meeting of shareholders, the directors retire each year, 1 in 3 if the number of directors to be divided into three parts to match it. Then the number nearest to 1 in 3 by the directors retiring by rotation may be selected.



In case there is a vacancy for a director position due to a reason other than completing his/her term, the committee shall consider appoint a qualified person without any legal incompatibilities to replace the position who will be attending the next committee meeting. Except for the fact that the remaining term of such a director is for less than 2 months, the newly appointed director will be in the position only for the remaining term of the director replaced. Nonetheless, the committee's resolution on the appointment of a person in replacement must obtain votes at least 3 out of 4 times of the remaining number of directors.

Beside the annual retirement, the directors may be retired by:

1. Death
2. Resign
3. Lack of qualification or process characteristics prohibited by laws
4. The shareholders' resolution to resign
5. Court order to resign

The shareholders meeting may pass a resolution removing any director from the board prior to the tenure of the director. The retirement issue resolution must receive at least three quarters of the votes from shareholders who attends the meeting and have the right to vote, and the total numbers of shares must be counted not less than half of the shares holding by the shareholders attending the meeting and having the right to vote.

Remuneration of Directors and executives

Nomination and Remuneration Committee has considered remuneration for the board of directors and sub-committee members for proposal to the board of directors or the shareholders' meeting, as the case may be, for consideration of approval.

The Board of Directors has considered the remuneration for each director according to the duties and responsibilities comparing to the remuneration information of the same revenue scale companies, registered in the Stock Exchange of Thailand. Thus the company will have adequate information for consideration the director's remuneration and also has been approved in the shareholder meeting.

In setting remuneration, the Company has a process for determining commensurate remuneration by using remuneration data of companies in the same industry that are similar in size to the Company and the Company's performance to accompany consideration.

The compensation to management adheres to the principles and policies set out by the Board of Directors, is tied to the performance of the company and of each management members.

Directors who hold the position of director in subsidiaries shall not receive remuneration as a director of subsidiaries.

Independence of the Board of Directors from the Management

The Chairman of the Company is not an independent director as the Company's business requires capable and experienced leaders with knowledge and understanding in business administration. Although the Chairman of the Company is not an independent director, the Company provides sufficient internal control system and mechanism for balancing power and transparency based on the good corporate governance and also performs duties by always taking benefits of stakeholders into consideration.

The Chairman is not the same person as the Managing Director to discriminate responsible for corporate governance policy and routine administration.

Directors and management skill development

The company's board has a policy to develop the skill of the directors and management, by attending Director Accreditation Program (DAP) of Thai Institution of Directors Association (IOD) to understand their responsibilities, company's operations and business direction especially for the appointment of new director.



Self-evaluation of the Board of Directors

The Board of Directors shall conduct the self-evaluation at least once a year, referred to the Directors' self-evaluation performance Form developed by The Stock Exchange of Thailand. Such self-evaluation could help individual directors review their performance for the previous year. The result of performance appraisal will be analyzed their capabilities and suggestion will be useful to make further improvement and development.

Governance Operations of Subsidiaries and Associated Companies

The company controls and regulates its subsidiaries in the preparation of related items, acquisition or distribution of assets, or the preparation of other key items of the subsidiaries to ensure accuracy and the use of principles related to disclosure of information and preparing the aforementioned items that is consistent with the company's principles. In addition, such control requires collection of data and accurate book-entry of the subsidiaries, enabling auditing by the company and on time gathering of data for the preparation of the consolidated financial statements.

6.1.2 Policies and Guidelines relating to Shareholders and Stakeholders

Compliance with the principles of good corporate governance

(1) Rights of Shareholders and Equitable Treatment of Shareholders

The company recognizes and respects for the right of all individual shareholders. A common shareholder meeting shall be held at least once a year as required by the applicable law.

In 2025, The company has held an annual general meeting of shareholders on April 24, 2025 at Phra Visanu Room, 3rd Floor, The Asawin Grand Convention Hotel at No. 88 Vibhavadi Rangsit Road (Kamphaeng Phet 6), Kwaeng Talad Bangkhen, Khet Laksi, Bangkok.

Before the Shareholder Meeting

The Board of Directors will be responsible for scheduling the annual shareholder meeting, / extraordinary shareholder by specifying the date for determining the list of shareholders entitled to attend the shareholders' meeting as required by law, and inform the shareholders of the Directors' resolution, the meeting agenda has been assigned via electronic channel of The Stock Exchange of Thailand.

At annual shareholder meeting / extraordinary shareholder the invitation letter of meeting detailing the agenda will be sent, including the Directors' comments on each session and meeting document, appoint the independent director as proxy to act for the shareholders in the meeting in case of the absence of the shareholders. The meeting invitation letter in both Thai and English version with detailed information will be managed, and meeting topics are specified to be approved or submitted as the case may be, and the directors' comments on such respective topics, a list of a director who retire upon the expiration of term and will have been re-nominated, the profile of the Independent Director who has been appointed to be the proxy and proxy form (Type Khor) as of the Ministry of Commerce. This is to allow the shareholders who absent the meeting can assign any one or independent director to attend the meeting and vote in case of their absence. The Thailand Security Depository Co., Ltd. as share registrar of the company will be responsible for mailing the invitation letter to shareholders which names on the list of shareholders with the right to attend the shareholders' meeting 7 days in advance prior to meeting. In addition, the annual shareholder meeting will be publicized through the Thai daily newspapers for sequentially 3-day period and no less than 3 days before the meeting starts.

In 2025, the Company has given shareholders the opportunity to propose meeting agendas in advance and nominate a person to be elected as a director during the period of 1 Oct. 2024 - 31 Dec. 2024, but none of the shareholders proposed the matter for consideration.



On the date of the Shareholders' Meeting

The Company holds the meeting by equally facilitating all shareholders attending the meeting. The document inspection point and the registration point are established appropriately and sufficiently. The duration of the registration prior to the meeting is 2 hours and continues until the meeting adjourned. Barcode system is applied to the registration of participants, the vote counting and the vote result display for convenience and rapidness. Duty stamps are prepared for shareholders who require authorization. In addition, there are sufficient and appropriate officers welcoming and providing facilitation to all shareholders attending the meeting.

The 2025 Annual General Meeting of Shareholders consisted of 4 shareholders authorizing independent directors, who are proposed by the Company as proxies, to vote on behalf of them.

During the shareholder meeting, all shareholders will be granted a right equally. Before the meeting, the Chairman of the Board assigns the company's secretary to conduct the meeting, informing the information meeting quorum, the voting process of the shareholders and the resolution process for each agenda according to the voting regulation, the vote counting by the use of the vote card for each agenda and the transparent disclosure of the counting vote of each agenda and allow all the shareholders to express their enquiries, opinion or any comments upon each agenda and appropriate schedule time for discussion. The meeting proceeds according to the sequential agenda and no additional topic will be included without prior notice. All questions will be replied precisely and straight forwards to that agenda then making the resolution and vote counting of each agenda especially in electing the director, each vote will be counted individually. The Company allows registering shareholders to attend the meeting after it had commenced and have the right to vote on the agenda that are being considered and has not resolved yet.

In the 2025 Annual General Meeting of Shareholders, there are 15 directors, attended the meeting 14 members. The Chairman of the Company, The chairman of the Audit Committee, managing director, high level executives, Chief Financial Officer (CFO) and the Company's auditors attended the meeting to clarify inquiries of shareholders on any matters and financial reports of the Company.

After the Shareholder Meeting

After finishing the meeting, the company made a conclusion and informed all the shareholders the meeting resolution via electronic channel of The Stock Exchange of Thailand and send the meeting report, recording all the meeting details including the votes, shareholders' enquiries of each agenda to The Stock Exchange of Thailand 14 days after the meeting date and publish on the Company's website for shareholders' acknowledgement.

(2) Treatment of Stakeholders

The Company recognizes the importance of care and consideration for all stakeholders. In the Company's business operations, the Company takes into account the rights of all stakeholders and the Company has made policies regarding the rights of all stakeholder groups as detailed below:

2.1) Policy and Treatment of Employees

1. Treat employees politely with respect for individuality.
2. Provide fair returns for employees, establish an employee provident fund, and place importance on care for employee benefits.
3. Maintain safe work environments for employees' lives and property, including workplace hygiene.
4. Employee appointments, transfers, rewards, and punishments must be honest and on the basis of the employee's knowledge, competence, and suitability.



5. Place importance on improving employee knowledge, competence, and skills by encouraging employees to attend training and seminar sessions inside and outside the Company, along with providing accessible and regular opportunities for employee competency improvements to create professional capacity for work in addition to creating annual budgets for employee trainings in various fields to ensure employees are improved until employees have the expertise and competence needed to work effectively.
6. Hear opinions and recommendations based on employees' professional knowledge.
7. Strictly follow laws and regulations concerning employees.
8. Provide fair and suitable returns for employees with consideration given to employee knowledge, competence, qualifications, and suitability based on performance, individual measurements and performance assessments according to criteria, labor market surveys outside and within the same business and other business, including business performance from the Company's annual profitability.

2.2) Policy and Treatment of Customers

1. Review and confirm purchase/sale agreement information and terms according to instructions in sale manuals every time.
2. Strictly comply with product acceptance and delivery manuals.
3. Select products from quality, safe, and reliable production sources. Prepare a quality management system under international standards.
4. Create innovations to develop environmentally-friendly goods and services with an aim to use fewer natural resources, conserve energy, and ensure products have long useful life.
5. Fast outreach and solutions for problems when customers are found to have had problems in using products and services.
6. Set fair and competitive prices of goods and services for customers.
7. Create work units responsible for providing product recommendations, consultation on use, instructions for solving installation problems, and complaint acceptance to create maximum satisfaction in products and services.
8. Demonstrate and provide detailed information on products and sales.

2.3) Policy and Treatment of Suppliers

1. Do not demand, accept, or pay any dishonest benefit in trades with suppliers.
2. In the event that information shows any benefits to have been demanded, received or paid, information must be disclosed to suppliers and/or problems must be resolved fairly and quickly.
3. Follow the terms agreed upon strictly. In the event that any terms cannot be complied with, notify suppliers in advance to jointly seek solutions.
4. The Company has a policy and procurement regulations for supplier or contractor selection by categorizing suppliers or contractors based on distributor and contractor categories in vendor assessment regulations. The Company has set assessment criteria for organizing supplier or contractor groups and implements the criteria in supplier selection.
5. The Company has a policy to support local businesses by making procurements from among quality local contracting or distribution companies.
6. Encourage and support suppliers to operate businesses under sustainable development principles with corporate social responsibility and adherence to the code of conduct for suppliers.



2.4) Policy and Treatment of Business Allies

1. Treat business allies fairly and equitably, in addition to maintaining good relationships with consideration given to mutual benefit.
2. Operate the business with transparency, honesty, and fairness.
3. Develop the old business, create opportunities, and find ways to develop and build the business for continued growth.
4. Be open to hearing recommendations and expressions of useful opinions for mutual improvement of business guidelines.

2.5) Policy and Treatment of Consumers

1. Serve consumers politely and enthusiastically. Provide service and greet consumers with honesty, willingness, attention, and care as though consumers are close relatives. Provide fast, accurate, and reliable service.
2. Maintain consumers' confidential information without illegally using confidential information for personal gain or for the benefit of others involved.
3. Provide accurate, sufficient, and timely news and information for consumers in order to provide information on services provided by the Company for consumers without exaggeration in advertisements to mislead consumers regarding any quality or conditions of the Company's services.
4. Provide recommendations on the Company's service methods effectively and for the highest benefit to consumers.
5. Deliver goods and services that meet consumer needs, as well as participating in building good quality of life and promoting sustainable growth in society.

2.6) Policy and Treatment of Factory Communities

1. Support and provide appropriate assistance for society and communities, particularly communities around the Company's business venues. Conduct surveys on expectations from and concerns regarding the Company's processes to analyze and correct or mitigate problems (if any).
2. Maintain and preserve community environments, oversee waste management and disposal from production processes and general use, including contaminants released into the environment, by using effective technologies with continual monitoring.
3. Promote and support activities/projects aimed at improving youth competence and ability in education, technology, sports, and art, in addition to passing on morals and ethics to ensure youths are talented and good people.
4. Promote and support appropriate activities in the areas of art, cultural conservation, and support for religions.
5. Allow communities and all stakeholders to be engaged in activities/projects, including expressions of opinion, recommendations, or complaints resulting from the Company's operations with an aim for the industry and communities to coexist with sustainability.



2.7) Policy and Treatment of Creditors and Financial Institutions

1. The Company recognizes the importance of treating creditors and financial institutions as vital suppliers. Therefore, the Company is committed to complying with all contractual obligations with creditors, along with not concealing information or facts damaging to creditors. If there is reason preventing the Company from upholding contractual obligations, the Company will notify creditors in advance to find joint solutions to the problem, including guarantee terms, capital management, and missed repayments.
2. Prepare and enter into lawful, equal, fair, and transparent agreements with all creditors, without taking advantage of the other party.
3. Do not use corrupt methods or conceal any information or fact potentially damaging to creditors.
4. Follow all terms and agreements in contracts made with creditors of all categories strictly and accurately in a straightforward manner.
5. Repay loans to all creditors completely with interest at the times agreed upon.

2.8) Policy and Treatment of Shareholders / Investors

1. Define short-term and long-term business strategies with an emphasis on businesses in which the Company has expertise with likelihood for secure and sustainable growth.
2. Manage risks systematically and thoroughly, including having a good internal audit system.
3. Perform duties with honesty and make operational decisions in line with professional principles with caution, thoroughness, and fairness for both major and minor shareholders in order to attain the highest benefit for all shareholders.
4. Present reports on the Company's status, performance, financial status, accounting information, and other reports consistently and completely according to the truth based on Stock Exchange of Thailand criteria.
5. Give every shareholder equal notice regarding positive and negative future trends of the organization on the basis of feasibility with sufficient supporting information and reason.
6. Do not seek personal gain and benefits for others by using any of the Company Group's non-publicly disclosed information or take any action that may create conflicts of interest with the Company.
7. Hold shareholder meetings and meetings with executives to allow shareholders to make inquiries and express opinions.
8. Pay appropriate dividends in line with the Company's dividend policy.

2.9) Policy and Treatment of Regulatory and Government Agencies

1. Strictly comply with relevant laws and regulations while always recognizing that local laws, rules, or traditions may have different conditions, steps or protocols.
2. Do not take any action that may motivate government employees to take incorrect or inappropriate actions.
3. Support government agencies.
4. Study ideas concerning innovation and development of construction materials and decorative components in compliance with laws and regulations.
5. Attend meetings continually to provide academic opinions, support, and assistance.
6. Hear opinions and recommendations from government agencies.



2.10) Policy and Treatment of Competitors

1. Follow rules of good competition and relevant laws ethically and transparently without taking advantage of competitors by unlawful means.
2. Do not seek confidential information by dishonest or inappropriate means.
3. Do not commit any action in violation of competitors' intellectual property.
4. Do not damage competitors' reputations by making malicious accusations without truthful information.
5. Support and encourage free trade. Avoid entry into any agreement with competitors that would reduce or limit trade competition.

However, the Company complies with requirements of related laws and regulations so that all concerned individuals and stakeholders are treated well.

Regarding the treatment of the Company's employees, the Company establishes the policy on treatment of employees. Its objective is to allow employees to have good quality of life and good, safe and proper working environment. Work manuals, especially safety are prepared. There is the Safety Committee to monitor and inspect conditions and procedures, provide advices, improve working environments and procedures for safety and appropriateness, create awareness of safety to employees, provide and conduct training plans specified in each year, comply with operating manuals for safety strictly, and provide personal safety equipment, such as safety shoes, noise, dust, chemical protective equipment, etc., for operations that have risks on safety. In addition, the Company also provides group accident insurance to all employees.

(3) Handling of the Use of Internal Information

The company has a policy relating the management of internal information with strict compliance and only those relevant shall be informed. Reporting or distribution of internal information shall only apply to assigned individuals. Every director and executive of the company acknowledges the duties and responsibilities that internal information should not be used for own benefits. Executives are required to report changes in securities holdings to the Securities and Exchange Commission according to Article 59 of Securities and Exchange Act B.E. 2535 within 3 days from the date that the changes in securities holdings take place, and inform the company's secretary in order to record such changes and summarize the amount of securities held by the committee and executives individually for the Board of Directors to acknowledge in the next meeting. Moreover, there are penalty clauses for the violation or breach of such requirements, and executives or informed agencies are not permitted to disclose internal information to outsiders or unrelated individuals. In every meeting of the Board of Directors, the secretary of the company shall request each director to check their number of shares held for accuracy.

(4) Conflict of interest

To preempt a situation potentially leading to conflicts of interest, the Board of Directors has been watchful on high-risk transactions and has outlined a policy and measure to prevent the management and related parties from the use of insider information for personal benefits, details as follows:

- Transactions with potential conflict of interest

The Board of Directors is aware of all transactions with conflict of interest as well as related-party transactions, and has taken the arm's length approach in terms of price and conditions pursuant to the SET regulations. Details of all related party transactions have been disclosed with regards to value, counterparty, reason and necessity in the annual report and the form 56-1.

In principle, the company shall approve the trade agreement with general trading condition when transaction provides the trade agreement in manner that the ethic person should behave with the contract partners in the same situation. Namely, the bargaining power must void the influence as member of the Board, executives or related persons. Additionally, the company shall summarize the report that transaction size is beyond 500,000 baht and report at the meeting of the Board of Directors on quarterly basis.



(5) Corporate Social Responsibility

Corporate Social Responsibility refers to the implementation of internal and external activities of the Company which are mainly considered the social impact in the short and long approach, as well as the responsible utilization of existing resources inside or outside the organization, so that people can live together in the society peacefully and the Company will operate business successfully and sustainably in the long run.

The company's business is to produce wood board that is an alternative to natural wood. Wood is being used in manufacturing process. The company use wood that is left over from other industries such as rubber wood from small tree limb or stem that cannot be processed or leftover from the process and trimmed limb, so they do not have to be disposed by burning which could cause pollution to environment and global warming. The company tries to utilize those wood in manufacturing process by producing no waste in the process. The utilization of advance manufacturing process results in reuse of production waste such as dust. No waste occurred from wood scraps. Heat from manufacturing process can be partially reused in other relevant manufacturing process. This results in reduced electricity expense and cost reduction. Waste generated from the production process are disposed by standard practice with no effects to environment and nearby society.

The Company has started solar rooftop power generation projects at Saraburi Plant, Chonburi Plant and Surat Thani Plant (subsidiary) to save energy costs and reduce pollution.

The Company also has the following CSR guidelines:

Fair Business Operation

Fair business operation always brings about the confidence of related persons and stakeholders which cause the positive effect to the business in the long term. The Company implements the following procedures:

1. Avoiding any operations possibly causing conflict of interests, disclosing complete and sufficient information for the transparency of the business operation.
2. Avoiding any act of favoritism or accomplice which is unfair to stakeholders, such as, customers.
3. Complying with the Holes and good competition, maintaining the standards of competition practices, avoiding dishonest methods to destroy competitors.
4. Keeping partners' trade secret, not utilize it for company's benefit or other related persons illegally.
5. Building the relationship and good cooperation to develop the company's products with the partners for enhancing potential and efficiency in the long term business cooperation.
6. Not supporting the infringement of intellectual properties or copy rights of any individuals.
7. Purchasing products and services from business partners according to the trading conditions, and complying with the contract with business partners.
8. Strictly following the conditions of loan borrowing from financial institutes.

Respecting Human Rights and Fair Labor Practice

Human resources are the major factor of the business for creating added value and production. As a result, the Company improves the working environment and conditions so that the life quality of all employees will be better and they will have a chance to show their competencies and enhance their working skills by attending the training for the purpose of their occupational progresses. The Company implements the following procedures:

1. The Company does not support the labor force but legally employs foreign employees and provides the similar remuneration and welfares.
2. The Company establishes the working manuals for each aspect, especially occupational safety and health. In addition, the Safety Committee is set up to follow and inspect working conditions and procedures, give advices, improve safe and appropriate working environment and working procedures, foster the awareness of safety to employees, provide and organize the training plans annually, supervise the strict compliance to the safe working manual, provide the personal protective equipment, such as, safety shoes, hearing, dust, and chemical protection equipment, and etc. for the risk operations. Furthermore the Company also provides the group accident insurance for all employees.



3. Developing, training, and enhancing competencies of employees, offering chances to employees to learn and attend by the training both within and external trainings for gaining new knowledge and applying it to their works and duties, promoting employees to the higher job positions when there is vacancy of suitable positions.

4. Providing the policy of remuneration for employees and regularly reviewing returns in line with the labor market so that all employees will receive the suitable compensation based on their competencies and performances.

5. Providing benefits for employees who needs to borrow a housing loan. The Company is able to provide the loan source with low interest rate and made an agreement with 3 financial institutions for the benefits of employees who intend to borrow a loan for purchasing, land, building, adding, and redeeming residential houses, for quality of life improved.

6. Providing important information relating to the operating results and actual circumstances of the Company to employees and representatives so that they will be ready to prepare and handle with prospect situations.

Responsibility to Consumers

The Company manufactures products based on its standard and regularly improves the production system so that the standard of products is greater and the products have no risk or hazard to consumers. The Company operates the following procedures:

1. Manufacturing safe and environmentally-friendly products which cause no hazard to consumers, providing the purchase return service in case of having any problems, and resolving problems urgently and reporting to consumers

2. Safely keeping information of consumers, and prohibiting the disclosure of information to any third parties without the consumers' consent.

3. Representative recommend correct and sufficient information of products and their instructions to consumers and provide documents to promote products with accurate and complete information for consumers.

4. Developing new products and manufacturing products based on the demand of consumers, applying comments of consumers to further research and development for the purpose of sustainable mutual benefits.

Environmental Care

1. Maintaining and improving machineries so that they will not cause the pollution to the environment of inside and outside communities.

2. Provide information on the environmental, safety and health effects to employees and the public.

3. Preparing the emergency response plan to handle with problems possibly occurred and caused hazard to employees, company, and nearby communities, including reporting to authorized persons for immediate action as soon as situations occur.

4. Taking responsible to the environment of the community and society for business sustainability and environmental friendly.



Anti-Corruption Policy and Declaration of Intent (Cooperated with other organizations)

The Company is committed to operate the business based on the principles of laws, integrity and morals, and also aware of the significance of the good corporate governance. The Company adheres to the fair business operation, transparent management, responsibility to its stakeholders, and corporate environmental and social responsibility. The Company has established the following practices;

1. Its directors, executives and employees at all levels must comply with the anti-corruption policy without involvement in any forms of corruption, either directly or indirectly.
2. Ask for cooperation from stakeholders such as partners, abstain from giving all kinds of gift to Directors, Executives, Staffs and Employees of the Company at all festivals and must not request for or accept gifts, any kind of entertainment, or other expenses from customers, business partners or any parties related to the Company's business, affecting the decision in performing duties or causing interest conflicts.
3. The offering or accepting of donations or contributions must be performed in a transparent and lawful manner to ensure that it will not be used as excuses for bribery.
4. Do not offer or accept bribery in any types of business operation. Any operations of the Company and business relations with the public sector must be carried out in a transparent manner in accordance with related laws.
5. Its employees must not neglect or ignore any potential corrupt actions involving to the Company. If such action is detected, employees must report such matter to their supervisors or responsible persons through many channels as specified by the Company and fully cooperate in investigating facts.
6. Clues or complaints suspected to be corruption involving the Company, either direct or indirectly, must be reported to the Audit Committee of the Company. Whistleblowers must identify matters needed to report clues or complaints, as well as evidence, name, address and contactable telephone number.
7. Persons who are able to report clues or complaints in regard to corruption involving the Company include all stakeholders of the Company such as shareholders, customers, competitors, debtors, public sector, communities, societies, executives and employees of the Company. However, the Company will keep it confidential according to the confidentiality and protection measures.

In 2025, the Company was certified as a member of the Thai Private Sector Collective Action Coalition (CAC).

6.2 Code of Conduct

The Company establishes the Code of Conduct which is a policy and practice that a group of person related to the Company's business should adhere to. All directors and employees of the Company should comply with the Code of Conduct. The Company considers that it is common responsibility to ensure equality, mutual respect, and integrity occurring at work. For any details, all directors and employees shall exercise discretion and good awareness for the benefit of the Company.

Vanachai Group Public Company Limited, the "Company", is responsible for conducting business ethically, complying with applicable laws and requirements correctly, adhering to principles of responsibility, disclosure, transparency, and traceability for long-term business value creation.

The Company's success in sustainable business operations depends on the conduct of all directors and employees who are responsible for performing works in accordance with the Company's principles and regulations.

The version of the Code of Conduct is shown in Enclosure 5.

6.3 Milestones of Policies, Guidelines and Corporate Governance System in the Previous Year

The Company adheres to and complies with the good corporate governance principles, such as good corporate governance principles for listed companies in 2017 of the Stock Exchange of Thailand, as it is the principle that helps strengthen the effective, transparent, and traceable management system, which will help the Company move forward to prosperity, and promote sustainable growth according to the Company's vision.



At the Board of Directors' Meeting, the Company monitored and reviewed the good corporate governance policy every year which is the mechanism for supervising the Company to perform operations in accordance with good corporate governance principles, code of conduct, and anti-corruption policy as defined continuously. The adopted corporate governance policy is considered and reviewed, and it is still comprehensive and appropriate for the Company's business operations.

In addition, the Company controls and supervises to ensure that its business operations are in accordance with the good corporate governance policy continuously.

- Rights of Shareholders: The Company has the policy to facilitate shareholders to exercise their rights to attend meetings and cast a vote and also ensures that sufficient information about date, time, venue and agenda as well as information relating to matters that must be considered and decided at the meeting are provided to shareholders in advance in a timely manner.

- Equitable Treatment of Shareholders: At the Shareholders' Meeting, the Company offers shareholders the opportunity to nominate individuals to be elected as directors and propose agendas in advance prior to the date of the shareholders' meeting. Shareholders are encouraged to use a proxy form which shareholders can determine the voting direction (Form B).

- Role of Stakeholders: The Company is committed to conducting business with virtue and social responsibility based on the principle of creating shared value between the organization and all stakeholders for mutual benefits in a sustainable manner. The Company supervises to ensure the compliance with laws and guidelines on the corporate governance principles so that stakeholders can be protected and treated fairly and appropriately.

- Disclosure and Transparency: The Company discloses the necessary information accurately and completely, including financial information and performances, in accordance with the regulations and suggestions of the Stock Exchange of Thailand. Such information is disclosed via SET Link on the Company's website and annual report. Other related information is retained in accordance with the regulations and the control of the Company's compliance is supervised according to the policy on insider trading supervision.

- Responsibilities of the Board of Directors: It is to consider and approve important matters regarding operational policies in accordance with and in response to business situations. The Company pays attention to the independence of decisions made by directors for the best interests of the Company and its shareholders, including performance of duties with integrity and prudence to maintain the interests of the Company.

However, after considering the Corporate Governance Code adhered to by the Board of Directors throughout the past, the Company reviewed the Company's code of conduct in 2025 to enhance governance efficiency and ensure that the Company's corporate governance standards are consistent with the Corporate Governance Code.



7. Corporate governance structure and significant information related to the Board of Directors, sub-committees, executives, employees and others

7.1 Management company within the company structure



7.2 Information about the Board of Directors

7.2.1 Composition of the Board of Directors

The Company has a total of 15 directors. The details are as follows:

	Number (Persons)	Percentage (%)
Total number of directors	15	100
Male director	13	87
Female director	2	13
Executive director	9	60
Independent Director	6	40

The Company has six independent directors, accounting for one-third of the entire board of directors.



7.2.2 Information on the Board of Directors

	list of directors		AGE (years)	Position	Start holding office
*	1.	Mr. Sompop Sahawat	73	Chairman	1 Nov. 1994
	2.	Mr. Suebtrakul Soonthornthum	83	Independent Director Vice Chairman	1 Nov. 1994
*	3.	Ms. Yupaporn Boongate	71	Vice Chairman	4 Jan. 1995
	4.	Mr. Kraithip Krairiksh	71	Independent Director Chairman of the Audit Committee	12 Dec. 2008 7 Nov. 2023
	5.	Pol. Gen. Soontorn Saikwan	81	Independent Director Audit Committee	19 Apr. 2005 7 Nov. 2023
	6.	Pol. Gen Visanu Prasattongosoth	63	Independent Director Audit Committee	7 Nov. 2023
	7.	Mr. Praphan Anaman	74	Independent Director Audit Committee	7 Nov. 2023
	8.	M.L. Dispanadda Diskul	51	Independent Director	8 Aug. 2024
*	9.	Mr. Wanthana Jaroennawarat	65	Director	1 Nov. 1994
	10.	Mr. Suthep Chaipattanavanich	62	Director	1 Nov. 1994
*	11.	Mr. Patta Sahawat	53	Director	25 Apr. 2001
*	12.	Ms. Phattra Sahawat	51	Managing Director	24 Apr. 2002
*	13.	Mr. Somprasong Sahawat	49	Deputy Managing Director	13 May. 2003
*	14.	Mr. Sittiwat Sahawat	45	Deputy Managing Director	14 May. 2019
	15.	Mr. Surapong Dumrisilp	68	Director	6 Mar. 2015

* These directors are authorized to sign on behalf of the company

Authorized directors

The directors eligible to sign on behalf of the company are Ms. Yupaporn Boongate or Mr. Patta Sahawat or Ms. Phattra Sahawat sign with either Mr. Sompop Sahawat or Mr. Wanthana Jaroennawarat or Mr. Somprasong Sahawat or Mr. Sittiwat Sahawat. Altogether two of them with the company's seal affixed.



7.2.3 Information related to the roles and duties of the Board of Directors

Scope of responsibilities and duties of the board of directors

1. To set up company's policies and directions to ensure that the business policies couple with the internal control system are handled and executed in the most effective and efficient manner by the management. To have the intention to operate business continuously.

2. To perform duty in compliance with laws, objectives, the company's articles of association and shareholders' resolutions upon the honesty and integrity, as well as to preserve company's benefits and interests.

3. We are responsible for completing the statement of financial position and income statement at the end of the company's accounting period. We make sure that these statements are accurate and clearly reflect the actual position of the company as well as comply with the Generally Accepted Accounting Principles (GAAP). These statements are audited by the company's auditors in order to propose in the annual shareholders meeting for further consideration and approval.

4. To perform duty in the company's information disclosure as detailed in the SET regulations in regards to rules, information disclosure procedures, and any action of the listed company on public disclosure of material information related to investment decision in the securities

5. To appoint any other individuals to operate the company's business under the control of Board of Directors, or give the proper authorization under the specified period; to discharge, reposition, or the change of authorization.

6. To review and approve the expansion project that has been considered and proposed by the Management Committee.

7. To review and concur on capital increase, issuance of debenture, merger and acquisition that have been considered and proposed by the Management Committee in order to propose to shareholders meeting for approval.

8. To review and approve the operating expenses limit beyond the authority of the Managing Director with the approval by the Chairman of the Board of Directors and be presented to the Board of the Directors' meeting for ratification.

However, such the above responsibilities and duties do not include the execution of inter related transactions and the transactions of acquisition or disposition of significant assets of the listed company according to the SET regulations. The company, in addition, must strictly follow according to the rules, procedures and regulations of the Stock Exchange of Thailand on these particular matters. Moreover, these authorities and duties exclude the matters which the company's articles of association identify to have the shareholders' meeting approval.

Duties and responsibilities of the managing director

The Board of Directors' meeting had approved the following scope of authorities and duties of the Managing Director:

The Managing Director has duties on day-to-day business operations which are:

1. To monitor the company's overall operation to conform to the company's objectives.
2. To review and approve payment limit on normal operating expense not to exceed 7 million baht per transaction.
3. To review the project investment to be presented to the Management Committee.
4. To review the company's fund raise to be proposed to the Management Committee.
5. To review and appoint the consultants necessary for business operation to be proposed to the Management Committee.
6. To review and approve the inter-related transactions under normal trade criteria such as purchase and sale of products under fair market value, granting of credit term similar to general customers.



The responsibilities of Managing Director also include any other duties assigned by the Management Committee and or the Board of Directors on a case by case basis. The Managing Director is eligible to delegate the individual as seen appropriate to perform and operate on behalf of the Management Director in proper matter. However, the Managing Director has no authority to approve any inter-related transactions which beyond normal business operations, acquisition or deposition on significant assets, and/or matters or transactions which Managing Director or interest persons may constitute conflict of interests to the company.

7.3 Information on each appointed subcommittee

7.3.1 The Executive Board of Directors

Scope of authority and duties of the executive committee

1. To ensure that the company's business is operated efficiently and effectively and in line with the company's policies.
2. To perform duties according to laws, objectives, and the company's articles of association and shareholders' resolution with honesty, integrity and carefulness of the company's benefits.
3. To review the statements of financial position and income statement as of the end of the company's fiscal period to ensure correctness and preciseness of the company's financial status under the generally accepted accounting principles. The financial statements are to be audited by the auditor and be presented to the Board of Director's meeting.
4. To primarily review the project expansion investment plans, capital increase, issuance of debenture, and merger and acquisition and be proposed to the Board of Directors for approval.

However, the above authorities do not include the delegation of authority to the executive Committee to exercise any transactions that may result in any form of conflict of interests involving the company or its subsidiaries. The authorities also do not include operations of inter-related transactions and acquisition and deposition of significant assets of the listed company as detailed in announcement by SET. The company must conduct the business in accordance with rules and regulations of SET.

The Audit Committee

Scope of authority and duties of the audit committee assigned by the company's board of directors

1. To review accuracy and completeness of the company's financial statements.
2. To review the appropriateness and effectiveness of the company's internal control system and internal audit system.
3. To review that the company operates in line with the Securities and Exchange Act, the Regulations of the Stock Exchange Thailand, or any other relevant laws.
4. Consider, select, nominate the independent individuals as company's auditor, and offer them the remuneration, attend the meeting with auditors at least once a year without management division.
5. Consider linked transaction or that might be conflict of interest in accordance with law and the Stock Exchange requirement to ensure that such transaction is reasonable and maximize the company's benefit.
6. Conduct the audit committee's report which shall be disclosed in the company's annual report. Such report shall be signed by chairman of audit committees and contains at least the following comment information;
 - (a) comment on the accuracy, completeness and reliability of the company's financial report
 - (b) comment on the adequateness of the company's internal control
 - (c) comment on compliance with Securities Exchange Act, Stock Exchange Requirement, and business-related laws
 - (d) comment on the qualification of auditor
 - (e) comment on any transactions that may be in conflict of interest
 - (f) number of meetings of the audit committee and individuals' attendance



- (g) comment and overall observation which audit committees have been obtained from performing their duty subjected to charter
 - (h) other transactions should be made known to shareholders and public investors under the scope of obligation and responsibility assigned by the Board of Directors
7. Perform any other acts as assigned by the Board of Directors with the approval of the Audit Committee.

Risk Management and Governance Committee

The scope of authority and duties of the Risk Management and Governance Committee is as follows:

Risk Management

1. Formulate risk management policies suitable for the business of the Company and its subsidiaries as a framework for work in the risk management process to be proposed to the board of directors for consideration of approval.
2. Determine assessment criteria and risk management framework with effects on the Company's business operations, risk prevention and management plans, governance, and hold regular reviews of risks and risk management processes throughout the organization to ensure that the Company and its subsidiaries have a suitable and effective risk management system consistent with the prescribed risk management policy.
3. Arrange for assessment and prioritization of risks, guidelines, and strategies for risk management to ensure that the organization's risk level is appropriate.
4. Oversee and monitor compliance with risk management plans as well as offering advice and recommendations on risk management to the management for consistency with the Company's business strategy and goals, including changing circumstances.

Corporate Governance

1. Formulate policies on good corporate governance, business ethics, and policies on human rights for presentation to the board of directors for consideration of approval.
2. Promote and advise on implementation at all levels' operations and review the appropriation of the policy to be compliant with laws and international standard code of conduct on an annual basis, as well as regularly evaluating and reporting on policy compliance.
3. Support, supervise and monitor to ensure operations are in accordance with the law, rules and regulations of the Company, government agencies, and regulatory organizations, as well as the principles of good corporate governance in line with domestic and international standards.
4. Supervise the establishment of an appropriate and sufficient anti-corruption policy for business operations and review to ensure that there is an efficient anti-corruption system in accordance with the guidelines of various regulatory agencies, beginning with promoting and raising awareness, risk assessment, internal control, creation of a preventive work system, reporting offences and conducting audits, including offering advice and monitoring to ensure compliance with the anti-corruption policy, including reviewing self-assessment forms on assessed anti-corruption measures.

Nomination and Remuneration Committee

The scope of authority and duties of the Nomination and Remuneration Committee is as follows:

Recruitment

1. Set criteria and policies for the recruitment of directors and sub-committee members by considering the appropriateness of the number, structure, and composition of the board of directors. Determine director qualifications for proposal to the board of directors' meeting or the shareholders' meeting, as the case may be, for consideration of approval.
2. Consider recruiting, selecting, and nominating suitable candidates for the positions of directors whose terms have expired and/or whose positions have become vacant and/or additional appointment for proposal to the board of directors and/or the shareholders' meeting for consideration of appointment.



3. Evaluate the performance of the Company's Chief Executive Officer for presentation to the board of directors for consideration of approval.

4. Consider director development plans to improve the knowledge of current and new directors to understand the Company's business and industry situation, including the roles and duties of directors, relevant rules or laws.

Consideration of Remuneration

1. Prepare Criteria and policies for setting the remuneration of the board of directors and sub-committee members for proposal to the board of directors or the shareholders' meeting, as the case may be, for consideration of approval.

2. Determine the necessary and appropriate remuneration, both monetary and non-monetary, for the board of directors on an individual basis. The remuneration of the board of directors is to be considered based on commensuration with duties, responsibilities, and performance and compared with companies in similar businesses and the expected benefits from directors for proposal to the board of directors or the shareholders' meeting, as the case may be, for consideration of approval.

Sustainability Committee

The scope of authority and duties of the Sustainability Committee is as follows:

1. Consider the Company's policies, strategies, goals, and sustainability development plans covering environmental, social, and sustainability dimensions for proposal to the board of directors.

2. Support and push for cooperation in sustainability operations throughout the organization by offering advice and promoting sustainability operations in line with business strategies and the implementation of the Sustainability Development Plan to achieve goals.

3. Supervise, evaluate, and review the progress of sustainability activities to be balanced and in the maximum interests of the Company and its stakeholders with coverage of environmental, social, and governance dimensions in accordance with the evaluation criteria or rankings of regulatory agencies, as well as domestic and international standards and frameworks for sustainable development for long-term sustainable business operations.

7.3.2 List of Executive Committees

Names		Position
1. Mr. Wanthana	Jaroennawarat	Executive Chairman
2. Mr. Sompop	Sahawat	
3. Ms. Yupaporn	Boongate	
4. Mr. Suthep	Chaipattanavanich	
5. Mr. Patta	Sahawat	
6. Ms. Phattra	Sahawat	
7. Mr. Somprasong	Sahawat	
8. Mr. Sittiwat	Sahawat	
9. Mr. Surapong	Dumrisilp	

List of Audit Committee

Names		Position
1. Mr. Kraithip	Krairiksh	Chairman of the Audit Committee
2. Police General Soontorn	Saikwan	
3. Police General Visanu	Prasattongsoth	
4. Mr. Praphan	Anaman	

Mr. Kraithip krairiksh who is Audit Committee, have knowledge and experience in review of the quarterly and annually financial statements of the company.



List of Risk Management and Governance Committee

Names		Position
1. Mr. Praphan	Anaman	Chairman
2. Mr. Suthep	Chaipattanavanich	
3. Mr. Somprasong	Sahawat	

List of Nomination and Remuneration Committee

Names		Position
1. Mr. Suebtrakul	Soonthornthum	Chairman
2. Mr. Patta	Sahawat	
3. Mr. Sittiwat	Sahawat	

List of Sustainability Committee

Names		Position
1. Ms. Phattra	Sahawat	Chairman
2. M.L. Dispanadda	Diskul	
3. Mr. Somprasong	Sahawat	

7.4 Information on executives

7.4.1 List and position of management as at 31 December 2025, according to the definition of the Securities and Exchange Commission (SEC), consists of

Name		Position
1. Mr. Wanthana	Jaroennawat	Managing Director
2. Mr. Patta	Sahawat	Deputy Managing Director
3. Mr. Surapong	Dumrisilp	Executive Director
4. Mr. Phumsakdi	Chullavullibha	Assistant Managing Director
5. Ms. Phattra	Sahawat	Assistant Managing Director
6. Mr. Somprasong	Sahawat	Assistant Managing Director
7. Mr. Sittiwat	Sahawat	Assistant Managing Director
8. Mrs. Prapaporn	Sringam	Executive Manager

7.4.2 Policy on Remuneration for Executives

Remuneration for executive is in accordance with the principles and policies set by the Board of Directors, which relate to the Company's operating results and the performance of each executive.

7.4.3 Remuneration for Executive Committees and Executives

- (1) In 2025, the Company paid remuneration consisting of salaries (Company only) to Executive Committees and executives, 8 person, totaling 36.60 million Baht.
- (2) Other Remunerations
 - None -



7.5 Information on employees

(1) Number of company employees and remuneration of employees (consists of salary, bonuses, overtime pay and living allowances). There are employees in the main line of work as follows:

Year 2023

	Amount of employees (male)	Amount of employees (Female)
<u>Head Office - Bangkok</u>		
• Deputy Managing Director and Assistant Managing Director	4 people	1 people
• Center Administration and Import Department	15 people	14 people
• Office Managing Director and other	15 people	28 people
<u>Factory - Chonburi</u>		
• Employees - Production Department	426 people	157 people
• Employees - Management	83 people	81 people
<u>Factory - Saraburi</u>		
• Employees - Production Department	574 people	222 people
• Employees - Administrative Department	58 people	60 people
Total	1,175 people	563 people
Remuneration	407,336,185.61 Baht	149,721,354.98 Baht

Year 2024

	Amount of employees (male)	Amount of employees (Female)
<u>Head Office - Bangkok</u>		
• Deputy Managing Director and Assistant Managing Director	4 people	1 people
• Center Administration and Import Department	15 people	13 people
• Office Managing Director and other	16 people	26 people
<u>Factory - Chonburi</u>		
• Employees - Production Department	375 people	152 people
• Employees - Management	114 people	81 people
<u>Factory - Saraburi</u>		
• Employees - Production Department	539 people	216 people
• Employees - Administrative Department	124 people	76 people
Total	1,187 people	565 people
Remuneration	431,027,575.03 Baht	157,862,596.42 Baht



Year 2025

	Amount of employees (male)	Amount of employees (Female)
<u>Head Office - Bangkok</u>		
● Deputy Managing Director and Assistant Managing Director	3 people	1 people
● Center Administration and Import Department	16 people	14 people
● Office Managing Director and other	16 people	29 people
<u>Factory – Chonburi</u>		
● Employees - Production Department	382 people	141 people
● Employees - Management	111 people	82 people
<u>Factory – Saraburi</u>		
● Employees - Production Department	518 people	192 people
● Employees - Administrative Department	70 people	72 people
Total	1,116 people	531 people
Remuneration	436,707,173.47 Baht	156,611,396.10 Baht

(2) The company has no any labor dispute for the past 3 years.

(3) The Company does not have a provident fund.

Employee development policy

- Company focuses on continuous development of human resource by offering external training programs for executives and employees in order to get ready for updated information. Internal trainings are also provided, including programs that are related to each department. Company realizes that employees are the key contributors of business success so their expertise should be developed to promote capabilities and to ensure success in career path.

7.6 Other significant information

7.6.1 The name of the person assigned to take direct responsibility for accounting oversight, company secretary

The name of the person assigned to take direct responsibility for accounting oversight is Ms. Kanokwan Khuapadung

The Company's Board of Directors has a resolution to assign Mr. Aruck Tungtrakool to be the secretary of the company starting from the date of 11 August 2008. The qualifications of the person holding the position as the company secretary appear in Enclosure No.1.

7.6.2 The name of the head of investor relations

Any specific company's sectors do not be appointed to contact with the investors. However, Mr. Somprasong Sahavat, a company's director, is responsible to relate with the institute investors, shareholders financial analyst and the related government sector via company's telephone number 0 2585 4900-3.

7.6.3 The remunerations that the auditor

(1) Remuneration of the annual audited.

Company and its subsidiaries company has a clear remuneration to auditor total 4,296,000.00 Baht

(2) Other Services.

- Inspection based on the investment promotion certificate's conditions, totaling of 70,000.00 Baht



8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the Board of Directors in the past year

Board of directors' reports

The Company's Board of Directors is responsible to approve both company's and its subsidiaries' financial statements and other memorandums revealed in the annual report by informing their responsibilities to the financial reports together with the report of the independent certified public accountant and the audited financial statement in the annual report. Board of Directors monitors and supervises sufficiency of financial liquidity and debt coverage of enterprises.

Board of Directors' Meeting

According to the company regulations, the board of directors' meeting are arranged quarterly or 4 times a year, with extraordinary meetings as deemed necessary. The meeting agenda and time for ordinary meeting will be set and sent to each director 7 days prior meeting date so directors have a chance to adequately acquaint themselves to the issues before attending the meeting. The board can also request additional information from the managing director or Company Secretary or let the executive management attends the meeting to explain that requested information. Moreover, each director can propose additional issues for the chairman and managing director approval to be a topic in the meeting agenda. Each director must attend every meeting except for the unavoidable reason. The non-executive directors can have meeting among them as necessary.

The company's meeting minutes was completely and accurately recorded by the company's secretary in case that the company's board of directors, shareholders and other related person can review.

The Company holds the meeting of Executive Committee monthly in order to monitor performances of the Company and its subsidiaries.

8.1.1 Recruitment and appointment of Directors and Chief Executive

(1) Independent director

Recruitment Process for Independent Director

According to the meeting of the Board of Director, a term "Independent Director" shall refer to an individual who possesses ability and knowledge that would be beneficial to the company's operation. Once being taken into consideration, the result shall nominate at the shareholder meeting to appoint the qualified persons as the member of the Board of Directors.

Independent Director's Qualification

1. Hold 1% or lesser of total shares in suffrage of the company, parent company, subsidiary company, incorporated company or juristic person who may be in conflict of interest, including shares held by those concerned persons (referred to as ordinary person under Clause 258 of the Security Exchange Act).

2. Avoid managerial involvement (referred to executive director, executive-like committee, and duly authorized committees), personal, employee, regular consultant, controlling person who is involvement have concerned with parent company, subsidiary company, incorporated company, subsidiaries at same sequences (referred to 2 subsidiaries or up subjected to the same holding company), juristic person who may be in conflict of interest (presently or 2 years period prior to appointment).

3. Having neither blood relationship nor registering as parents, spouse, brother and sister, and the children' partner in relation with executive, major shareholder, or controlling person, or nominated person to be executive or controller for company and subsidiaries.



4. Business relationship with company
 - (a) Details of Relationship
 - * Relationship as professional service provider
 - Relationship : Auditor, other professional service providers such as legal consultant, financial consultant, evaluator, etc.
 - Significant level irrelevant to dependent position
 - Auditor is prohibited in any case.
 - Other professional service providers - Value of transaction must exceed 2 million Baht yearly
 - * Business Relationship (congruently with requirement on linked transaction of the Stock Exchange)
 - Relationship : Cover all business types - including normal transaction, real estate lease/rent, assets/service transaction, financial assistance transaction
 - Significant level irrelevant to dependent position : transaction value \geq 20 million Baht or \geq 3% of company's NTA, upon the case may be of which amount is lower. In consideration of transaction, the previous 6 months transaction shall be included.
 - (b) Relationship (a) relationship with juristic person shall be regarded dependent position which are major shareholder, directors (except for independent director/audit director), and executive or juristic person's partner.
 - (c) Subjected to sub-clause (A) and (B) such relationship above mentioned must not occur in present or previous 2 years period prior to appointment.
 - (d) Exception: In case of reasonable necessity which the event has not occurred continuously and constantly, the independent director/audit director may develop the relationship to the extent which it is beyond the significant level assigned in the office, it shall be approved by the Board of Directors, and the resolution must be unanimous. Additionally, such relationship shall be closed by the company for respective director on the Public Offering (Filing Form), Annual Business Data (Form 56-1), and Annual Report (Form 56-2) of the company. If subsequently it's required by the company to submit the independent director/audit director such transaction to assume the next term of office, the company shall disclose the data relevant to the said relationship on the letter of meeting appointment in period of director nomination.

5. Not being a nominated committee as company's representative, major shareholders or shareholders relevant to company's major shareholder.

6. There are no qualifications that preclude assuming role as independent director.

7. Independent director with qualification stated in section 1-6 shall be assigned by the Board of Directors to make a decision in relation to the operation undertaken by parent company, subsidiaries, incorporated company, and subsidiaries at the same sequence or entities that may conflict with the decision to form Collective decision.

(2) Recruitment of Directors and Chief Executive

Nomination and Remuneration Committee will consider the recruitment, selection, and nomination of suitable persons to hold the positions of directors whose terms have expired and/or whose positions have become vacant and/or additionally appointed for proposal to the board of directors and/or the shareholders' meeting for consideration of appointment.



The board of directors considers and previews persons for appointment as directors and the Chief Executive Officer. In the recruitment of directors, the board of directors will consider and propose the appointments in accordance with the Company rules and regulations which appropriate qualifications and no prohibited with code 68 of the Public Company Act B.E. 2535.

The company's Board of Directors composes of at least 5 directors and more than half of the directors must be residents of Thailand. Company's directors must be qualified according to the law.

The general meeting of shareholders, the directors retire each year, 1 in 3 if the number of directors to be divided into three parts to match it. Then the number nearest to 1 in 3 by the directors retiring by rotation may be selected.

Directors are selected via a shareholders' meeting there are rules and procedures as following.

1. Each shareholder has the number of votes equivalent to the number of shares held. One share equals one vote.
2. In voting for the election of directors. The voting individually. Total votes cast by the shareholders they have a person who has been nominated as members one by one.
3. The person receiving the most votes respectively down. Are elected as directors up to the number of directors to be elected at that time. In the case of a person who was elected in descending order have equal votes, The Chairman of the meeting as an additional vote as the casting vote.

The method of individual director appointment requires a majority of votes of shareholders attending the meeting and casting a vote.

The Shareholders meeting may pass a resolution removing any director from the board prior to the tenure of the director. The retirement issue resolution must receive at least three quarters of the votes from shareholders who attends the meeting and have the right to vote, and the total numbers of shares must be counted not less than half of the shares holding by the shareholders attending the meeting and having the right to vote.

8.1.2 Meeting attendance and remuneration payment to each Board member

	Name		Position	Meeting attendance / Total meeting	
				Board of Directors	Shareholder
1.	Mr. Sompop	Sahawat	Chairman	5/6	1/1
2.	Mr. Suebrakul	Soonthornthum	Vice Chairman Independent Director	5/6	1/1
3.	Ms. Yupaporn	Boongate	Vice Chairman	6/6	1/1
4.	Mr. Kraithip	Krairiksh	Independent Director Chairman of the Audit Committee	6/6	1/1
5.	Pol. Gen. Soontorn	Saikwan	Independent Director Audit Committee	6/6	1/1
6.	Pol. Gen. Visanu	Prasattongosoth	Independent Director Audit Committee	6/6	0/1
7.	Mr. Praphan	Anaman	Independent Director Audit Committee	6/6	1/1
8.	M.L. Dispanadda	Diskul	Independent Director	6/6	1/1
9.	Mr. Wanthana	Jaroennawarat	Director	6/6	1/1
10.	Mr. Suthep	Chaipattanavanich	Director	6/6	1/1
11.	Mr. Patta	Sahawat	Director	6/6	1/1
12.	Ms. Phattra	Sahawat	Managing Director	6/6	1/1



Name	Position	Meeting attendance / Total meeting	
		Board of Directors	Shareholder
13. Mr. Somprasong Sahavat	Deputy Managing Director	6/6	1/1
14. Mr. Sittiwat Sahawat	Deputy Managing Director	6/6	1/1
15. Mr. Surapong Dumrisilp	Director	6/6	1/1

Monetary remuneration

(1) Director's Remuneration It consists of monthly compensation and annual bonus as follows:

List-name	Position	Baht
1. Mr. Suebrakul Soonthornthum	Independent Director	840,000
2. Mr. Kraithip Krairiksh	Chairman of the Audit Committee	720,000
3. Pol. Gen. Soontorn Saikwan	Independent Director	600,000
4. Pol. Gen. Visanu Prasattongosoth	Audit Committee	600,000
5. Mr. Praphan Anaman	Audit Committee Chairman of the Risk Management and Governance Committee	720,000
6. M.L. Dispanadda Diskul	Independent Director Sustainability Committee	600,000
Total of remuneration		<u>4,080,000</u>

(2) Other remuneration

- None -

Nomination and Remuneration Committee has considered the setting of remuneration of the board of directors and sub-committee members for proposal to the board of directors or the shareholders' meeting, as the case may be, for consideration of approval.

The Board of Directors has considered the remuneration of directors based on the obligations and responsibilities. The data of remuneration for directors of listed companies on the Stock Exchange of Thailand with the total income similar to the Company is compared so that the Company will have information to consider the remuneration of directors. The Company requested for an approval from the Shareholders' Meeting.

In setting remuneration, the Company has a process for determining commensurate remuneration by using the remuneration data of companies in the same industry that are similar in size to the Company and the Company's performance to accompany consideration.

Remuneration for executives is in accordance with the principles and policies set by the Board of Directors, which relates to the Company's operating results and the performances of each executive.

Directors who hold the position of director in subsidiaries shall not receive remuneration as a director of subsidiaries.



8.1.3 Supervision of subsidiaries and associates

(1) The Company supervises subsidiaries and provides regulations regarding connected transactions, acquisition or disposition of assets or other important transactions of such subsidiaries to ensure the accuracy and completeness. The Company uses the rules relating to the disclosure and transactions above in the same nature as the Company's rules. In addition, the Company supervises and provides accurate information storage and accounting recording of subsidiaries which allows the Company to audit and collect information to prepare the consolidated financial statements in a timely manner.

The Company has the policy focusing on enabling subsidiaries to produce quality products with competitive production costs, which can help increase revenues and distribution within the Group. The executive directors of the Company will also be the executive director of the subsidiary in order to formulate policies and supervise the operations of subsidiaries in accordance with the specified directions and policies.

Because the company, there are 9 subsidiaries, so some directors are executives. must hold a position as a director in the said company to be able to formulate policies and supervise the operations of the subsidiaries to be in accordance with the directions and policies. At present, the Company's directors hold positions in no more than 5 listed companies.

Related companies operate the business of production and distribution of wood-based panels and related products. The policy focuses on enabling related companies to produce quality products with competitive production costs, which can help increase revenues and distribution within the Group.

(2) Agreement between the Company and other shareholders relating to the management of subsidiaries and associates (shareholder's agreement)

- None -

8.1.4 Monitoring of compliance with corporate governance policy and guidelines

The Board of Directors has considered and applied the principles of good corporate governance for listed companies in 2017 to its operations as follows:

To ensure the continuous growth of the Company's business operations and increase the confidence of shareholders, investors and all related parties, the Company establishes the corporate governance policy. The Board of Directors shall comply with as follows:

1. Define Objectives that Promote Sustainable Value Creation
2. Strengthen Board Effectiveness
3. Ensure Effective CEO and People Management
4. Nurture Innovation and Responsible Business
5. Strengthen Effective Risk Management and Internal Control
6. Ensure Disclosure and Financial Integrity
7. Ensure Engagement and Communication with Shareholders

In the previous year, the Company fully performed operations according to the guidelines for each issue.



The Company monitors the compliance with good corporate governance as follows:

(1) Prevention of conflicts of interest

The Company has various policies and guidelines for preventing conflicts of interest as follows:

Policies

1. All personnel must avoid any conflict with the Company's interest, including exercising authority, using inside information, or using work opportunities to seek personal gain or compete with the Company in business.

2. In the event that transactions are connected to personnel or associates, transactions must be conducted as done with outside parties and stakeholders in the transaction must not be involved in decision-making.

3. Connected transactions must be reviewed and considered by the Audit Committee. Stakeholders of connected transactions who are in the auditing process must not be involved in considerations of such transactions.

4. Use of Company information or resources for personal gain or any actions that may create conflicts of interest is prohibited.

5. Connected transactions are in six categories consisting of normal trade/business transactions, normal business support transactions, short-term real estate lease transactions, transactions involving other assets or services, financial support transactions, and other connected transactions, which must be conducted with transparency in compliance with ethics.

6. All personnel are required to report and disclose transactions suspected of being in conflict with the Company's interest to supervisors according to rank for further consideration.

Guidelines

Board of Directors

1. Directors must avoid any actions contrary to the Company's interest, and directors must not use information or opportunities from being a director for personal gain.

2. In the event that a connected transaction involves a director, the director must not be involved in decision-making and action must be taken as though the transaction is conducted with an outside party.

3. The Board of Directors must consider connected transactions thoroughly, honestly, and independently with consideration given to the Company's ultimate benefit.

4. Directors must avoid actions in conflict with the Company's interest, such as entry into business in competition with the Company or use of inside information for personal gain.

5. In the event that a transaction is connected to an employee, the employee must notify a supervisor and not be involved in decision-making.

6. All personnel are required to report and disclose transactions suspected of being in conflict with the Company's interest to supervisors according to rank.

7. The Audit Committee is tasked with reviewing connected transactions and considering accurate and complete disclosure of information for the Company's highest benefit.

8. Audit committee members who are stakeholders in connected transactions are required to not be involved in considerations of that transaction.



(2) Insider Trading for Exploitation

Use of Inside Information

Directors, executives, employees at every level, and every family member who learns of significant news or information on undisclosed changes in the Company's securities prices must not use the abovementioned information to seek direct or indirect profit or benefit from trading in the Company's securities.

Trade in the Company's Securities

The Board of Directors and executives specified by the SEC have a duty to report personal holdings of securities in compliance with Securities and Exchange Commission rules and regulations.

Confidentiality

- Every director, executive, and employee has a duty to protect the Company's confidential information by taking care and exercising caution to prevent the Company's confidential documents and information from leaking or falling into the hands of third parties, which may cause damage to the Company.
- Information required to be exchanged with suppliers in the course of normal business operations is not confidential information. However, if in doubt or uncertainty regarding information confidentiality, consult a supervisor before every disclosure.
- The Company's confidential trade information must be kept secret to prevent leaks and classed based on priority, such as disclosed information, concealed information, confidential information, etc.
- Shared use of inside information is required to be only within the frame of assigned duties and responsibilities.

Public Disclosure of Information

- The Company discloses key information to the public with accuracy, transparency, and punctuality to ensure investors and stakeholders receive complete and equal information.
- In the event that there are rumors or news with potential effects on securities trading or investment decisions, the Company will explain facts at the earliest opportunity to prevent misunderstandings or unreasonable movements in the price of securities.
- If trades in the Company's securities are abnormal, the Company has a duty to audit abnormalities and inform stakeholders.
- The Company avoids disclosure of promotional information that exceed necessity, use inappropriate wording, and exaggerate reports or estimates that may mislead investors and inappropriately affect securities prices.

Providing information to external parties

- The Managing Director is authorized to approve information disclosed to the public, especially information related to the capital market and investor relations. The data-owning department shall prepare details to present to the Managing Director before dissemination.
- Employees and related persons must not disclose or express opinions regarding the company's internal information to external parties. If it is not their duty to respond, they should politely decline to comment and recommend contacting the relevant department directly.

In the previous year, there were no directors and executives trading the Company's securities.



(3) Anti-corruption

The Company is focused on operating the business with honesty, transparency, and strict compliance with laws, rules, regulations, and anti-corruption measures. Directors, executives, employees, and any person working for the benefit of the Company Group have a duty to comply with anti-corruption laws, rules, regulations, and anti-corruption policies, regulations, protocols, and guidelines specified by the Company. Additionally, directors, executives, employees, and any person working for the benefit of the Company are prohibited from demanding or accepting corruption in any form, direct or indirect, with coverage of every business in every country and unit involved in the Company Group's operations, as well as being ready for the performance of duties by those responsible inspection or the units involved at all times.

The Company declared its intention to join the Thai Private Sector Collective Action Coalition on 20 May 2024 and was confirmed as a member on 30 June 2025. The Company has taken the following actions in line with the anti-corruption policy:

(1) The Company communicates and disseminates the anti-corruption policy to the Company Group's personnel at every level via channels such as personnel orientation, trainings and seminars, and periodical advertisements in the workplace and via electronic media to ensure the Company Group's personnel have knowledge and understanding about corruption in various forms, including risk of involvement and whistleblowing instructions, in order to create awareness and enable correct practices. If the Company Group's personnel have questions regarding this policy, personnel may make inquiries with supervisors or the Company's governing units, including the Audit Committee Secretary.

(2) The Company provides whistleblowing channels when the Company Group's personnel or outside parties have questions regarding actions in violation or non-conformance of Company policies, regulations, and directives.

(4) Whistleblowing

- None -



8.2 Report on the results of duty performance of the Audit Committee in the past year

8.2.1 The total number of the Audit Committee's meetings and the attendance of each member:

List-name		Meeting attendance / Total meeting
1. Mr. Kraithip	Krairiksh	4/4
2. Pol. Gen. Soontorn	Saikwan	4/4
3. Pol. Gen. Visanu	Prasattongosoth	4/4
4. Mr. Praphan	Anaman	4/4

8.2.2 The results of duty performance of the Audit Committee

1. To review accuracy and completeness of the company's financial statements.
2. To review the appropriateness and effectiveness of the company's internal control system and internal audit system.
3. To review that the company operates in line with the Securities and Exchange Act, the Regulations of the Stock Exchange of Thailand, or any other relevant laws.
4. To consider, select, purpose the company's independent auditors and their remuneration, attend the audit meeting without management participation at least 1 time a year.
5. To consider the related transactions which may cause a conflict of interest according to the law and securities exchange regulations to assure the reasonable and highest benefit to the company.
6. To made audit committee's performance report, presented in the company's annual report and has to be signed by the chairman of the audit committee.
7. To perform any additional duties assigned by the company's board of directors with the consent of the audit committee.

In the year 2025, the Audit Committee held 4 meetings, were meetings to review the quarterly financial statements that were reviewed by the Certified Public Accountant and annual financial statements audited by a certified public accountant, to assure that the financial statements were accurate and revealed the actual company's financial status in compliance with the general accounting principles. The reveal of financial information must be accurate and adequate responding to the general accounting principles, then, submitted to the Board of directors for approval consideration.

The audit committee considered the adequacy of the internal control system. And the opinion that the Company's internal control system is appropriate and adequate.

Audit committees have considered of the disclosure of any inter-related transactions or transactions with conflict of interests between the company, its subsidiaries, related companies and related persons to the confident that company follow regulations and rules stipulated by The Stock Exchange of Thailand, also exposure of adequate information useful to investors and is the opinion that the transaction occurred between the company, its subsidiaries, related companies, related persons has been according to market price or fair dealing, comparable to transaction occurred to the outsiders. Also, company has exposed information accurately and completely.

Audit committees have considered and appointed Certified Public Accountant who are Ms. Praphasri Leelasupha Certified Public Accountant (Thailand) Registration No. 4664 or Mr. Naris Saowalagsakul Certified Public Accountant (Thailand) Registration No. 5369 or Ms. Gunyanun Punyaviwat Certified Public Accountant (Thailand) Registration No. 12733 or Mr. Burin Prasongsamrit Certified Public Accountant (Thailand) Registration No. 12879 or Miss Pimjai Kerdkumrai Certified Public Accountant (Thailand) Registration No. 13975 from SAM NAK-NGAN A.M.C Co., Ltd. to be the auditors for the year 2026 as SAM NAK-NGAN A.M.C Co., Ltd. has to be the auditor for the Company and its subsidiaries for many continuous years which always able to give helpful advice to the company. Also the appointed auditors are independent and have no any benefits that may cause the conflict of interest to the Company, its subsidiaries, management, major shareholders or those related to such person. The audit committee has considered the audit expenditures for year 2026 total 975,000 Baht to submit board of approval and presented at shareholder annual general shareholder meeting of year 2026 for future approval.



8.3 Report on the results of duty performance of the Risk Management and Governance Committee in the past year

8.3.1 The total number of the Risk Management and Governance Committee's meetings and the attendance of each member

List-name		Meeting attendance / Total meeting
1. Mr. Praphan	Anaman	2/2
2. Mr. Suthep	Chaipattananich	2/2
3. Mr. Somprasong	Sahavat	2/2

8.3.2 The results of duty performance of the Risk Management and Governance Committee
Risk Management

1. Prepared the risk management policy to be suitable for businesses of the Company and subsidiaries as a framework for work in the risk management process and presented the policy to the Board of Directors for consideration of approval.
2. Specified assessment criteria and risk management frameworks for risks with impact on Company business operations, risk prevention and management plans, governance plans, and reviewed to ensure consistent organization-wide risk and risk management reviews so as to ensure that the Company and subsidiaries have an appropriate and effective risk management system consistent with the risk management policy.
3. Held evaluations, risk rankings, and prepared risk management guidelines and strategies to ensure the organization's risk levels are appropriate.
4. Oversaw and monitored compliance with risk management plans, including providing consultation and recommendations on risk management operation guidelines for the management to ensure consistency with the Company's business strategies and goals, including situational changes.

Corporate Governance and Sustainability

1. Specified and presented the good corporate governance policy, business ethics, and the human rights policy to the Board of Directors for consideration of approval.
2. Encouraged and recommended practice at every level, and held annual reviews to ensure policies are appropriate and compliant with laws and good international practice guidelines along with overseeing to ensure policy compliance is regularly evaluated and reported.
3. Supported, governed, and monitored to ensure work is done in line with laws, rules, corporate regulations, government agencies and regulatory organization, as well as good corporate governance principles under domestic and international standards.
4. Ensured the anti-corruption policy is suitable and sufficient for business operations. Reviewed to ensure an effective anti-corruption system in alignment with governance unit guidelines ranging from promotion and awareness-building, risk assessment, internal control, preventive system creation, reports of wrongdoing, and audits to consultation and monitoring to ensure compliance with the anti-corruption policy, including reviews of completed self-assessment forms concerning anti-corruption measures.



8.4 Report on the results of duty performance of the Nomination and Remuneration Committee the past year

8.4.1 The total number of the Nomination and Remuneration Committee's meetings and the attendance of each member

List-name		Meeting attendance / Total meeting
1. Mr. Suebtrakul	Soonthornthum	2/2
2. Mr. Patta	Sahawat	2/2
3. Mr. Sittiwat	Sahawat	2/2

8.4.2 The results of duty performance of the Nomination and Remuneration Committee

1. Considered qualifications in various areas by considering suitability in terms of educational qualifications, business experience related to the Company's operations, multidisciplinary expertise, and past performance of Company directors whose term expired, in order to nominate directors to Board of Directors meetings and shareholder meetings for reappointment to another term as a director.
2. The Committee allowed shareholders to nominate candidates for election as directors in advance on 1 October 2025 – 31 December 2025.

8.5 Report on the results of duty performance of the Sustainability Committee the past year

8.5.1 The total number of the Sustainability Committee's meetings and the attendance of each member

List-name		Meeting attendance / Total meeting
1. Ms. Phattra	Sahawat	2/2
2. M.L. Dispanadda	Diskul	2/2
3. Mr. Somprasong	Sahavat	2/2

8.5.2 The results of duty performance of the Sustainability Committee

1. Considered plans for increasing SET ESG scores in 2025.
2. Considered the Development Plan for Sustainability of 2023-2025, including the Sustainability Strategic Framework of 2023-2025.
3. Considered adjustments to the corporate value chain in 2025.



9. Internal control and related party transactions

9.1 Internal control

9.1.1 - Board of Directors' meeting No.1/2026 dated February 25, 2026 which was also attended by the 6 members of Independent Directors. The Board has evaluated the internal controls by interrogating the management and by reviewing the appraisal form prepared by the management. The evaluation of internal controls has been summarized in 5 major components

- Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring Activities

The Board views that the internal control system of the company is adequate for efficient implementation. Moreover, the internal control system regarding the monitoring and controlling of the subsidiaries' operations should be able to adequately prevent the directors or executives from wrongfully or improperly utilize of the assets of the company and its subsidiaries, as well as making transactions between persons with conflicting interests and related persons. For internal control on other issues, the Board also views that the company has adequate internal control as well.

- The company's auditor is the SAM NAK-NGAN A.M.C. Co., Ltd., who audits the financial statements, and has provided opinion in the internal accounting control system report as follows: The company has studied and evaluated the efficiency of the internal control system in accounting as deemed necessary in order to facilitate in setting the scope of audit operation with properness and preciseness. The company's auditor would like to inform that the audit does not verify all transactions, however, examine method has been applied. Moreover, the study and efficiency evaluation of the internal audit of the accounting has the purpose as mention before so the weakness of the internal audit cannot be specified. According to the accounting audit, the company's auditor does not find any serious problems of the accounting internal audit system that affect to the company's financial report.

- Now the company has not established any internal audit section.

9.1.2 In the previous year, the Company had no defects regarding the internal control system.

9.1.3 The Audit Committee has considered the internal control adequacy evaluation form and expressed the opinions that the Company's internal control system is appropriate and sufficient.



9.2 Connected Transactions

9.2.1 Related beneficial persons and inter company transactions

The related beneficial persons whom are the company or other corporate in which same group of major shareholders

Company	Type of business and nature of business	Location	Paid-up capital
1. The Vanachai Group of Companies	Holding Company	2/1 Wongsawang Rd., Bangsue, Bangkok	510,000,000
2. Vanachai Intertrading Group	Holding Company	2/1 Wongsawang Rd., Bangsue, Bangkok	928,300,000
3. Firstwood	Office for lease	2/1 Wongsawang Rd., Bangsue, Bangkok	295,000,000
4. Woodland	Manufacture flush and moulded doors	Factory, 87, Ban Chang, Muang, Pathum Thani	75,000,000
5. Vanachai Plywood	Bonded warehouse rental	Factory, 8/1, Sukumvit Rd., (Bangna-Trad), Takham, Bangpakong, Chachoengsao	60,000,000
6. Vanachai Veneer and Plywood	Manufacture plywood and laminated plywood	Factory, 89, Ban Chang, Muang, Pathum Thani	220,000,000
7. Maeyai	Manufacture Laminated MDF Board	43/3, Ban Chang, Muang, Pathum Thani	60,000,000
8. Rich forest	Planting Eucalyptus Forest	1354 Bangkok-Nonthaburi Road, Bang Sue Subdistrict, Bang Sue District, Bangkok	200,000,000

Companies involved in the business of wooden board production and distribution in place of natural wood and associated projects with the policy emphasizing ability to produce quality products in related companies with production costs which can compete, support income and product sales in the group.



Shareholding of the same group of major shareholders in the above related companies

Related Companies	Mr. Sompop Sahawat			Ms. Yupaporn Boongate			Mr. Vasun Jaroenavarat		
	Position	Shareholding (Share)	%	Position	Shareholding (Share)	%	Position	Shareholding (Share)	%
The Vanachai Group of Companies Co., Ltd.	-	-	-	-	510,000	10%	Director	510,000	10%
Vanachai Intertrading Group Co., Ltd.	-	-	-	-	928,300	10%	Director	928,300	10%
Firstwood Co., Ltd.	-	1	-	-	1	-	Director	-	-
Woodland Co., Ltd.	-	2	-	-	2	-	Director	-	-
Vanachai Plywood Co., Ltd.	-	-	-	Director	10,000	17%	-	-	-
Vanachai Veneer and Plywood Co., Ltd.	-	1	-	-	1	-	Director	-	-
Mae Yai Co., Ltd.	-	1	-	-	1	-	Director	-	-
Rich forest Co., Ltd.	-	-	-	Director	333,333	17%	Director	-	-

Related Companies	Mr. Wanthana Jaroennawat			Mrs. Siriporn Chaipattanavanich			Mr. Patta Sahawat		
	Position	Shareholding (Share)	%	Position	Shareholding (Share)	%	Position	Shareholding (Share)	%
The Vanachai Group of Companies Co., Ltd.	-	510,000	10%	Director	510,000	10%	-	510,000	10%
Vanachai Intertrading Group Co., Ltd.	-	928,300	10%	Director	928,300	10%	-	928,300	10%
Firstwood Co., Ltd.	-	-	-	Director	1	-	-	-	-
Woodland Co., Ltd.	-	-	-	Director	2	-	-	-	-
Vanachai Plywood Co., Ltd.	Director	10,000	17%	Director	10,000	17%	Director	9,999	17%
Vanachai Veneer and Plywood Co., Ltd.	-	-	-	Director	1	-	-	-	-
Mae Yai Co., Ltd.	-	-	-	Director	-	-	-	-	-
Rich forest Co., Ltd.	Director	333,333	17%	Director	333,333	17%	Director	333,333	17%



Shareholding of directors, major shareholders of the company in the above related companies

Related Companies	Ms. Phattra Sahawat			Mr. Somprasong Sahawat			Ms. Somjairak Sahawat		
	Position	Shareholding (Share)	%	Position	Shareholding (Share)	%	Position	Shareholding (Share)	%
The Vanachai Group of Companies Co., Ltd.	-	510,000	10%	-	510,000	10%	Director	510,000	10%
Vanachai Intertrading Group Co., Ltd.	-	928,300	10%	-	928,300	10%	Director	928,300	10%
Firstwood Co., Ltd.	-	1	-	-	1	-	Director	1	-
Woodland Co., Ltd.	-	2	-	-	2	-	Director	2	-
Vanachai Plywood Co., Ltd.	Director	10,000	17%	-	-	-	-	-	-
Vanachai Veneer and Plywood Co., Ltd.	-	1	-	-	1	-	Director	1	-
Mae Yai Co., Ltd.	-	1	-	-	1	-	Director	1	-
Rich forest Co., Ltd.	Director	333,334	17%	-	-	-	-	-	-

Related Companies	Mr. Sittiwat Sahawat			Ms. Nipapat Sahawat		
	Position	Shareholding (Share)	%	Position	Shareholding (Share)	%
The Vanachai Group of Companies Co., Ltd.	-	510,000	10%	-	510,000	10%
Vanachai Intertrading Group Co., Ltd.	-	928,300	10%	-	928,300	10%
Firstwood Co., Ltd.	-	1	-	Director	-	-
Woodland Co., Ltd.	-	2	-	Director	-	-
Vanachai Plywood Co., Ltd.	-	-	-	-	-	-
Vanachai Veneer and Plywood Co., Ltd.	-	1	-	Director	-	-
Mae Yai Co., Ltd.	-	1	-	Director	-	-
Rich forest Co., Ltd.	-	-	-	-	-	-



The table shows the transactions between the Company and its subsidiaries to the Company related

Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
1. Related person	Director of Vanachai Group Plc.	The Company in the group selling finished goods.	0.39	Transactions between the company have the same price to the transactions with the outsiders.
		Trade receivable	0.08	
2. Mae Yai Co., Ltd.	- Related company - Has the same major shareholding group	PV Wood Co., Ltd. made a rental agreement buildings inside the factory at 43/3 Moo 4, Ban Chang, Mueang Pathum Thani, Pathum Thani for a period of 3 years and rental rates of 80 baht and 100 baht/sqm/month from 1 Mar. 2024 - 28 Feb. 2027. The details are as follows - 1 Jan. 2025 - 31 Dec. 2025 23,374 sqm/100 baht/month The rental rates were determined based on the market value-market rent by comparing market data, which was assessed by The Value & Consultants Co. Ltd.	28.05	<u>Opinions of the Board of Directors and the Audit Committee</u> The opinion is that the transaction is appropriate because PV Wood Co., Ltd. has to rent space in the building to operate a wood business, effectively manufacture and store the aforementioned products, and use the space as the company's offices. The transaction is reasonable and in the best interests of the subsidiary. The rental rates were determined based on the market value-market rent by comparing market data, which was assessed by The Value & Consultants Co., Ltd. (independent appraiser).
		Companies in the group paid building taxes, lodging costs, and public utility fees.	1.33	Transactions are conforming to agree contract using criteria similar to those of outsiders.
		The Company in the group pays for the freight.	0.15	Transactions are conforming to agree contract using criteria similar to those of outsiders.
		Other current payable	0.27	



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
3. Woodland Co., Ltd.	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	The company in the Group which sells MDF Boards, Doorskin and Particleboards for using as raw materials for the production of goods.	71.00	Transactions between the company have the same price to the transactions with the outsiders.
		The Company in the group earn commission and sales service fee.	0.54	As selling agent to related company.
		The company in the Group have revenue from goods transportation.	0.65	Transactions are conforming to agree contract using criteria similar to those of outsiders.
		The Company in the group earn commission	0.24	As selling agent to related company.
		The company has income from other sales.	0.14	Related trading items as factor cost.
		Woodland Co., Ltd. entered into a lease agreement with Vanachai Group Public Co., Ltd. for an indoor area of 268 sq.m. at 112, Village No. 1, Ban That, Kaeng Khoi, Saraburi, for a duration of one year from 1 March 2025 to 28 February 2026 at the rate of 50 baht/ sq.m./ month. This rate was determined by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd.	0.13	<p><u>Opinions of the Board of Directors and the Audit Committee</u></p> <p>The above transaction is appropriate because Woodland Co., Ltd. (a subsidiary) has to lease an indoor area from Vanachai Group Public Co., Ltd. for use as a product storage facility of the Company. Entry into the transaction is reasonable and for the ultimate benefit of the Company. Leasing fee rates were determined from market value by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd. (an independent valuator).</p>



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
Woodland Co., Ltd. (con't)	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	<p>Woodland Co., Ltd. entered into a lease agreement with Vanachai Panel Industries Co., Ltd. for an indoor area of 186 sq.m. at 8/5, Village No. 1, Khao Niphan, Wiang Sa, Suratthani, for a duration of one year from 1 March 2025 to 28 February 2026 at the rate of 50 baht/ sq.m./ month. This rate was determined by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd.</p>	0.09	<p><u>Opinions of the Board of Directors and the Audit Committee</u></p> <p>The above transaction is appropriate because Woodland Co., Ltd. (a subsidiary) has to lease an indoor area from Vanachai Panel Industries Co., Ltd. (a subsidiary of Vanachai Group Public Co., Ltd.) for use as a product storage facility of the Company. Entry into the transaction is reasonable and for the ultimate benefit of the Company. Leasing fee rates were determined from market value by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd. (an independent valuator).</p>
		<p>The company purchase veneer scraps, wood chips to use as raw materials for product production.</p>	1.17	<p>Transactions are conforming to agree contract using criteria similar to those of outsiders.</p>
		<p>The company in the group which pays wages to employees and other service fees.</p>	0.19	<p>Business transactions are conforming to agree contract.</p>
		<p>Companies in the group purchase prefabricated doors, doorframes, staircases, and wall panels for sale to ordinary people.</p>	37.74	<p>Transactions between the company have the same price to the transactions with the outsiders.</p>
		<p>The company in the group pays security fees.</p>	1.16	<p>Business transactions are conforming to agree contract.</p>



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
Woodland Co., Ltd. (con't)	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	<ul style="list-style-type: none"> - PV Wood Co., Ltd. (a subsidiary) entered into a lease agreement for an indoor area of 390 sq.m. at 87/4, Village No. 4, Ban Chang, Mueang Pathumthani, Pathumthani, for a duration of six months from 1 June 2025 to 30 November 2025 at the rate of 90 baht/ sq.m./ month. This rate was determined by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd. - PV Wood Co., Ltd. (a subsidiary) entered into a lease agreement for an indoor area of 1,994 sq.m. at 87, Village No. 4, Ban Chang, Mueang Pathumthani, Pathumthani, for a duration of one year from 1 December 2025 to 30 November 2026 at the rate of 90 baht/ sq.m./ month. This rate was determined by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd. 	0.21	<p><u>Opinions of the Board of Directors and the Audit Committee</u></p> <p>The above transaction is appropriate because PV Wood Co., Ltd. (a subsidiary) has to lease an indoor area from Woodland Co., Ltd. for use as a product storage facility of the Company. Entry into the transaction is reasonable and for the ultimate benefit of the subsidiary. Leasing fee rates were determined from market value by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd. (an independent valuator).</p>
		Trade receivable	8.22	
		Other current receivable	0.08	
		Accrued income	0.05	
		Trade payable	10.01	
		Other current payable	0.25	



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
4. Vanachai Veneer and Plywood Co., Ltd.	- Related company - Has the same major shareholding group	The company in the group that sells MDF Boards, Veneer Plywood and Veneer Boards for use as raw materials in product manufacturing.	27.47	Transactions between the company have the same price to the transactions with the outsiders.
		The Company in the group earn commission and sales service fee.	0.18	As selling agent to related company.
		The Company in the group earn commission.	0.28	As selling agent to related company.
		Vanachai Veneer & Plywood Co., Ltd. entered into a lease agreement with Vanachai Group Public Co., Ltd. for an indoor area of 167 sq.m. at 112, Village No. 1, Ban That, Kaeng Khoi, Saraburi, for a duration of one year from 1 March 2025 to 28 February 2026 at the rate of 50 baht/ sq.m./ month. This rate was determined by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd	0.08	<u>Opinions of the Board of Directors and the Audit Committee</u> The above transaction is appropriate because Vanachai Veneer & Plywood Co., Ltd. has to lease an indoor area from Vanachai Group Public Co., Ltd. for use as a product storage facility of the Company. Entry into the transaction is reasonable and for the ultimate benefit of the Company. Leasing and service fee rates were determined from market value by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd. (an independent valuator).



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
Vanachai Veneer and Plywood Co., Ltd. (con't)	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	<p>Vanachai Veneer & Plywood Co., Ltd. entered into a lease agreement with Vanachai Panel Industries Co., Ltd. for an indoor area of 95 sq.m. at 8/5, Village No. 1, Khao Niphan, Wiang Sa, Suratthani, for a duration of one year from 1 March 2025 to 28 February 2026 at the rate of 50 baht/ sq.m./ month. This rate was determined by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd.</p>	0.05	<p><u>Opinions of the Board of Directors and the Audit Committee</u></p> <p>The above transaction is appropriate because Vanachai Veneer & Plywood Co., Ltd. has to lease an indoor area from Vanachai Panel Industries Co., Ltd. (a subsidiary of Vanachai Group Public Co., Ltd.) for use as a product storage facility of the Company. Entry into the transaction is reasonable and for the ultimate benefit of the Company. Leasing and service fee rates were determined from market value by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd. (an independent valuator).</p>
		<p>The company in the group purchase veneer scraps, wood cores, veneer wood to use as raw materials for product production.</p>	23.86	<p>Transactions are conforming to agree contract using criteria similar to those of outsiders.</p>
		<p>The company in the Group purchases plywood and concrete forming plywood for selling to the general public.</p>	41.24	<p>Transactions between the company have the same price to the transactions with the outsiders.</p>



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
Vanachai Veneer and Plywood Co., Ltd. (con't)	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	<ul style="list-style-type: none"> - The Company purchases scrap veneer and slabs as plywood surface materials. 	0.77	Transactions are conforming to agree contract using criteria similar to those of outsiders.
		<ul style="list-style-type: none"> - Companies in the group paid the cost of wood damage claims. 	0.53	
		<ul style="list-style-type: none"> - The company in the group pay utilities. 	0.02	
		Trade receivable	5.70	
		Other current receivable	0.01	
		Accrued income	0.04	
Trade payable	23.76			
Other current payable	0.67			



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
5. Firstwood Co., Ltd.	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	The company has income from other sales.	0.01	Related trading items as factor cost.
		<ul style="list-style-type: none"> - Vanachai Group Plc. has entered into the space rental of the office building with an area of 713 sq.m., for a period of 1 year from 1 March 2025 to 28 February 2026. It is located at No. 2/1 Wongsawang Road, Wongsawang, Bang Sue, Bangkok. The rental rate was 150 Baht / sq.m. per month, which includes any components, such as electricity, water supply, parking space. The rental rate and service fees were determined from the market value - market rental fee by using the comparison method of market data assessed by The Valuation and Consultants Co., Ltd. 	1.07	<p><u>Opinions of the Board of Directors and the Audit Committee</u></p> <p>The above transaction is appropriate because Vanachai Group Public Co., Ltd. and subsidiaries can use the site as a distribution hub of the Company and subsidiaries. Entry into the transaction is reasonable and for the ultimate benefit of the Company and subsidiaries. Leasing and service fee rates were determined from market value-market leasing value by making comparisons with market information, and valuation was carried out by The Valuation & Consultants Co., Ltd. (an independent valuator).</p>
		<ul style="list-style-type: none"> - Vanachai Panel Industries Co., Ltd. (subsidiary) has entered into the space rental of the office building with an area of 301 sq.m., for a period of 1 year from 1 March 2025 to 28 February 2026. It is located at No. 2/1 Wongsawang Road, Wongsawang, Bang Sue, Bangkok. The rental rate was 150 Baht / sq.m. per month, which includes any components, such as electricity, water supply, parking space. The rental rate and service fees were determined from the market value - market rental fee by using the comparison method of market data assessed by The Valuation and Consultants Co., Ltd. 	0.45	



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
Firstwood Co., Ltd. (con't)	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	<p>Vanachai Woodsmith Co., Ltd. (subsidiary) has entered into the space rental and service agreement of the office building with an area of 1,247 sq.m., and storage area with an area of 1,937 sq.m., for a period of 6 months from 1 September 2024 to 28 February 2025. It is located at No. 2/1 Wongsawang Road, Wongsawang, Bang Sue, Bangkok. The rental rate was 350 Baht / sq.m. per month and 150 Baht / sq.m. per month, which includes any components, such as electricity, water supply, parking space. The rental rate and service fees were determined from the market value - market rental fee by using the comparison method of market data assessed by The Valuation and Consultants Co., Ltd.</p>	1.45	<p><u>Opinions of the Board of Directors and the Audit Committee</u></p> <p>There was an opinion that such transactions were appropriate because the Company could use such location to be the center for exhibition and public relations, provide education and learning about the products of companies in Vanachai Group, is the center of products Vanachai Group for distribution, and an office for the Company's staffs. Such transactions were reasonable and for the highest interests of the Company. External companies were hired to assess and express opinions on the appropriateness of the rental rate and service fee.</p>



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
Firstwood Co., Ltd. (con't)	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	<p>Vanachai Woodsmith Co., Ltd. (subsidiary) has entered into the space rental and service agreement of the office building with an area of 1,247 sq.m., and storage area with an area of 483 sq.m., for a period of 1 year from 1 March 2025 to 28 February 2026. It is located at No. 2/1 Wongsawang Road, Wongsawang, Bang Sue, Bangkok. The rental rate was 350 Baht / sq.m. per month and 150 Baht / sq.m. per month, which includes any components, such as electricity, water supply, parking space. The rental rate and service fees were determined from the market value - market rental fee by using the comparison method of market data assessed by The Valuation and Consultants Co., Ltd.</p>	5.09	<p><u>Opinions of the Board of Directors and the Audit Committee</u></p> <p>There was an opinion that such transactions were appropriate because the Company could use such location to be the center for exhibition and public relations, provide education and learning about the products of companies in Vanachai Group, is the center of products Vanachai Group for distribution, and an office for the Company's staffs. Such transactions were reasonable and for the highest interests of the Company. External companies were hired to assess and express opinions on the appropriateness of the rental rate and service fee.</p>



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
Firstwood Co., Ltd. (con't)	<ul style="list-style-type: none"> - Related company - Has the same major shareholding group 	<ul style="list-style-type: none"> - Woodtek International Co., Ltd. (subsidiary) has entered into the office space rental and services contract of 1,000 sq. meter located at 2/1 Wongsawang Rd., Bangsue, Bangkok, One-year period, has started from 1 July 2024 to 30 June 2025. Rental fee of 430 baht/sq. meter per month including component parts such as electricity, water and parking space. The rate which is determined by comparing the market. The evaluated by the Valuation and Consultant Co., Ltd. 	2.58	<p><u>Opinions of the Board of Directors and the Audit Committee</u></p> <p>Such transaction is reasonable since the company needs the office to work on coordinating the selling goods, preparation of documents between the affiliates and buyers both domestic and foreign, bank coordination and other related organizations and has hired and external evaluator to provide comments on the suitability of the rental rate.</p>
		<ul style="list-style-type: none"> - Woodtek International Co., Ltd. (subsidiary) has entered into the office space rental and services contract for a period of 1 year has started from 1 July 2025 to 30 June 2026. 	2.58	
		The Company in the group pay the phone bill and the security services in advanced by Firstwood Co., Ltd.	1.60	<ul style="list-style-type: none"> - According to telephone rates of TOT Plc. - The security services paid under the actual service.
		Other current payable	0.01	
		Accrued expenses	0.01	



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
6. The Vanachai Group of Companies Co., Ltd.	<ul style="list-style-type: none"> - Parent company - Has the same major shareholding group 	The company in the group earn revenues from sale of goods and services.	6.60	Transactions between the company have the same price to the transactions with the outsiders.
		The company in the group purchase Eucalyptus wood to use as raw materials for product production.	0.01	Transactions are conforming to agree contract using criteria similar to those of outsiders.
		<ul style="list-style-type: none"> - Vanachai Group Plc. entered into a lease agreement for the warehouse building with the total rental area of 587 sq.m. in Depot by Vanachai Project, located at No. 51, Moo 1, Sirisothon Road, Saenphudat Sub-district, Ban Pho District, Chachoengsao Province, for 3 years from 1 March 2025 to 29 February 2028. The warehouse rental rate is 80 Baht/sq.m./month, which is determined by the market value estimated by The Valuation & Consultants Co., Ltd. - Vanachai Group Plc. entered into a service agreement for public utilities system on a total rental area of 587 sq.m. and the common areas, such as roads, walkways, and connections between rental areas, in Depot by Vanachai Project, located at No. 51, Moo 1, Sirisothon Road, Saenphudat Sub-district, Ban Pho District, Chachoengsao Province, for 3 years from 1 March 2025 to 29 February 2028. The service charge rate is 20 Baht/ sq.m./month, which is determined by the market value estimated by The Valuation & Consultants Co., Ltd. 	0.47	<u>Opinion of the Board of Directors and Audit Committee</u> It is of the opinion that such transaction is appropriate because Vanachai Group Plc. has to rent warehouse building space to use as a storage facility, a sales center, and a distribution center for efficient distribution to customers in the eastern region, and enter into a service agreement for public utilities system and common areas, such as roads, walkways, and connections between rental areas, for the benefit of using the Company's area in the Depot by Vanachai Project. Such transaction is reasonable and it is for the best interest of the Company. The external company is employed to assess and give an opinion on the appropriateness of the rental fees and service charges.
			0.12	



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
The Vanachai Group of Companies Co., Ltd. (con't)	<ul style="list-style-type: none"> - Parent company - Has the same major shareholding group 	<ul style="list-style-type: none"> - Vanachai Woodsmith Co., Ltd. (subsidiary) entered into a lease agreement for the warehouse building with the total rental area of 1,500 sq.m. in Depot by Vanachai Project, located at No. 51, Moo 1, Sirisothon Road, Saenphudat Sub-district, Ban Pho District, Chachoengsao Province, for 8 months from 1 July 2024 to 28 February 2025. The warehouse rental rate is 80 Baht/sq.m./ month, which is determined by the market value estimated by The Valuation & Consultants Co., Ltd. 	0.24	<p><u>Opinion of the Board of Directors and Audit Committee</u></p> <p>It is of the opinion that such transaction is appropriate because Vanachai Woodsmith Co., Ltd. has to rent warehouse building space to use as a storage facility, a sales center, and a distribution center for efficient distribution to customers in the eastern region, and an office of the Company and enter</p>
		<ul style="list-style-type: none"> - Vanachai Woodsmith Co., Ltd. (subsidiary) entered into a service agreement for public utilities system on a total rental area of 1,500 sq.m. and the common areas, such as roads, walkways, and connections between rental areas, in Depot by Vanachai Project, located at No. 51, Moo 1, Sirisothon Road, Saenphudat Sub-district, Ban Pho District, Chachoengsao Province, for 8 months from 1 July 2024 to 28 February 2025. The service charge rate is 20 Baht/ sq.m./month, which is determined by the market value estimated by The Valuation & Consultants Co., Ltd. 	0.06	<p>into a service agreement for public utilities system and common areas, such as roads, walkways, and connections between rental areas, for the benefit of using the Company's area in the Depot by Vanachai Project. Such transaction is reasonable and it is for the best interest of the Company. The external company is employed to assess and give an opinion on the appropriateness of the rental fees and service charges.</p>



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
The Vanachai Group of Companies Co., Ltd. (con't)	<ul style="list-style-type: none"> - Parent company - Has the same major shareholding group 	<ul style="list-style-type: none"> - Vanachai Woodsmith Co., Ltd. (subsidiary) entered into a lease agreement for the warehouse building with the total rental area of 107 sq.m. in Depot by Vanachai Project, located at No. 51, Moo 1, Sirisothon Road, Saenphudat Sub-district, Ban Pho District, Chachoengsao Province, for 3 years from 1 March 2025 to 29 February 2028. The warehouse rental rate is 80 Baht/sq.m./ month, which is determined by the market value estimated by The Valuation & Consultants Co., Ltd. 	0.09	<p><u>Opinion of the Board of Directors and Audit Committee</u></p> <p>It is of the opinion that such transaction is appropriate because Vanachai Woodsmith Co., Ltd. has to rent warehouse building space to use as a storage facility, a sales center, and a distribution center for efficient distribution to customers in the eastern region, and an office of the Company and enter into a service agreement for public utilities system and common areas, such as roads, walkways, and connections between rental areas, for the benefit of using the Company's area in the Depot by Vanachai Project. Such transaction is reasonable and it is for the best interest of the Company. The external company is employed to assess and give an opinion on the appropriateness of the rental fees and service charges.</p>
		<ul style="list-style-type: none"> - Vanachai Woodsmith Co., Ltd. (subsidiary) entered into a service agreement for public utilities system on a total rental area of 107 sq.m. and the common areas, such as roads, walkways, and connections between rental areas, in Depot by Vanachai Project, located at No. 51, Moo 1, Sirisothon Road, Saenphudat Sub-district, Ban Pho District, Chachoengsao Province, for 3 years from 1 March 2025 to 29 February 2028. The service charge rate is 20 Baht/ sq.m./ month, which is determined by the market value estimated by The Valuation & Consultants Co., Ltd. 	0.02	



Individual / Entities that may conflict	Relationship	Description	Value of transaction in 2025 (Million Baht)	Necessary and Justification
The Vanachai Group of Companies Co., Ltd. (con't)	<ul style="list-style-type: none"> - Parent company - Has the same major shareholding group 	<ul style="list-style-type: none"> - The Company in the group pay electricity, water supply bills and signboard tax. 	0.10	Transactions are conforming to agree contract using criteria similar to those of outsiders.
		<ul style="list-style-type: none"> - The Company in the group pay the consignment fee. 	1.22	
		The Company in the group pay for product claims.	0.02	
		Trade receivable	0.57	
		Accrued expenses	0.09	



9.2.2 Reasons and justification for related-party transactions

Transactions between the company and its subsidiaries with its related company are in line with normal business operation as well as normal trade conditions. Trade conditions and prices rely on the market prices or fair prices which can compare to the transactions with the outsiders to ensure that the company and its subsidiaries can maximize their benefits. All related-party transactions have been examined by the auditor.

Procedures to authorize related-party transaction

The Managing Director has been assigned by the Company's Board of Directors to approve the transactions of the related companies or persons who have mutual benefit with the company under practices of normal business operation and general trade conditions which will be correspond to the Securities and Stock Exchange Act as well as the rules, announcement, orders or regulations of The Stock Exchange of Thailand, along with the regulations involving the disclosure of the related transactions and the acquisition or sales of the major assets of the Company and its subsidiaries that must be consistent with the accounting standard set by The Association of Certified Public Accountants and Auditors of Thailand.

All transactions that involve any interest person who may constitute the conflicts of benefits or the potential conflicts of interests must receive approval from the Board of Directors attended by the Audit Committee regarding the comments on the necessity and appropriateness of the transactions. The directors with conflict of interests have no right to vote on the transactions. If the Audit Committee is not expertise on scrutinize the related-party transactions, the company will assign the independent expertise or the company's auditor to comment on the transactions for support the decision by the Boards or shareholders. The company will disclose the related party transactions in the notes to financial statements audited by the company's auditor.

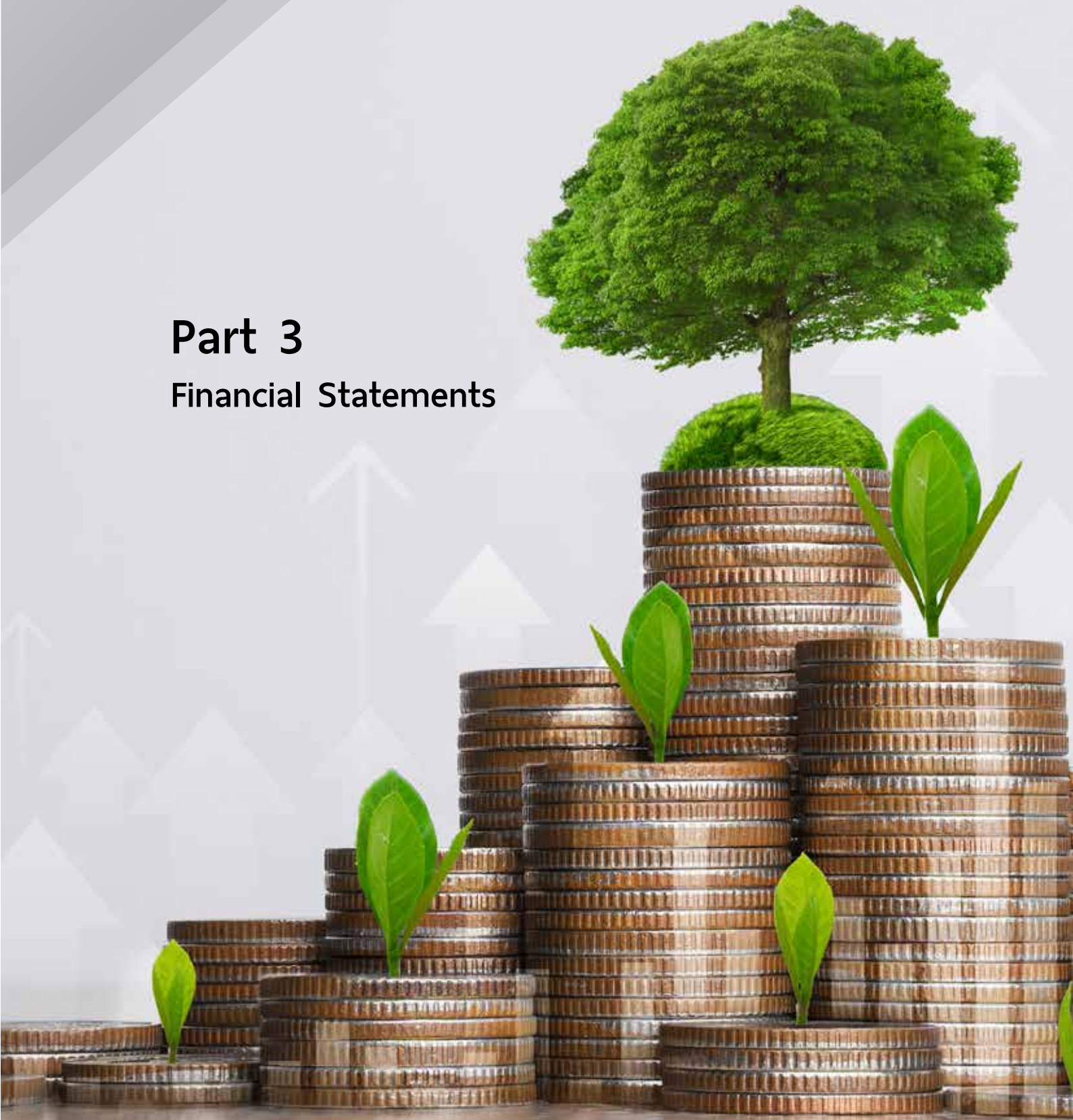
9.2.3 Tendency of related-party transactions

The company has the policy to operate their business for the highest benefit to the company and its subsidiaries, therefore, under the normal trade situation, the business operation of the company and its subsidiaries which need to trade products or services from their related companies, thus the company and its subsidiaries would have inter-transaction under the condition and price as normal market or fair price that can be compared to the transaction occurred with other parties. The company had approved the authority for the management to make any business transactions which are the same conditions as ordinary party usually making business contract under the same situation without the interference power of the position of being board of directors, management or related persons. Then the company will make a summarized report for the any transaction's value that more than 500,000.00 Baht quarterly presented to the board of directors meeting.



Part 3

Financial Statements



Report of board of Directors' Responsibilities for Financial Reporting

The Board of Directors of Vanachai Group Public Company Limited is responsible for the consolidated financial statements of Vanachai Group Public Company Limited and the separate financial statements of the Company, including financial information presented in the annual report (Form 56-1 One Report). Financial statements for the year ended December 31, 2025 were prepared in accordance with Generally Accepted Accounting Principle in Thailand by applying appropriate accounting policies and consistently complying with them along with careful judgments and reasonable estimates for preparation. In addition, important information is sufficiently disclosed to any persons using such financial statements in the notes to financial statements, reflecting the accurate, transparent, and beneficial financial status, operating results and cash flow.

The Board of Directors has established and maintained appropriate and effective internal control systems and compliance to ensure that the accounting information is correct, complete, and adequate to sustain its assets, as well as to prevent risks and frauds or any significant irregular operations.

In this regard, the Board of Directors has appointed the Audit Committee, consisting of members who are independent from internal management. They are responsible for quality of financial reports and revision of internal control systems. The Audit Committee's opinions on these issues were already presented in the Report of the Audit Committee in the annual report (Form 56-1 One Report).

The consolidated financial statements of Vanachai Group Public Company Limited and its subsidiaries and the separate financial statements of the Company were audited by the auditors of SAM NAK-NGAN A.M.C. Company Limited. Regarding the audit, the Company had provided information and document so that the audit or should be able to audit and express their opinions according to the auditing standards. The auditor's opinions were already included in the Report of Auditor in the annual report (Form 56-1 One Report).

The Board of Directors of Vanachai Group Public Company Limited is of the opinion that the Company's overall internal control system is sufficient and appropriate and provides reasonable reliability that the consolidated financial statements of the Company and its subsidiaries and the separate financial statements of the Company for the year ended December 31, 2025, are reliable and in compliance with Generally Accepted Accounting Principle and related rules.



(Mr. Sompop Sahawat)

Chairman



(Mr. Wanthana Jaroennawarat)

Chief Executive Officer



INDEPENDENT AUDITOR'S REPORT

To the Shareholders of VANACHAI GROUP PUBLIC COMPANY LIMITED

Opinion

I have audited the accompanying consolidated and separate financial statements of VANACHAI GROUP PUBLIC COMPANY LIMITED and its subsidiaries (“The Group”) and also of VANACHAI GROUP PUBLIC COMPANY LIMITED only (“The Company”), respectively, which comprise the consolidated and separate statements of financial positions as at December 31, 2025, and the related consolidated and separate statements of comprehensive income, changes in shareholders’ equity and cash flows for the year then ended and notes to the consolidated and separate financial statements, including material accounting policies information.

In my opinion, the consolidated and separate financial statements referred to above present fairly, in all material respects, the consolidated and separate financial position of VANACHAI GROUP PUBLIC COMPANY LIMITED and its subsidiaries and also of VANACHAI GROUP PUBLIC COMPANY LIMITED only, respectively, as at December 31, 2025, and of their consolidated and separate financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group and the Company in accordance with the Code of Ethics for professional Accountants including Independence Standards issued by the Federation of Accounting Profession (Code of Ethics for Professional Accountants) that are relevant to my audit of the consolidated 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 opinion.



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 period. 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.

1. Allowance for expected credit losses

Allowance for expected credit losses is one of key matters that the management is required to exercise judgment to identify the allowance for credit losses, expected loss rate and forward-looking to the ability of receivable to settle the debts. As aforementioned matter is significant to the financial statements and involves a significant management judgment and various assumptions applied; therefore, I have determined as a key audit matter. The accounting policies and details of allowance for expected credit losses were disclosed in notes to financial statements No. 4.2 and 7.

How my audit addressed the key audit matter

I assessed the method and gaining an understanding of the basis applied in determining the allowance for expected credit losses and reviewing the reasonableness of assumptions. I examined the adequacy of allowance for expected credit losses by testing on a sampling basis, data used in the calculation of allowance for expected credit losses, the status of outstanding, aging of receivable and considering the collection after the end of reporting period to identified the indication of impairment loss for individual receivable and the calculation of allowance for expected credit losses, as well as the adequacy and appropriate of disclosure in the financial statements in accordance with Thai Financial Reporting Standards.



2. Allowance for decline in value of inventories

As at December 31, 2025, the Group's inventories in amount of Baht 2,545.10 million and allowance for decline in value of inventories in amount of Baht 102.81 million and allowances for decline in value of non-movement inventories of Baht 4.90 million. The inventories were presented at cost or net realizable value whichever was lower, which the management had to exercise an appropriate judgment in determining the amount of allowance for decline in value of inventories. Therefore, there is a risk with respect to the amount of provision set aside for diminution in the value of inventory; this is focus area in my audit. The accounting policies and details of allowance for diminution in value of inventories were disclosed in notes to financial statements No. 4.4 and 8. The net realizable value was determined by the selling price after the reporting period and the selling price which was expected to occur.

How my audit addressed the key audit matter

I had been convinced about the appropriateness of the assumptions the management used to calculate the allowance for decline in value by participating as inventories counting observer at various warehouse locations, by randomly testing the inventories costs to ensure the recording of their costs was correctly matched the tax invoice and to ensure the allocation of their related expenses as according to Thai Financial Reporting Standard, by examining the comparison between their costs and net realizable value which were calculated from the selling price after the reporting period for goods sold after the reporting period and for goods with orders would be calculated with the agreed selling price stated in that orders, and those without would be calculated on the management approval basis, by analyzing the inventories volume and movement to specify which inventories were in low turnover rates or held for long period of time.

Other matter

The accompanying consolidated and separate statements of financial position for the year ended December 31, 2024 of VANACHAI GROUP PUBLIC COMPANY LIMITED and its subsidiaries and also of VANACHAI GROUP PUBLIC COMPANY LIMITED, which presented for comparative information purposes, were audited by another auditor in the same audit firm, who expressed an unqualified opinion on those financial statement in report date February 24, 2025.



Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report, 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 will 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 of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with Thai Financial Reporting Standards, 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 and the Company'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 and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.



Auditor's responsibilities for the audit of the 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 Thai Standards on Auditing will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with Thai Standards on Auditing, 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 and the Company'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 and the Company'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 and the Company 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is

SAM NAK-NGAN A.M.C. Co., Ltd.



(Ms. Praphasri Leelasupha)

Certified Public Accountant (Thailand) Registration No. 4664

Bangkok,

February 24, 2026



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION

As at December 31, 2025

(Unit : Baht)

	Notes	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalent items	6	588,785,573.62	1,243,490,103.96	222,479,756.80	469,663,685.30
Trade and other current receivables	5.1 and 7	1,206,201,962.62	1,058,322,718.94	504,835,779.38	559,149,132.81
Revenue Department receivable		232,066,786.80	148,014,204.81	148,706,099.84	49,761,026.47
Short-term loans to related parties	5.1	-	-	90,000,000.00	-
Inventories	8	2,545,101,651.38	2,615,493,687.13	727,819,640.21	715,375,110.74
Maintenance supplies		748,037,386.64	768,771,052.50	275,739,278.37	279,534,089.84
Current tax assets		10,927,735.16	1,653,223.23	7,391,336.62	1,000,077.74
Total current assets		5,331,121,096.22	5,835,744,990.57	1,976,971,891.22	2,074,483,122.90
Non-current assets					
Investments in subsidiaries	9	-	-	5,910,998,400.00	6,299,598,370.00
Property, plant and equipment	10	12,128,975,271.95	11,118,552,879.72	4,106,574,446.00	2,533,824,708.30
Right-of-use assets	5.1 and 11	755,287,670.68	775,481,641.07	183,912,342.84	192,376,005.93
Intangible assets	12	114,613,255.64	122,671,647.28	39,326,162.27	37,594,903.36
Deferred tax assets	13	75,375,237.84	64,998,405.48	54,091,457.27	47,143,231.65
Other non-current assets		33,421,696.11	78,028,132.58	29,876,772.10	76,342,410.21
Total non-current assets		13,107,673,132.22	12,159,732,706.13	10,324,779,580.48	9,186,879,629.45
Total assets		18,438,794,228.44	17,995,477,696.70	12,301,751,471.70	11,261,362,752.35

Notes to financial statements are an integral part of these financial statements.



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION

As at December 31, 2025

(Unit : Baht)

	Notes	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans from financial institutions	14	3,429,597,078.26	2,470,251,514.60	1,541,108,968.65	1,063,821,151.16
Trade and other current payables	5.1 and 15	1,144,767,392.90	1,020,700,481.78	609,527,646.14	477,313,913.06
Advances received from customers		527,829,546.53	721,916,668.90	54,408,029.62	24,025,383.93
Current portion of long-term liabilities					
Long-term loans from financial institutions	16	941,199,997.03	1,165,700,003.96	348,000,009.03	667,999,999.96
Lease liabilities	5.1 and 17	90,094,209.53	85,426,886.49	12,291,212.82	10,374,990.90
Short-term loans from related parties	5.1	-	-	170,000,000.00	70,000,000.00
Income tax payables		1,474,829.32	33,301,862.25	-	23,341,767.11
Current provisions for employee benefits	18	72,490,271.01	26,273,003.67	67,464,359.67	11,515,403.33
Total current liabilities		6,207,453,324.58	5,523,570,421.65	2,802,800,225.93	2,348,392,609.45
Non-current liabilities					
Long-term loans from financial institutions	16	4,376,142,720.42	3,867,589,993.07	1,957,892,720.42	856,140,005.07
Lease liabilities	5.1 and 17	653,263,583.30	700,241,142.11	190,755,549.36	198,985,899.76
Non-current provisions for employee benefits	18	456,480,541.84	453,918,389.55	216,549,443.15	248,113,430.33
Deferred tax liabilities	13	-	1,827,634.78	-	-
Other non-current liabilities		19,888,999.62	3,164,698.86	19,888,999.62	3,164,698.86
Total non-current liabilities		5,505,775,845.18	5,026,741,858.37	2,385,086,712.55	1,306,404,034.02
Total liabilities		11,713,229,169.76	10,550,312,280.02	5,187,886,938.48	3,654,796,643.47
Shareholders' equity					
Share capital	19				
Authorized share capital					
1,735,237,480 ordinary shares @ Baht 1.00		1,735,237,480.00	1,735,237,480.00	1,735,237,480.00	1,735,237,480.00
Issued and paid-up share capital					
1,735,237,480 ordinary shares @ Baht 1.00		1,735,237,480.00	1,735,237,480.00	1,735,237,480.00	1,735,237,480.00
Premium on ordinary shares		1,482,634,161.00	1,482,634,161.00	1,482,634,161.00	1,482,634,161.00
Retained earnings					
Appropriated-Legal reserve	20	173,523,748.00	173,523,748.00	173,523,748.00	173,523,748.00
Unappropriated		3,270,107,507.77	3,965,959,971.75	3,722,469,144.22	4,215,170,719.88
Total shareholders' equity of the Company		6,661,502,896.77	7,357,355,360.75	7,113,864,533.22	7,606,566,108.88
Non-controlling interests of subsidiaries		64,062,161.91	87,810,055.93	-	-
Total shareholders' equity		6,725,565,058.68	7,445,165,416.68	7,113,864,533.22	7,606,566,108.88
Total liabilities and shareholders' equity		18,438,794,228.44	17,995,477,696.70	12,301,751,471.70	11,261,362,752.35

Notes to financial statements are an integral part of these financial statements.



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF COMPREHENSIVE INCOME

For the year ended December 31, 2025

(Unit : Baht)

	Notes	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
			(Reclassified)		(Reclassified)
Revenue from sales		11,299,805,821.19	13,539,671,442.09	4,345,814,913.98	4,729,493,070.39
Cost of sales	8	(10,369,649,128.49)	(11,695,396,770.62)	(3,767,773,223.09)	(3,924,706,122.72)
Gross profit		930,156,692.70	1,844,274,671.47	578,041,690.89	804,786,947.67
Dividend income from subsidiaries	5.2 and 9	-	-	83,290,574.59	168,718,574.40
Gain from exchange rate		76,489,727.93	129,238,950.36	17,490,290.68	12,465,016.64
Gain from disposed assets		1,807,153.91	274,015,138.66	72,912.76	148,491,344.07
Other income		42,267,326.68	18,582,148.64	22,654,060.07	30,695,262.23
Selling and distribution expenses		(745,685,119.36)	(972,144,356.07)	(268,302,189.08)	(275,911,996.39)
Administrative expenses		(469,178,922.51)	(443,208,835.02)	(232,697,047.94)	(201,560,511.69)
Loss on impairment of investment in subsidiary	9	-	-	(439,999,970.00)	-
Management benefit expenses	5.3	(89,488,119.92)	(97,767,609.52)	(37,675,735.00)	(41,373,257.00)
Profit (loss) from operating activities		(253,631,260.57)	752,990,108.52	(277,125,413.03)	646,311,379.93
Finance cost		(374,100,469.67)	(443,096,962.44)	(123,780,627.25)	(141,378,547.54)
Profit (loss) before income tax		(627,731,730.24)	309,893,146.08	(400,906,040.28)	504,932,832.39
Income tax revenues (expenses)	23.1	1,723,367.14	(77,783,062.27)	4,551,335.22	(55,553,045.17)
Profit (loss) for the year		(626,008,363.10)	232,110,083.81	(396,354,705.06)	449,379,787.22
Other comprehensive income					
Item that will not be reclassified to profit or loss					
Actuarial loss arising from defined benefit plan	18	(9,006,529.37)	-	(11,984,452.00)	-
Income tax relevance with other comprehensive income	23.2	2,173,843.47	-	2,396,890.40	-
Other comprehensive income for the year - net of tax		(6,832,685.90)	-	(9,587,561.60)	-
Total comprehensive income for the year		(632,841,049.00)	232,110,083.81	(405,942,266.66)	449,379,787.22
Profit attributable to:					
Shareholders of the Company		(601,722,908.11)	230,201,933.24	(396,354,705.06)	449,379,787.22
Non-controlling interests of the subsidiaries	9	(24,285,454.99)	1,908,150.57	-	-
Profit (loss) for the year		(626,008,363.10)	232,110,083.81	(396,354,705.06)	449,379,787.22
Total comprehensive income attributable to:					
Shareholders of the Company		(609,093,154.98)	230,201,933.24	(405,942,266.66)	449,379,787.22
Non-controlling interests of the subsidiaries	9	(23,747,894.02)	1,908,150.57	-	-
Total comprehensive income for the year		(632,841,049.00)	232,110,083.81	(405,942,266.66)	449,379,787.22
Basic earnings (loss) per share	24	(0.35)	0.13	(0.23)	0.26

Notes to financial statements are an integral part of these financial statements.



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

For the year ended December 31, 2025

	Notes	Issued and paid-up share capital	Premiums on share capital	Retained earnings		Total shareholders' equity - the Company	Non-controlling interests of subsidiaries	Total shareholders' equity
				Appropriated legal reserve	Unappropriated			
Balance as at January 1, 2024		1,735,237,480.00	1,482,634,161.00	173,523,748.00	3,857,217,802.11	7,248,613,191.11	85,901,905.36	7,334,515,096.47
Profit for the year		-	-	-	230,201,933.24	230,201,933.24	1,908,150.57	232,110,083.81
Other comprehensive income for the year		-	-	-	-	-	-	-
Total comprehensive income for the year		-	-	-	230,201,933.24	230,201,933.24	1,908,150.57	232,110,083.81
Dividend paid	21	-	-	-	(121,459,763.60)	(121,459,763.60)	-	(121,459,763.60)
Balance as at December 31, 2024		1,735,237,480.00	1,482,634,161.00	173,523,748.00	3,965,959,971.75	7,357,355,360.75	87,810,055.93	7,445,165,416.68
Loss for the year		-	-	-	(601,722,908.11)	(601,722,908.11)	(24,285,454.99)	(626,008,363.10)
Other comprehensive income for the year		-	-	-	(7,370,246.87)	(7,370,246.87)	537,560.97	(6,832,685.90)
Total comprehensive income for the year		-	-	-	(609,093,154.98)	(609,093,154.98)	(23,747,894.02)	(632,841,049.00)
Dividend paid	21	-	-	-	(86,759,309.00)	(86,759,309.00)	-	(86,759,309.00)
Balance as at December 31, 2025		1,735,237,480.00	1,482,634,161.00	173,523,748.00	3,270,107,507.77	6,661,502,896.77	64,062,161.91	6,725,565,058.68

Notes to financial statements are an integral part of these financial statements.



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

SEPARATE STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

For the year ended December 31, 2025

(Unit : Baht)

	Notes	Issued and paid-up share capital	Premiums on share capital	Retained earnings		Total shareholders' equity
				Appropriated legal reserve	Unappropriated	
Balance as at January 1, 2024		1,735,237,480.00	1,482,634,161.00	173,523,748.00	3,887,250,696.26	7,278,646,085.26
Profit for the year		-	-	-	449,379,787.22	449,379,787.22
Other comprehensive income for the year		-	-	-	-	-
Total comprehensive income for the year		-	-	-	449,379,787.22	449,379,787.22
Dividend paid	21	-	-	-	(121,459,763.60)	(121,459,763.60)
Balance as at December 31, 2024		1,735,237,480.00	1,482,634,161.00	173,523,748.00	4,215,170,719.88	7,606,566,108.88
Loss for the year		-	-	-	(396,354,705.06)	(396,354,705.06)
Other comprehensive income for the year		-	-	-	(9,587,561.60)	(9,587,561.60)
Total comprehensive income for the year		-	-	-	(405,942,266.66)	(405,942,266.66)
Dividend paid	21	-	-	-	(86,759,309.00)	(86,759,309.00)
Balance as at December 31, 2025		1,735,237,480.00	1,482,634,161.00	173,523,748.00	3,722,469,144.22	7,113,864,533.22

Notes to financial statements are an integral part of these financial statements.



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CASH FLOW

For the year ended December 31, 2025

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flow from operating activities				
Profit (loss) for the year	(626,008,363.10)	232,110,083.81	(396,354,705.06)	449,379,787.22
Adjustments to reconcile profit (loss) for cash received (used) from operations				
Loss on expected credit losses (reversal)	4,197,781.25	2,986,283.31	7,248,519.45	(1,800,000.00)
Loss on diminution in value of inventories (reversal)	10,543,683.65	(2,297,704.28)	8,679,181.68	5,999,130.82
Loss on diminution in value of non-movement inventories	717,455.06	452,144.08	717,455.06	452,144.08
Dividend income from subsidiaries	-	-	(83,290,574.59)	(168,718,574.40)
Loss on impairment of investment in subsidiary	-	-	439,999,970.00	-
Loss on impairment of property, plant and equipment	1,326,621.87	-	-	-
Depreciation of property, plant and equipment	955,320,467.71	1,033,769,878.87	222,188,301.84	236,016,182.43
Depreciation of right-of-use assets	80,713,769.58	69,631,176.56	13,985,699.99	12,701,047.92
Amortized intangible assets	15,132,268.56	6,699,742.87	4,772,082.41	388,489.27
(Gain) loss from disposed and written-off assets	(1,330,290.84)	(272,078,613.91)	49,798.21	(148,004,411.81)
Loss from written-off intangible assets	2,868,127.43	-	21,643.03	-
Written-off of withholding tax	195,392.65	-	-	-
(Gain) loss from lease modification and termination	(9,992,182.82)	(15,844.68)	4,204.71	-
Unrealized (gain) loss on exchange rate	(9,084,136.25)	3,667,199.16	(1,147,562.28)	1,866,658.54
Employee benefits expenses	53,548,924.62	40,001,621.09	21,554,382.51	18,045,827.00
Interest income	(2,854,633.85)	(10,317,276.43)	(1,177,812.92)	(4,028,817.78)
Interest expenses of loans	343,513,970.59	414,107,570.74	115,749,617.34	133,172,749.01
Interest expenses of lease liabilities	30,586,499.08	28,989,391.70	8,031,009.91	8,205,798.53
Income tax (revenue) expenses	(1,723,367.14)	77,783,062.27	(4,551,335.22)	55,553,045.17
Profit from operation before changes in operating assets and liabilities	847,671,988.05	1,625,488,715.16	356,479,876.07	599,229,056.00
Change in operating assets and liabilities				
Trade and other current receivable	(153,323,391.31)	(82,141,355.04)	46,490,927.00	(1,923,152.72)
Other current financial assets	-	221,000,000.00	-	111,300,000.00
Revenue Department receivable	(84,052,581.99)	168,845,245.89	(98,945,073.37)	101,943,131.38
Inventories	59,130,897.04	291,067,572.73	(21,841,166.21)	33,841,587.11
Maintenance supplies	21,637,788.96	51,202,482.44	3,794,811.47	36,642,084.96
Other non-current assets	(1,726,146.51)	14,671,574.85	-	10,094,925.33
Trade and other current payable	(255,251,276.42)	(95,368,671.46)	(245,978,425.48)	(145,321,110.07)
Advances received from customers	(194,087,122.37)	279,996,142.96	30,382,645.69	(12,444,392.99)
Provision for employee benefits	(13,776,034.36)	(18,137,782.02)	(9,153,847.35)	17,088,069.65
Other non-current liabilities	16,724,300.76	(493,622.48)	16,724,300.76	(1,314,622.48)
Cash received from operation	242,948,421.85	2,456,130,303.03	77,954,048.58	749,135,576.17
Cash received from interest income	2,854,633.85	10,317,276.43	1,141,374.57	4,055,667.10
Cash received for income tax	-	5,068,051.83	-	752,284.64
Cash paid for income tax	(49,739,673.21)	(110,408,621.42)	(29,733,025.99)	(90,506,409.06)
Net cash received from operating activities	196,063,382.49	2,361,107,009.87	49,362,397.16	663,437,118.85

Notes to financial statements are an integral part of these financial statements.



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

STATEMENTS OF CASH FLOW

For the year ended December 31, 2025

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flow from investing activities				
Cash received from short-term loans to related parties	-	-	50,000,000.00	20,000,000.00
Cash paid for short-term loans to related parties	-	-	(140,000,000.00)	-
Cash paid for investment in subsidiaries	-	-	(51,400,000.00)	(40,000,000.00)
Dividend income from subsidiaries	-	-	83,290,574.59	168,718,574.40
Cash received from disposed of property, plant and equipment	19,142,568.59	273,231,073.37	2,209,309.41	57,090,904.05
Cash paid for purchase of property, plant and equipment	(1,574,928,323.38)	(373,729,268.06)	(1,401,040,902.23)	(169,070,479.92)
Cash paid for interest expenses capitalized to cost of assets	(20,290,214.26)	(4,838,914.94)	(20,290,214.26)	(4,838,914.94)
Cash paid for right-of-use assets	(6,099,244.89)	(106,110.01)	-	-
Cash paid for purchase of intangible assets	(9,942,004.35)	(76,092,939.59)	(6,524,984.35)	(37,676,237.59)
(Increase) decrease in advance payment for assets	46,465,638.11	(76,342,410.21)	46,465,638.11	(76,342,410.21)
Cash received from advance receipt form assets	-	25,431,000.00	-	-
Net cash used in investing activities	(1,545,651,580.18)	(232,447,569.44)	(1,437,290,578.73)	(82,118,564.21)
Cash flow from financing activities				
Increase (decrease) in short-term loans from financial institutions	959,345,563.66	(272,082,210.47)	477,287,817.49	(75,178,848.84)
Cash received from Short-term loans from related parties	-	-	100,000,000.00	70,000,000.00
Cash received from long-term loans from financial institutions	1,463,764,000.00	400,000,000.00	1,463,764,000.00	400,000,000.00
Cash paid for long-term loans from financial institutions	(1,168,700,000.00)	(1,026,050,000.00)	(670,999,996.00)	(570,999,996.00)
Cash paid for loan arrangement fee	(11,011,279.58)	-	(11,011,279.58)	-
Cash paid for lease liabilities	(118,095,316.85)	(85,534,288.50)	(19,875,380.00)	(18,218,880.00)
Cash paid for interest expenses of loans	(343,659,990.88)	(415,112,384.84)	(111,661,599.84)	(133,976,891.79)
Dividend paid	(86,759,309.00)	(121,459,763.60)	(86,759,309.00)	(121,459,763.60)
Net cash received from (used in) investing activities	694,883,667.35	(1,520,238,647.41)	1,140,744,253.07	(449,834,380.23)
Cash and cash equivalent items increase(decrease)-net	(654,704,530.34)	608,420,793.02	(247,183,928.50)	131,484,174.41
Cash and cash equivalent items at the beginning of the year	1,243,490,103.96	635,069,310.94	469,663,685.30	338,179,510.89
Cash and cash equivalent items at the end of the year	588,785,573.62	1,243,490,103.96	222,479,756.80	469,663,685.30
Additional disclosure :				
Items not affecting cash flow are as follows: -				
- Transfer property, plant and equipment to maintenance supplies	904,123.10	39,222,383.11	-	30,340,908.51
- Transfer property, plant and equipment to inventories	-	3,101,154.19	-	119,522.00
- Purchases of property, plant and equipment which had not yet been paid	389,797,134.50	9,770,153.71	375,866,030.67	5,551,695.04
- Purchases of intangible assets which had not yet been paid	-	1,391,000.00	-	-
- Property, plant, and equipment decreased due to the reduction of machinery liabilities	-	177,250,775.80	-	-
- Acquisition of rights of assets under lease agreements	39,652,925.95	245,903,291.52	6,400,116.81	-
- Transfer rights of use assets to property, plant and equipment	770,210.52	455,768.00	-	-
- Transfer advance receipt for assets less cash received from selling assets	-	223,864,200.00	-	112,828,200.00

Notes to financial statements are an integral part of these financial statements.



VANACHAI GROUP PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS

FOR THE YEARS ENDED DECEMBER 31, 2025

1. General information

VANACHAI GROUP PUBLIC COMPANY LIMITED (the Company) was registered as a company limited on February 23, 1989 with the registration number 1656/2532 and later registered its conversion to a public company limited on November 1, 1994 with the registration number 0107537002621. The company is listed on Stock Exchange of Thailand. Its registered office is located at 2/1 Wongsawang Road, Wongsawang, Bangsue, Bangkok, Thailand. It has two factories (or branch offices) located at 22/ 1 Moo 1, Tambon Nong-E-Roon, Banbuang District, Chonburi Province and at 112 Moo 1, Tambon BanThat, Kangkoi District, Saraburi Province.

The principal activities of the Company and subsidiaries (collectively called the “the Group”) involve production and distribution of wood plates, MDF boards, Particle boards, Doorskin and Malamine on wood plates.

The Vanachai Group of Companies Co., Ltd. is a major shareholder, holding 55.86% of the share capital of the Vanachai Group Public Company Limited., which this company incorporated in Thailand and major business is holding company. The principal shareholder of the Company’s major shareholder are Sahawat family and Jaroennawarat family.

2. Basis of financial statements preparation and accounting policies

2.1 The financial statements are issued for reporting purposes to be used in Thailand are prepared in the Thai language. This English translation of the financial statements has been prepared for the convenience of readers not conversant with the Thai language.

2.2 The consolidated and separate financial statements were prepared in accordance with the generally accepted accounting principles under the Accounting Act B.E. 2543, which include the already announced accounting standards, financial reporting standards and their interpretation including accounting guidance issued by the Federation of Accounting Professionals (“TFAC”) established under the Accounting Professions Act B.E. 2547 and regulations in accordance with the determination of the Office of the Securities and Exchange Commission on the subject of preparation and presentation of the financial reports.



The presentation of financial statements is in accordance with the determination stated in the Notification of the Department of Business Development dated October 27, 2023, issued under the Accounting Act, B.E. 2543.

These financial statements were prepared by using historical cost basis except those disclosed otherwise in the accounting policies.

- 2.3 Preparation of the financial statements in conformity with Generally Accepted Accounting Principles requires management to make estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and underlying assumptions are resulted from experience and other factors that the management has reasonably assurance under such circumstance. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which estimates are revised and in any future periods affected the significant estimates and assumptions are as follows:-

Right-of-use assets and lease liabilities

In estimating the right-of-use assets and lease liabilities, the management needs to make judgement and estimated of the purchase option or renewal option exercised including review estimate useful lives and residual values of underlying asset if any change occurs.

In addition, the management is required to review right-of-use assets for impairment on a periodical basis and record impairment losses in period when it is determined that their recoverable amount is lower then the carrying amount. This requires judgments regarding forecast of future revenues and expanses relating to the assets subject to the review.

Lease

Lease-where the Group is the lessor, in determining whether a lease is to be classified as an operating lease or finance lease, the management is required to use judgement regarding significant risk and rewards of ownership of the leased assets have been transferred, taking into consideration terms and conditions of the arrangements.



Expected credit loss

In determining the expected credit loss, the management needs to use judgment in estimating the expected loss and forecasts for the future about economic factors affecting credit risk of financial assets.

Allowance for decline in value of inventories

In determining an allowance for decline in value of inventories, the management uses the discretion in estimating the net realizable value of inventories. The sum of money expected to receive from inventories is considered from the change in sale price or cost directly related to the events occurring after of report period.

Allowances for decline in value of dilapidated inventories and non-movement inventories

Allowances for decline in value of dilapidated inventories and non-movement inventories are estimated from inventories which are subject to dilapidation and non-movement.

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 property, plant and equipment for impairment on a periodical basis and record impairment losses in the period when it is determined that their recoverable amount is lower than the carrying amount. This requires judgments regarding forecast of future revenues and expenses relating to the assets subject to the review.

Deferred tax assets

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



Provisions for employee benefit

Provisions for post employment benefits are calculated by actuarial techniques, of which assumptions consist of discount rate, salary increation rate, turnover rate and related demographic factors. To indicate discount rate, the management considers interest rate reflecting present economic situation. However, actual post employment benefits may differ from the estimates.

Other estimates are disclosed under related caption in these notes to financial statements.

3. Basis of the consolidated financial statements preparation

- 3.1 The consolidated financial statements for the year ended December 31, 2025 have been prepared by including the financial statements of Vanachai Group Public Company Limited and its subsidiaries (“the Group”) after eliminate the significant related party balances and transactions. The Company holds directly and indirectly shares at the percentage of : -

<u>Name of companies</u>	<u>Nature of business</u>	<u>Country of incorporation</u>	<u>Percentage of shareholding</u>	
			<u>2025</u>	<u>2024</u>
Particle Planner Co., Ltd.	Manufacture particle boards	Thailand	99.99	99.99
Vanachai Chemical Industries Co., Ltd.	Manufacture glue and melamine impregnated paper products	Thailand	99.99	99.99
Vanachai Panel Industries Co., Ltd.	Manufacture particle boards and wood plate MDF boards	Thailand	99.99	99.99
Woodtek International Co., Ltd.	Marketing management for various products of the Group	Thailand	99.97	99.97
Vanachai Energy Industries Co., Ltd.	Manufacture and electricity from renewable energy	Thailand	99.99	99.99
Vanachai Woodsmith Co., Ltd.	Exhibition and distribute various products of the Group	Thailand	99.99	99.99
Vanachai Logistic Co., Ltd.	Transportation services in domestic	Thailand	99.99	99.99
Vanachai Logistic Enterprise Co., Ltd.	Transportation services in domestic	Thailand	90.52	90.52
PV Wood Co., Ltd.	Manufacture veneer on MDF boards	Thailand	51.00	51.00

- 3.2 Subsidiaries are entities controlled by the Company. Control exists when the Company has the power, directly or indirectly, to govern the financial and operating policies of an entity so as to obtain benefits from its activities. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.
- 3.3 The Company holds directly shares in PV Wood Co., Ltd. at the percentage of 50 as mentioned in the notes to financial statements No. 9 and holds indirectly shares through a subsidiary company at the percentage of 1.



- 3.4 Vanachai Logistics Co., Ltd. Invested in ordinary shares in Vanachai Logistics Enterprise Co., Ltd. In proportion 90.52% and the other part is the 9.43% preferred share, which is entitled to a dividend of 5% of the value of each paid-up share per year, only in the year in which the dividend is paid. And will not be entitled to a portion of the profits in the future. Onwards are prepare the consolidated financial statements, the Company calculated the investment in the subsidiary as 100%.
- 3.5 Non-controlling interests of the subsidiary represent the carrying amount of the subsidiary's net assets attributable to the shareholding interests not owned by the Group. Non-controlling interests are presented separately within shareholders' equity in the consolidated statement of financial position. The net profit (loss) attributable to non-controlling interests is presented separately in the consolidated statement of profit or loss and the consolidated statement of comprehensive income.
- 3.6 The consolidated financial statements have been prepared using the same accounting policy for the same accounting items and other events in the similar situation.
- 3.7 The accounting periods of subsidiary companies ended the same date as that of Vanachai Group Public Company Limited.
- 3.8 The consolidated financial statements combine the accounts of the Company and subsidiaries after eliminating inter-company transaction items. The balances between the Company and subsidiaries, significant intra-group transactions, investments in subsidiaries and share capital of subsidiaries have already been eliminated from the consolidated financial statements.

4. Summary of significant accounting policies

- 4.1 Cash and cash equivalent items includes cash, savings account deposits, current account deposits and not exceeding 3 months fixed duration for repayment with no obligation commitment.
- 4.2 Trade and other current receivables

Trade receivables are subsequently measured at amortized cost, representing the amount of consideration to which the Company has an unconditional right to receive, less an allowance for expected credit losses. The assessment of impairment of trade receivables is disclosed in Note 4.3.



4.3 Financial instruments

Classification and measurement of financial assets

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs.

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

Financial assets – equity investments, , the Group has an irrevocable election at the time of initial recognition to account for the equity investment at fair value through profit or loss (FVTPL) or at fair value through other comprehensive income (FVOCI) except those that are held for trading, they are measured at FVTPL.

Financial assets at amortised cost.

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

Financial assets designated at FVOCI

Debt investments measured at FVOCI are subsequently measured at fair value. Interest income, calculated using the effective interest method and expected credit loss are recognized in profit or loss. Other net gains and losses are decognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss. Interest income is calculated using the effective interest rate method. Impairment losses are recognized in profit or loss.

Equity investments measured at FVOCI are subsequently measured at fair value. Dividend income is recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss. Dividends on investments are decognized as other income in profit or loss, unless the dividend is a return of the investment capital.



Financial assets at FVTPL

Financial assets measured at FVTPL are subsequently measured at fair value with net changes in fair value recognized in profit or loss.

Dividends on investments are decognized as other income in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognized at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognized in profit or loss when the liabilities are derecognised as well as through the EIR amortization process. In determining amortized cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Impairment of financial assets

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

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

For trade and other current receivables, the Group applies a simplified approach in calculating an allowance for expected credit losses ("ECLs"). Therefore, the Group does not track changes in credit risk, but instead recognised a loss allowance based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

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

Derivative

Derivative classifies and measured at fair value through profit and loss unless hedge accounting is applied to the derivative contracts.



4.4 Inventories are valued at lower of cost using the weighted average method or net realizable value and adjusted by slow-moving or out-of-date goods (if any), which estimate from each type of goods expected to be dilapidated.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

4.5 Maintenance supplies for repairs are shown at cost using the weighted average method adjusted by allowance for spare parts for repairs that are slow-moving or obsolete (if any) and will be treated as part of manufacturing cost once they are taken out for use.

4.6 Investments in subsidiaries in the separate financial statements are recorded under the cost method and the recognition of the change in the investment in the statements of comprehensive income is recorded when the investment is disposed or the impairment of the investment incurred.

4.7 Property, plant and equipment are stated at cost less accumulated depreciation and allowance for impairment of assets (if any).

The Group calculates depreciation of buildings and equipment at cost using the straight-line method over their estimated useful lives as follows: -

Land improvements	20 years
Building improvement, factory building and construction	5-30 years
Machines and equipment	5-25 years
Vehicles	5-10 years
Tools	5-10 years
Furniture and office equipment	3-5 years

Depreciation expense is included in the determination of operating results.

Depreciation is not provided for land and construction in progress.

The Group derecognizes items of property, plant and equipment upon disposal or when no future economic benefits are expected from their use or disposal. Any gain or loss arising on disposal of an asset is recognized in profit or loss.



4.8 Intangible assets are shown at cost less by accumulated amortized expense and allowance for impairment (if any) of that asset. Amortization is calculated over the cost of the asset less its residual value. Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. The estimated useful lives are as follows: -

Software	5 years
License	10-20 years

4.9 Leases

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group is the lessee

The Group applies a single accounting method for the recognition and measurement of all lease contracts. Except for short-term leases and leases where the underlying asset is of low value at the commencement date of the lease. Right-of-use assets representing the right to use the underlying asset and lease liabilities are recorded as lease payments.

Right-of-use assets

Right-of-use assets are measured at cost less accumulated depreciation. Accumulated impairment loss and adjusted with a new measurement of the lease liability. The cost of a right-of-use asset comprises the amount of the lease liability on initial recognition. Initial direct costs incurred The amount paid under the lease agreement on or before the effective date of the lease and deducted by the lease incentive received.



Depreciation of right-of-use assets are calculated by reference to their costs on a straight-line basis over the lease period, as follows: -

Building	20 years
Machines	3 years
Vehicles	5 years

If ownership of an underlying asset is transferred to the Group at the end of the lease term or its cost includes the exercise of a purchase option. Depreciation is calculated based on the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments made over the lease term. The lease payments consist of fixed rent less lease incentives, variable rent based on index or rate, the amount expected to be paid under the residual value guarantee including the exercise price of the option, which is reasonably certain that the Group will exercise the option and payment of fines for the termination of the lease if the terms of a lease demonstrate that the Group exercises its right to terminate the lease. The Group recognizes variable rents that are not independent of an index or rate as an expense in the period in which the event or condition relating to the payment occurs.

The Group discounts the present value of the lease payments at the interest rate implied by the lease or the Group's incremental borrowing rate. After the effective date of the lease agreement, the book value of the lease liabilities will increase from the interest on the lease liabilities and decrease from the payment of the lease liabilities. In addition, the carrying amount of the lease liabilities is remeasured whenever there is a change in the lease term, changes in lease payments, or changes in the assessment of options to purchase the underlying assets.

Short-term leases and leases of low-value assets

Leases with a lease term of 12 months or less from the effective date of the lease or leases on which the underlying asset is low value, it will be recorded as expenses on a straight-line basis over the lease term.



The Group is the lessor

Operating lease

Leases which do not transfer substantially all the risks and rewards incidental to ownership are classified as operating leases. The Group recognizes the amount received under operating leases as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred on an acquisition of an operating lease are included in the carrying amount of the underlying asset and recognized as an expense over the lease term on a basis consistent with the lease income.

Finance lease

Leases that transfer to the lessee all or most of the risks and rewards of ownership of an underlying asset are finance leases. The Group recognizes finance lease receivables by the net investment amount of the lease. It comprises the present value of the lease and its unguaranteed residual value, discounted at the interest rate implied by the lease. Interest income on finance leases is allocated each accounting period to reflect the Group's fixed periodic rate of return on the remaining net investment in the lease.

4.10 Employee benefits

Short-term employee benefits

The Group is recognized salary, wage, bonus, and social security fund are expenses on date when the transactions occur.

Post-employment benefits (Defined benefit plans)

The Group has obligations in respect of the severance payments then must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The Group calculated its obligations from post employment benefits by using projected unit credit method. The independent expert has actuarially estimated such obligations, where the principle of such estimation requires various assumptions, including future salary increase rate, turnover rate, death rate, and inflation rate.

Actuarial gains and losses arising from post-employment benefits are recognized immediately in other comprehensive income in the period in which they arise.

Past service costs are recognized in profit or loss on the earlier of the date of the plan amendment or curtailment.



4.11 Estimation of liabilities: The Group will record liability estimates whenever there is certainty that liability or obligation will occur at present legally or by estimation from the result connected with the past event. Such obligation is expected to cause damage to loss of useful or economic resources in order to make payment toward obligation and the amount to be paid is respectfully estimated. If payment made toward liability estimated is recovered fully or partly with certainty, the Group will record the recovered payment as asset separately but the amount so recorded must be more than the amount of related liability estimate and the related expense with the liability estimate will be shown in the statement of income in the net amount after recovered expense already recognized.

4.12 Revenue recognition is as follows: -

4.12.1 Revenue from sales and services are recognized at the point in time when control of the goods and services are transferred to the customer, generally on delivery of the goods and services. Revenue from sales and services are measured at the amount of consideration received or expect to be received for delivered goods or services after deduction of returns and discounts, excluding value added tax.

4.12.2 Dividend income is recognized as the revenue on the date the Group has right to receive payments is established.

4.12.3 Interest income is recognized on an accrual basis based on the effective interest rate.

4.12.4 Other income is recognized on an accrual basis.

4.13 Expenses recognition is as follows: -

4.13.1 Finance cost such as interest expenses and similar costs are charged to the statements of income for the period 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.

4.13.2 Borrowing costs directly attributable to the acquisition, construction, or production of a qualifying asset are capitalized as part of the cost of that asset. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale. The capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

4.13.3 Other expenses are recognized by accrual basis.



4.14 Income tax expenses comprise current tax and deferred tax. Income tax expenses is recognized in profit or loss except to the extent that related to items recognized in other comprehensive income or recognized directly in equity which will recognize in other comprehensive income or recognized directly in equity as same as that items

Current income tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognizes deferred tax liabilities for all taxable temporary differences while they recognizes deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilized.

At each reporting date, the Group reviews and reduce the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized.

In the consolidated financial statements, deferred tax assets and deferred tax liabilities are recognized by each company in the Group, and deferred tax asset of one company in the Group is offset against deferred tax liability of another company in the Group if, and only if, the companies concerned have a legally enforceable right to make or receive a single net payment and the companies intend to make or receive such a net payment or to recover the asset and settle the liability simultaneously.

4.15 Foreign currency transactions are translated into Baht at the rates ruling on the occurrence dates. Assets and liabilities in foreign currency outstanding on the year-end date are translated into Baht at the rates ruling on that date. Exchange gains or losses are included as incomes or expenses in the statements of comprehensive income for the year.



4.16 The related person and related parties with the Group meant individuals or enterprises which have the controlling power over the Group or are controlled by the Group either directly or indirectly, or under the same control with the Group. Furthermore, the related person or related parties also meant the associated companies and the person whose holding the shares with voting rights, either directly or indirectly, and have significant influence to the Group, important management, directors or the employees of the Group who have the power to plan and control the operations of the Group including the family members close to the said persons which could persuade or power to persuade to act in compliance with the said persons and business that the said persons have control power or significant influence, either directly or indirectly.

4.17 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group 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 categorize 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 Company and its subsidiaries 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.



5. Inter-transaction with related companies

The Company has business transactions with subsidiary and related entities, which have the same group of shareholders or mutual directors. Such transaction which have been concluded on commercial terms and based agreed up on between the company and related parties and are in ordinary course of business which can be summarized as follow: -

5.1 Inter-assets and liabilities

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Trade receivable				
Parent company	571,449.00	835,506.00	-	-
Subsidiaries	-	-	99,421,672.56	113,096,236.64
Related companies	13,917,840.36	14,411,903.28	9,869,644.69	10,835,580.77
Related person	79,785.00	155,923.00	-	-
Total	14,569,074.36	15,403,332.28	109,291,317.25	123,931,817.41
Other receivable				
Parent company	-	40,000.00	-	-
Subsidiaries	-	-	13,699,613.79	16,388,227.06
Related companies	92,908.08	1,106,590.28	13,886.85	113,408.23
Total	92,908.08	1,146,590.28	13,713,500.64	16,501,635.29
Accrued Income				
Subsidiaries	-	-	36,438.35	-
Related companies	90,662.70	64,927.24	-	-
Total	90,662.70	64,927.24	36,438.35	-
Short-term loans to related parties				
Subsidiaries				
Beginning balance	-	-	-	20,000,000.00
Addition during the year	-	-	140,000,000.00	-
Repayment during the year	-	-	(50,000,000.00)	(20,000,000.00)
Ending balance	-	-	90,000,000.00	-

As at December 31, 2025 the Company has short-term loans to its subsidiary in the form of promissory note in the type at call and bearing the interest rate at 3.50% per annum.



(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Right-of-use assets-net				
Parent company	3,395,009.90	8,573,555.34	1,620,249.00	-
Related companies	558,329,911.61	565,108,981.79	182,292,093.84	192,120,878.76
Total	561,724,921.51	573,682,537.13	183,912,342.84	192,120,878.76
Trade payable				
Subsidiaries	-	-	205,501,201.86	210,476,098.99
Related companies	33,769,180.74	25,026,385.94	933,601.75	574,474.44
Total	33,769,180.74	25,026,385.94	206,434,803.61	211,050,573.43
Other payable				
Parent company	-	297,949.74	-	-
Subsidiaries	-	-	18,086,293.44	6,833,840.00
Related companies	1,202,394.15	3,487,084.15	7,211.27	-
Total	1,202,394.15	3,785,033.89	18,093,504.71	6,833,840.00
Accrued expenses				
Parent company	90,617.95	-	-	-
Related companies	7,339.13	648.42	4,315,068.51	234,931.51
Total	97,957.08	648.42	4,315,068.51	234,931.51
Short-term loans from related parties				
Subsidiaries				
Beginning balance	-	-	70,000,000.00	-
Addition during the year	-	-	100,000,000.00	70,000,000.00
Ending balance	-	-	170,000,000.00	70,000,000.00

As at December 31, 2025 and 2024, the Company has short-term loans from its subsidiary in the form of promissory note in the type at call and bearing the interest rate at 3.50% per annum for both years.

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Lease liabilities				
Parent company	3,241,826.59	9,054,440.43	1,439,013.72	-
Related companies	603,089,764.98	614,671,347.28	201,607,748.46	209,068,430.92
Total	606,331,591.57	623,725,787.71	203,046,762.18	209,068,430.92
<u>Less</u> Current portion of lease liabilities				
Parent company	(1,141,804.16)	(1,528,363.52)	(643,750.95)	-
Related companies	(39,387,656.01)	(37,697,396.03)	(11,647,461.87)	(10,082,531.16)
Total	(40,529,460.17)	(39,225,759.55)	(12,291,212.82)	(10,082,531.16)
Net	565,802,131.40	584,500,028.16	190,755,549.36	198,985,899.76



(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Purchase of assets				
Subsidiaries	-	-	13,674,185.47	17,534,713.24
Related companies	484,450.00	-	-	-
Total	484,450.00	-	13,674,185.47	17,534,713.24
Sales of assets				
Subsidiaries	-	-	-	411,703.02

5.2 Inter-revenues and expenses

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>For the years ended December 31,</u>			
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Parent company				
Sales of goods and services	6,600,857.89	3,272,856.02	-	-
Other income	-	750.00	-	750.00
Purchase of goods	8,638.00	171,360.00	8,638.00	-
Other expenses	1,521,390.98	1,098,171.61	-	-
Depreciation of right-of-use assets	1,018,459.40	1,558,828.20	329,973.26	-
Interest expenses from lease liabilities	185,867.04	320,444.80	75,891.46	-
Subsidiaries				
Sales of goods and services	-	-	382,229,151.46	365,834,409.87
Other income	-	-	4,461,150.88	24,953,819.02
Dividend income	-	-	83,290,574.59	168,718,574.40
Interest income	-	-	228,219.17	53,698.63
Purchase of goods	-	-	836,103,321.98	880,121,880.92
Other expenses	-	-	60,112,674.36	91,849,244.35
Interest expense from loans	-	-	4,080,137.00	234,931.51
Related companies				
Sales of goods and services	99,835,779.78	90,957,214.64	71,474,940.00	64,082,775.00
Other income	1,021,961.55	648,275.32	360,361.70	24,351.80
Purchase of goods	105,529,581.47	92,851,063.89	3,741,076.00	6,956,431.50
Other expenses	6,228,024.56	2,661,718.85	1,714,035.00	793,364.45
Depreciation of right-of-use assets	43,375,322.87	37,178,304.17	13,381,861.18	12,394,895.40
Interest expenses from lease liabilities	24,021,749.73	23,705,546.39	7,950,621.29	8,189,708.11
Related person				
Sales of goods and services	392,716.15	121,003.74	-	-



5.3 Management benefit expenses

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>For the years ended December 31,</u>			
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Short-term employee benefits	85,540,646.67	95,734,802.35	36,187,200.00	40,259,595.00
Post-employment benefits	3,947,473.25	2,032,807.17	1,488,535.00	1,113,662.00
Total	89,488,119.92	97,767,609.52	37,675,735.00	41,373,257.00

Short-term employee benefits in the consolidated and separate financial statements included the directors' remuneration benefits which is monthly compensation and annual bonus paid to the directors of the Company in accordance with the resolution of the shareholders' meeting as per Section 90 of the Public Limited Company Act for the years ended December 31, 2025 and 2024 in amount of Baht 4.08 million and Baht 4.83 million respectively.

5.4 Pricing policies

<u>Trading transaction</u>	<u>Pricing policy</u>
Purchase and sale of goods	Agreed upon agreements not to lower of cost price
Expenses	According to the actual cost
Service income and commission	0.30%-0.42% of sales
Rental	Agreed upon agreements
Purchase and sale of assets	Price reference with appraisal value by independent appraisal
Interest income and expenses	3.50% per annum
Interest expenses of lease liabilities	3.25%-4.50% per annum
Dividend income	According to the resolution of the General Meeting of Shareholders/ Board of Directors of the subsidiary



5.5 Relationship

<u>Name of companies</u>	<u>Relationship</u>
The Vanachai Group of Companies Co., Ltd.	Parent company
Paticle Planner Co., Ltd.	Common directors and direct shareholding
Vanachai Chemical Industries Co., Ltd.	Common directors and direct shareholding
Vanachai Panel Industries Co., Ltd.	Common directors and direct shareholding
Woodtek International Co., Ltd.	Common directors and direct shareholding
Vanachai Energy Industries Co., Ltd.	Common directors and direct shareholding
Vanachai Woodsmith Co., Ltd.	Common directors and direct shareholding
Vanachai Logistic Co., Ltd.	Common directors and direct shareholding
Vanachai Logistic Enterprise Co., Ltd.	Common directors and direct shareholding
PV Wood Co., Ltd.	Common directors and direct shareholding
Mae Yai Co., Ltd.	Same group of major shareholders
Firstwood Co., Ltd.	Same group of major shareholders
Vanachai Veneer and Plywood Co., Ltd.	Same group of major shareholders
Woodland Co., Ltd.	Same group of major shareholders
Related person	Directors

6. Cash and cash equivalent items

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Cash	4,533,018.95	5,391,107.89	1,184,927.76	2,103,379.93
Bank deposit	574,324,879.32	1,227,696,521.15	214,832,149.09	457,141,569.85
Cheques on hand	9,320,913.90	10,402,474.92	6,462,679.95	10,418,735.52
Fixed deposit no more than 3 months	606,761.45	-	-	-
Total	588,785,573.62	1,243,490,103.96	222,479,756.80	469,663,685.30



7. Trade and other current receivables

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Trade receivable-related parties	14,569,074.36	15,403,332.28	109,291,317.25	123,931,817.41
Trade receivable-other parties	1,015,878,099.53	908,240,516.96	346,718,017.03	384,573,999.96
Post dated cheques-other parties	19,591,871.20	13,093,058.78	13,924,359.40	10,700,998.88
Returned cheques receivable	6,282,294.41	13,257,049.81	6,282,294.41	13,257,049.81
Total trade receivable	1,056,321,339.50	949,993,957.83	476,215,988.09	532,463,866.06
<u>Less</u> Allowance for expected credit losses	(18,166,109.21)	(14,082,327.96)	(15,330,813.86)	(8,082,294.41)
Total trade receivable-net	1,038,155,230.29	935,911,629.87	460,885,174.23	524,381,571.65
Other receivable-related parties	92,908.08	1,146,590.28	13,713,500.64	16,501,635.29
Other receivable-other parties	41,718,518.89	33,724,343.83	859,340.95	882,526.67
Accrued income-related parties	90,662.70	64,927.24	36,438.35	-
Accrued income other parties	24,995.23	-	-	-
Prepaid expenses	86,179,887.69	61,638,197.69	8,041,515.88	6,573,070.59
Deposits	1,725,545.98	1,789,332.14	541,085.98	1,519,463.72
Others	38,328,213.76	24,047,697.89	20,758,723.35	9,290,864.89
Total other current receivables	168,160,732.33	122,411,089.07	43,950,605.15	34,767,561.16
<u>Less</u> Allowance for expected credit losses	(114,000.00)	-	-	-
Total other current receivable-net	168,046,732.33	122,411,089.07	43,950,605.15	34,767,561.16
Total trade and other current receivables	1,206,201,962.62	1,058,322,718.94	504,835,779.38	559,149,132.81

Outstanding trade receivable can be aged as follows: -

7.1 Trade receivable-related parties

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Domestic trade receivable				
Within credit term	13,875,265.28	13,805,743.60	82,209,131.63	87,754,129.64
Overdue 1-90 days	693,809.08	1,455,095.68	27,082,185.62	36,177,687.77
Overdue 91-180 days	-	142,493.00	-	-
Total	14,569,074.36	15,403,332.28	109,291,317.25	123,931,817.41

The normal credit term granted by the Group is 60-90 days.



7.2 Trade receivable-other parties

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Within credit term	361,289,146.60	448,841,076.71	159,329,052.59	319,802,060.42
Overdue 1-90 days	581,954,075.74	465,202,268.34	160,900,529.38	74,985,339.43
Overdue 91-180 days	56,354,000.57	4,553,486.87	10,301,612.25	487,599.00
Overdue 181-270 days	5,435,891.63	524,600.00	4,741,702.43	-
Overdue over 270 days	36,719,150.60	15,469,193.63	31,651,774.19	13,257,049.80
Total	1,041,752,265.14	934,590,625.55	366,924,670.84	408,532,048.65
<u>Less</u> Allowance for expected credit losses	(18,166,109.21)	(14,082,327.96)	(15,330,813.86)	(8,082,294.41)
Net	1,023,586,155.93	920,508,297.59	351,593,856.98	400,449,754.24

The normal credit term granted by the Group is approximately from 30-60 days.

The movement of allowance for expected credit losses-trade and other current receivable for the years ended December 31, 2025 and 2024, were as follows: -

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Beginning balance	(14,082,327.96)	(12,941,939.96)	(8,082,294.41)	(11,728,189.72)
Increase during the year	(5,997,781.25)	(4,786,283.31)	(9,048,519.45)	-
Collect during the year	1,800,000.00	1,800,000.00	1,800,000.00	1,800,000.00
Written off during the year	-	1,845,895.31	-	1,845,895.31
Ending balance	(18,280,109.21)	(14,082,327.96)	(15,330,813.86)	(8,082,294.41)



8. Inventories

(Unit : Baht)

	<u>Consolidated financial statements</u>							
	2025				2024			
	Cost	Allowance for diminution in value of inventories	Allowance for diminution in value of non-movement inventories	Net	Cost	Allowance for diminution in value of inventories	Allowance for diminution in value of non-movement inventories	Net
Finished goods	1,624,337,188.42	(94,223,735.26)	(4,902,760.19)	1,525,210,692.97	1,737,971,738.15	(87,091,482.93)	(4,185,305.13)	1,646,694,950.09
Work in process	268,691,976.58	(7,488,313.89)	-	261,203,662.69	169,791,609.10	(5,171,752.73)	-	164,619,856.37
Raw materials	462,016,475.82	-	-	462,016,475.82	558,663,306.76	-	-	558,663,306.76
Supplies	222,886,663.34	(1,094,870.16)	-	221,791,793.18	217,370,477.67	-	-	217,370,477.67
Goods in transit	74,879,026.72	-	-	74,879,026.72	28,145,096.24	-	-	28,145,096.24
Total	2,652,811,330.88	(102,806,919.31)	(4,902,760.19)	2,545,101,651.38	2,711,942,227.92	(92,263,235.66)	(4,185,305.13)	2,615,493,687.13

(Unit : Baht)

	<u>Separate financial statements</u>							
	2025				2024			
	Cost	Allowance for diminution in value of inventories	Allowance for diminution in value of non-movement inventories	Net	Cost	Allowance for diminution in value of inventories	Allowance for diminution in value of non-movement inventories	Net
Finished goods	457,743,107.83	(17,186,130.41)	(4,902,760.19)	435,654,217.23	430,515,405.99	(7,786,981.01)	(4,185,305.13)	418,543,119.85
Work in process	63,225,438.99	(1,847,781.95)	-	61,377,657.04	75,932,868.69	(2,567,749.67)	-	73,365,119.02
Raw materials	179,135,768.78	-	-	179,135,768.78	173,585,601.19	-	-	173,585,601.19
Supplies	51,651,997.16	-	-	51,651,997.16	49,881,270.68	-	-	49,881,270.68
Total	751,756,312.76	(19,033,912.36)	(4,902,760.19)	727,819,640.21	729,915,146.55	(10,354,730.68)	(4,185,305.13)	715,375,110.74

The movement of allowance for diminution in value of inventories for the years ended December 31, 2025 and 2024 was as follows: -

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Beginning balance	(92,263,235.66)	(94,560,939.94)	(10,354,730.68)	(4,355,599.86)
(Addition) Reversal during the year	(10,543,683.65)	2,297,704.28	(8,679,181.68)	(5,999,130.82)
Ending balance	(102,806,919.31)	(92,263,235.66)	(19,033,912.36)	(10,354,730.68)

The movement of allowances for diminution in value of non-movement inventories for the years ended December 31, 2025 and 2024 was as follows: -

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Beginning balance	(4,185,305.13)	(3,733,161.05)	(4,185,305.13)	(3,733,161.05)
Addition during the year	(717,455.06)	(452,144.08)	(717,455.06)	(452,144.08)
Ending balance	(4,902,760.19)	(4,185,305.13)	(4,902,760.19)	(4,185,305.13)



(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Cost of inventories record as expenses and include in the cost of sales				
-Cost of sales	10,358,387,989.78	11,697,242,330.82	3,758,376,586.35	3,918,254,847.82
-Diminution in value to net realizable value (reversal)	10,543,683.65	(2,297,704.28)	8,679,181.68	5,999,130.82
-Diminution in value of non-movement inventories	717,455.06	452,144.08	717,455.06	452,144.08
Net	10,369,649,128.49	11,695,396,770.62	3,767,773,223.09	3,924,706,122.72

9. Investments in subsidiaries

(Unit : Baht)

<u>Name of companies</u>	<u>Paid-up share capital</u>		<u>Percentage of</u>		<u>Investment cost method</u>		<u>Dividend</u>	
	<u>(Unit : Thousand Baht)</u>		<u>Shareholding (%)</u>		<u>As at December 31,</u>		<u>For the year ended December 31,</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Vanachai Panel Industries Co., Ltd.	4,750,000	4,750,000	99.99	99.99	4,749,999,930.00	4,749,999,930.00	-	-
Particle Planner Co., Ltd.	250,000	250,000	99.99	99.99	249,999,300.00	249,999,300.00	-	-
Vanachai Chemical Industries Co., Ltd.	150,000	150,000	99.99	99.99	149,999,930.00	149,999,930.00	-	41,999,980.40
Woodtek International Co., Ltd.	2,000	2,000	99.97	99.97	1,999,300.00	1,999,300.00	4,998,250.00	3,998,600.00
Vanachai Energy Industries Co., Ltd.	613,600	613,600	99.99	99.99	624,999,970.00	613,599,970.00	78,292,324.59	122,719,994.00
Vanachai Woodsmith Co., Ltd.	440,000	400,000	99.99	99.99	439,999,970.00	399,999,970.00	-	-
Vanachai Logistic Co., Ltd.	115,000	115,000	99.99	99.99	114,999,970.00	114,999,970.00	-	-
PV Wood Co., Ltd.	38,000	38,000	50.00	50.00	19,000,000.00	19,000,000.00	-	-
Total					6,350,998,370.00	6,299,598,370.00	83,290,574.59	168,718,574.40
<u>Less</u> Allowance for impairment					(439,999,970.00)	-	-	-
Net					5,910,998,400.00	6,299,598,370.00	83,290,574.59	168,718,574.40

The movement of investments in subsidiaries for the year ended December 31, 2025 was as follows: -

(Unit : Baht)

	<u>Separate financial statement</u>
Beginning balance	6,299,598,370.00
Invested in Vanachai Energy Industries Co., Ltd.	11,400,000.00
Invested in Vanachai Woodsmith Co., Ltd.	40,000,000.00
Ending balance	6,350,998,370.00

During 2025, Vanachai Energy Industries Co., Ltd. called for payment at Baht 4.75 per share, in amount of Baht 11.40 million and registered the increase in share capital with the Ministry of Commerce on June 16, 2025.



In accordance with the minutes of Extraordinary Shareholders' Meeting No. 1/2025 of Vanachai Woodsmith Co., Ltd. held on August 6, 2025, the subsidiary has resolution to increase the share capital by issuing new ordinary shares 4,000,000 shares at the par value of Baht 10.00 The subsidiary called for the paid-up capital in amount of Baht 40.00 million, and registered the increase in share capital with the Ministry of Commerce on August 15, 2025.

Movements in the allowance for impairment of investment in subsidiary for the years ended December 31, 2025 in as follows: -

	(Unit : Baht)
	<u>Separate financial statement</u>
	<u>2025</u>
Beginning balance	-
Addition during the year	(439,999,970.00)
Ending balance	<u>(439,999,970.00)</u>

Subsidiary with material non-controlling interests

Name	Proportion of ownership		<u>Total comprehensive</u>		<u>Total Other comprehensive</u>		Accumulated	
	<u>interests held by the</u>		<u>income allocated to</u>		<u>income allocated to</u>		<u>non-controlling interests</u>	
	<u>non-controlling interests</u>		<u>non-controlling interests</u>		<u>non-controlling interests</u>		<u>as at December 31,</u>	
	<u>2025</u>	<u>2024</u>	<u>for the year ended</u>		<u>for the year ended</u>		<u>2025</u>	<u>2024</u>
		<u>December 31,</u>		<u>December 31,</u>				
		<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	
PV Wood Co., Ltd.	49.00%	49.00%	(24,285,454.99)	1,908,150.57	537,560.97	-	64,062,161.91	87,810,055.93

Summarized financial information for PV Wood Co., Ltd. before eliminations is as follow: -

	(Unit : Baht)	
	<u>2025</u>	<u>2024</u>
Current assets	416,805,111.52	354,795,157.39
Non-current assets	336,895,514.05	302,646,596.96
Total assets	<u>753,700,625.57</u>	<u>657,441,754.35</u>
Current liabilities	(373,102,150.03)	(245,608,526.59)
Non-current liabilities	(249,859,369.64)	(232,629,032.01)
Total liabilities	<u>(622,961,519.67)</u>	<u>(478,237,558.60)</u>
Net assets	<u>130,739,105.90</u>	<u>179,204,195.75</u>
Non-controlling interests	<u>64,062,161.91</u>	<u>87,810,055.93</u>



(Unit : Baht)

	<u>For the year ended December 31,</u>	
	<u>2025</u>	<u>2024</u>
Revenue	658,643,789.82	589,352,597.11
Profit (loss) for the year attributable to the Company's shareholders	(25,276,698.06)	1,986,034.27
Profit (loss) for the year attributable to non-controlling interests	(24,285,454.99)	1,908,150.57
Profit (loss) for the year	(49,562,153.05)	3,894,184.84
Other comprehensive income for the year	1,097,063.20	-
Total comprehensive income attributable to the Company's shareholders	(24,717,195.82)	1,986,034.27
Total comprehensive income attributable to non-controlling interests	(23,747,894.03)	1,908,150.57
Total comprehensive income for the year	(48,465,089.85)	3,894,184.84
Net cash received from operating activities	48,348,933.54	29,501,225.63
Net cash used in investing activities	(20,253,630.33)	(33,057,488.20)
Net cash used in financing activities	(32,544,659.67)	(12,605,860.79)
Cash and cash equivalent items decrease-net	(4,449,356.46)	(16,162,123.36)



10. Property, plant and equipment

(Unit : Baht)

		Consolidated financial statements							
		Land and land improvements	Building improvements, factory building and construction	Machines and equipment	Vehicles	Tools	Furniture and office equipment	Construction in progress	Total
Cost: -									
As at January 1, 2024	657,868,578.73	3,808,578,036.46	25,186,843,269.16	298,394,656.09	347,265,248.98	159,123,331.75	279,702,059.92	30,737,775,181.09	
Purchase	-	3,496,060.00	159,268,591.14	29,720,291.80	8,700,330.71	5,602,870.65	176,711,277.47	383,499,421.77	
Interest expenses capitalized to cost of asset	-	-	-	-	-	-	4,838,914.94	4,838,914.94	
Transfer in	6,937,277.38	95,365,490.45	318,913,884.36	6,233,919.76	33,282,452.78	484,552.92	25,232,628.76	486,450,206.41	
Transfer out	-	(914,259.50)	(52,365,391.24)	(6,339,285.37)	-	(29,177,912.35)	(441,134,580.00)	(529,931,428.46)	
Sale/Written-off	-	(83,894,027.54)	(2,253,146,117.19)	(35,046,458.51)	(50,730,346.50)	(19,865,280.59)	-	(2,442,682,230.33)	
As at December 31, 2024	664,805,856.11	3,822,631,299.87	23,359,514,236.23	292,963,123.77	338,517,685.97	116,167,562.38	45,350,301.09	28,639,950,065.42	
Purchase	-	10,397,758.23	76,796,589.84	8,278,507.85	8,235,404.51	2,448,455.68	1,858,568,741.77	1,964,725,457.88	
Interest expenses capitalized to cost of asset	-	-	-	-	-	-	20,290,214.26	20,290,214.26	
Transfer in	13,770,000.00	17,756,903.18	97,057,070.00	6,403,738.32	5,629,513.86	2,999,557.00	9,394,303.59	153,011,085.95	
Transfer out	-	-	(20,861,915.12)	(778,840.00)	-	(7,010,241.63)	(118,860,473.98)	(147,511,470.73)	
Sale/Written-off	-	(15,244,829.64)	(70,331,047.35)	(38,708,153.13)	(20,862,482.83)	(6,522,241.31)	(60,000.00)	(151,728,754.26)	
As at December 31, 2025	678,575,856.11	3,835,541,131.64	23,442,174,933.60	268,158,376.81	331,520,121.51	108,083,092.12	1,814,683,086.73	30,478,736,598.52	
Accumulated depreciation: -									
As at January 1, 2024	-	(1,749,299,654.95)	(16,349,237,897.15)	(158,869,152.36)	(312,936,853.44)	(136,562,772.55)	-	(18,706,906,330.45)	
Depreciation for the year	-	(131,998,941.15)	(850,157,221.63)	(28,725,230.60)	(14,191,356.54)	(8,697,128.95)	-	(1,033,769,878.87)	
Transfer in	-	-	(420,858.84)	(16,048.51)	(25,551,531.24)	-	-	(25,988,438.59)	
Transfer out	-	882,094.24	16,048.52	97,786.84	-	24,669,436.99	-	25,665,366.59	
Sale/Written-off	-	65,331,219.21	2,055,377,193.70	28,538,174.63	50,568,775.88	19,786,732.20	-	2,219,602,095.62	
As at December 31, 2024	-	(1,815,085,282.65)	(15,144,422,735.40)	(158,974,470.00)	(302,110,965.34)	(100,803,732.31)	-	(17,521,397,185.70)	
Depreciation for the year	-	(133,325,370.03)	(774,127,618.60)	(27,315,178.75)	(13,979,216.38)	(6,573,083.95)	-	(955,320,467.71)	
Transfer in	-	-	-	(5,633,527.80)	(3,029,046.22)	(2,319,743.00)	-	(10,982,317.02)	
Transfer out	-	-	-	338,938.83	-	5,009,850.39	-	5,348,789.22	
Sale/Written-off	-	6,091,388.65	65,850,529.50	34,846,977.97	20,685,636.04	6,441,944.35	-	133,916,476.51	
As at December 31, 2025	-	(1,942,319,264.03)	(15,852,699,824.50)	(156,737,259.75)	(298,433,591.90)	(98,244,764.52)	-	(18,348,434,704.70)	
Allowance for impairment of assets: -									
As at January 1, 2024	-	-	-	-	-	-	-	-	
As at December 31, 2024	-	-	-	-	-	-	-	-	
Increase during the year	-	-	(1,326,621.87)	-	-	-	-	(1,326,621.87)	
As at December 31, 2025	-	-	(1,326,621.87)	-	-	-	-	(1,326,621.87)	
Book value: -									
As at December 31, 2024	664,805,856.11	2,007,546,017.22	8,215,091,500.83	133,988,653.77	36,406,720.63	15,363,830.07	45,350,301.09	11,118,552,879.72	
As at December 31, 2025	678,575,856.11	1,893,221,867.61	7,588,148,487.23	111,421,117.06	33,086,529.61	9,838,327.60	1,814,683,086.73	12,128,975,271.95	
The depreciation in the statements of comprehensive income									
For the year ended December 31, 2024									1,033,769,878.87
For the year ended December 31, 2025									955,320,467.71



Separate financial statements

	Building improvements, factory building and construction							Total
	Land and land improvements	factory building and construction	Machines and equipment	Vehicles	Tools	Furniture and office equipment	Construction in progress	
Cost: -								
As at January 1, 2024	333,585,366.39	1,254,816,003.76	6,104,411,224.92	64,266,751.41	219,447,140.89	51,769,977.41	384,800,208.57	8,413,096,673.35
Purchase	9,070,620.00	83,000.00	44,049,044.45	635,983.00	4,274,954.89	2,557,116.14	113,951,456.48	174,622,174.96
Interest expenses capitalized to cost of asset	-	-	-	-	-	-	4,838,914.94	4,838,914.94
Transfer in	6,937,277.38	88,019,748.06	349,128,079.84	5,409,285.37	3,099,200.93	472,382.92	7,661,240.56	460,727,215.06
Transfer out	-	-	(24,903,117.56)	(5,409,285.37)	-	-	(461,362,174.90)	(491,674,577.83)
Sale/Written-off	-	(237,561.82)	(1,194,766,015.64)	-	(34,695,912.53)	(6,464,508.74)	-	(1,236,163,998.73)
As at December 31, 2024	349,593,263.77	1,342,681,190.00	5,277,919,216.01	64,902,734.41	192,125,384.18	48,334,967.73	49,889,645.65	7,325,446,401.75
Purchase	-	160,000.00	12,338,708.71	4,958,880.00	4,986,742.88	1,016,598.42	1,753,446,002.89	1,776,906,932.90
Interest expenses capitalized to cost of asset	-	-	-	-	-	-	20,290,214.26	20,290,214.26
Transfer in	13,770,000.00	3,780,649.47	37,063,829.35	-	704,008.97	-	9,269,508.60	64,587,996.39
Transfer out	-	-	(9,679,363.57)	-	-	-	(54,908,632.82)	(64,587,996.39)
Sale/Written-off	-	-	(53,344,265.24)	(649,000.00)	(9,809,315.17)	(481,633.27)	-	(64,284,213.68)
As at December 31, 2025	363,363,263.77	1,346,621,839.47	5,264,298,125.26	69,212,614.41	188,006,820.86	48,869,932.88	1,777,986,738.58	9,058,359,335.23
Accumulated depreciation: -								
As at January 1, 2024	-	(596,066,418.13)	(4,886,612,984.81)	(36,029,989.98)	(206,678,872.90)	(44,953,483.95)	-	(5,770,341,749.77)
Depreciation for the year	-	(45,700,604.49)	(177,838,590.84)	(4,418,312.20)	(5,490,283.83)	(2,568,391.07)	-	(236,016,182.43)
Sale/Written-off	-	231,383.06	1,173,608,868.74	-	34,469,961.87	6,426,025.08	-	1,214,736,238.75
As at December 31, 2024	-	(641,535,639.56)	(3,890,842,706.91)	(40,448,302.18)	(177,699,194.86)	(41,095,849.94)	-	(4,791,621,693.45)
Depreciation for the year	-	(46,734,306.71)	(162,627,040.42)	(4,825,303.37)	(5,293,679.20)	(2,707,972.14)	-	(222,188,301.84)
Sale/Written-off	-	-	51,118,697.59	602,271.03	9,822,535.17	481,602.27	-	62,025,106.06
As at December 31, 2025	-	(688,269,946.27)	(4,002,351,049.74)	(44,671,334.52)	(173,170,338.89)	(43,322,219.81)	-	(4,951,784,889.23)
Book value: -								
As at December 31, 2024	349,593,263.77	701,145,550.44	1,387,076,509.10	24,454,432.23	14,426,189.32	7,239,117.79	49,889,645.65	2,533,824,708.30
As at December 31, 2025	363,363,263.77	658,351,893.20	1,261,947,075.52	24,541,279.89	14,836,481.97	5,547,713.07	1,777,986,738.58	4,106,574,446.00

The depreciation in the statements of comprehensive income

For the year ended December 31, 2024	236,016,182.43
For the year ended December 31, 2025	222,188,301.84

For the years ended December 31, 2025 and 2024, the Group had capitalize to cost of construction in progress in the consolidated financial statement and separate financial statements amount of Baht 20.29 million and Baht 4.84 million respectively, by calculating from the interest rate of specific loan utilized for the investment in the said assets and the cost of borrowings derived from the loan for general objectives and the capitalization rate was weighted average interest rate in each month of loan for general objectives which was 4.47%-5.59% per annum and 5.48%-5.73% per annum respectively.

As at December 31, 2025 and 2024, the consolidated financial statements the Group had the assets which had not the depreciation but they still used. The cost price was Baht 9,264.39 million, the book value was Baht 215.36 million and the cost price was Baht 8,734.97 million, the book value was Baht 148.52 million respectively.



As at December 31, 2025 and 2024, the separate financial statements the Company had the assets which had not the depreciation but they still used. The cost price was Baht 3,387.29 million, the book value was Baht 38.58 million and the cost price was 3,127.71 million, the book value was Baht 35.23 million respectively.

As at December 31, 2025 and 2024, the Group has pledged the part of land, property and machinery with the book value stated in the consolidated financial statements of Baht 8,490.92 million and Baht 9,159.01 million respectively, and in the separate financial statements of Baht 1,624.87 million and Baht 1,727.97 million respectively, to guarantee against credit facility of the Company that receives from commercial banks and financial institutions according to the notes to financial statements No. 14 and 16. Furthermore, as at December 31, 2025 and 2024 part of land has amount of Baht 14.91 million for both years was the Company's land which acquired from a subsidiary at book value and registered such land for the permission enforcement upon the pathway and other public utilities for other pieces of land belonging to the said subsidiary whom sold that piece of land.

As at December 31, 2025 and 2024, a part of the land that the Group had plans to use them objectively in future for business expansion in amount of Baht 18.97 million and Baht 63.70 million respectively.

11. Right-of-use assets

(Unit : Baht)

	<u>Consolidated financial statement</u>		<u>Separate financial statement</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Right-of-use assets-related parties	561,724,921.51	573,682,537.13	183,912,342.84	192,120,878.76
Right-of-use assets-other parties	193,562,749.17	201,799,103.94	-	255,127.17
Total right-of-use assets	<u>755,287,670.68</u>	<u>775,481,641.07</u>	<u>183,912,342.84</u>	<u>192,376,005.93</u>

For the years ended December 31, 2025 and 2024, the movement were as follows: -

(Unit : Baht)

	<u>Consolidated financial statements</u>			
	<u>Building</u>	<u>Machines</u>	<u>Vehicles</u>	<u>Total</u>
Right-of-use assets: -				
As at January 1, 2024	612,727,778.20	21,833,222.87	98,633,005.46	733,194,006.53
Increased during the year	225,887,380.79	20,122,020.74	-	246,009,401.53
Lease modification during the year	29,673,578.87	-	-	29,673,578.87
Decrease from lease termination	(3,786,358.53)	(1,569,854.54)	(3,218,362.82)	(8,574,575.89)
Transfer out	-	(778,840.00)	-	(778,840.00)
As at December 31, 2024	<u>864,502,379.33</u>	<u>39,606,549.07</u>	<u>95,414,642.64</u>	<u>999,523,571.04</u>
Increased during the year	10,486,023.65	13,741,376.91	21,524,770.28	45,752,170.84
Lease modification during the year	(21,145,426.43)	(136,509.09)	-	(21,281,935.52)
Lease termination	(98,046.27)	(5,209,543.50)	-	(5,307,589.77)
Transfer in	-	399,671.36	-	399,671.36
Transfer out	(399,671.36)	-	-	(399,671.36)
Transfer to property, plant and equipment	-	-	(6,403,738.32)	(6,403,738.32)
As at December 31, 2025	<u>853,345,258.92</u>	<u>48,401,544.75</u>	<u>110,535,674.60</u>	<u>1,012,282,478.27</u>



(Unit : Baht)

	Consolidated financial statements			
	Building	Machines	Vehicles	Total
Accumulated depreciation: -				
As at January 1, 2024	(144,587,733.08)	(6,693,141.21)	(7,573,237.11)	(158,854,111.40)
Lease modification during the year	980,442.75	457,874.23	2,681,969.01	4,120,285.99
Depreciation for portion shown in profit or loss	(60,335,756.84)	(6,734,865.65)	(2,560,554.07)	(69,631,176.56)
Transfer out	-	323,072.00	-	323,072.00
As at December 31, 2024	(203,943,047.17)	(12,647,060.63)	(7,451,822.17)	(224,041,929.97)
Lease modification during the year	39,259,873.87	359,473.91	-	39,619,347.78
Depreciation for portion shown in profit or loss	(65,563,041.10)	(13,028,036.81)	(2,122,691.67)	(80,713,769.58)
Decrease from lease termination	11,841.55	2,496,174.83	-	2,508,016.38
Transfer to property, plant and equipment	-	-	5,633,527.80	5,633,527.80
As at December 31, 2025	(230,234,372.85)	(22,819,448.70)	(3,940,986.04)	(256,994,807.59)
Book value: -				
As at December 31, 2024	660,559,332.16	26,959,488.44	87,962,820.47	775,481,641.07
As at December 31, 2025	623,110,886.07	25,582,096.05	106,594,688.56	755,287,670.68
The depreciation in the statements of comprehensive income for the year				
Ended December 31, 2024				69,631,176.56
Ended December 31, 2025				80,713,769.58

(Unit : Baht)

	Separate financial statements		
	Building	Machines	Total
Right-of-use assets: -			
As at January 1, 2024	254,095,355.70	1,787,207.20	255,882,562.90
As at December 31, 2024	254,095,355.70	1,787,207.20	255,882,562.90
Increased during the year	5,503,198.52	896,918.29	6,400,116.81
Decrease from lease termination	-	(2,684,125.49)	(2,684,125.49)
As at December 31, 2025	259,598,554.22	-	259,598,554.22
Accumulated depreciation: -			
As at January 1, 2024	(49,579,581.52)	(1,225,927.53)	(50,805,509.05)
Depreciation for the year	(12,394,895.40)	(306,152.52)	(12,701,047.92)
As at December 31, 2024	(61,974,476.92)	(1,532,080.05)	(63,506,556.97)
Depreciation for the year	(13,711,734.46)	(273,965.53)	(13,985,699.99)
Decrease from lease termination	-	1,806,045.58	1,806,045.58
As at December 31, 2025	(75,686,211.38)	-	(75,686,211.38)
Book value: -			
As at December 31, 2024	192,120,878.78	255,127.15	192,376,005.93
As at December 31, 2025	183,912,342.84	-	183,912,342.84
The depreciation in the statements of comprehensive income for the year			
Ended December 31, 2024			12,701,047.92
Ended December 31, 2025			13,985,699.99



12. Intangible assets

(Unit : Baht)

	Consolidated financial statements			
	Software	License	Software in process	Total
Cost: -				
As at January 1, 2024	32,678,497.29	17,608,530.80	40,077,664.40	90,364,692.49
Purchase	331,169.60	-	77,152,769.99	77,483,939.59
Transfer in	65,332,480.00	95,720.00	-	65,428,200.00
Transfer out	(95,720.00)	-	(65,332,480.00)	(65,428,200.00)
As at December 31, 2024	98,246,426.89	17,704,250.80	51,897,954.39	167,848,632.08
Purchase	3,863,784.30	37,000.00	6,041,220.05	9,942,004.35
Transfer in	54,795,690.04	-	-	54,795,690.04
Transfer out	-	-	(54,795,690.04)	(54,795,690.04)
Disposed/Written off asset	(9,715,796.52)	(3,939,350.00)	(2,846,484.40)	(16,501,630.92)
As at December 31, 2025	147,190,104.71	13,801,900.80	297,000.00	161,289,005.51
Amortized: -				
As at January 1, 2024	(21,285,595.59)	(17,191,646.34)	-	(38,477,241.93)
Amortized for the year	(6,601,053.92)	(98,688.95)	-	(6,699,742.87)
Transfer in	-	(41,304.76)	-	(41,304.76)
Transfer out	41,304.76	-	-	41,304.76
As at December 31, 2024	(27,845,344.75)	(17,331,640.05)	-	(45,176,984.80)
Amortized for the year	(15,031,035.59)	(101,232.97)	-	(15,132,268.56)
Disposed/written off asset	9,694,153.49	3,939,350.00	-	13,633,503.49
As at December 31, 2025	(33,182,226.85)	(13,493,523.02)	-	(46,675,749.87)
Book value: -				
As at December 31, 2024	70,401,082.14	372,610.75	51,897,954.39	122,671,647.28
As at December 31, 2025	114,007,877.86	308,377.78	297,000.00	114,613,255.64

The amortized in the statements of comprehensive income

For the year ended December 31, 2024	6,699,742.87
For the year ended December 31, 2025	15,132,268.56



(Unit : Baht)

	Separate financial statements			
	Software	License	Software in process	Total
Cost: -				
As at January 1, 2024	7,613,856.28	3,994,000.00	-	11,607,856.28
Purchase	324,767.60	-	37,351,469.99	37,676,237.59
As at December 31, 2024	7,938,623.88	3,994,000.00	37,351,469.99	49,284,093.87
Purchase	743,764.30	37,000.00	5,744,220.05	6,524,984.35
Transfer in	43,095,690.04	-	-	43,095,690.04
Transfer out	-	-	(43,095,690.04)	(43,095,690.04)
Disposed/written off asset	(7,570,413.88)	(3,939,350.00)	-	(11,509,763.88)
As at December 31, 2025	44,207,664.34	91,650.00	-	44,299,314.34
Amortized: -				
As at January 1, 2024	(7,329,932.57)	(3,970,768.67)	-	(11,300,701.24)
Amortized for the year	(377,535.32)	(10,953.95)	-	(388,489.27)
As at December 31, 2024	(7,707,467.89)	(3,981,722.62)	-	(11,689,190.51)
Amortized for the year	(4,758,584.44)	(13,497.97)	-	(4,772,082.41)
Disposed/written off asset	7,548,770.85	3,939,350.00	-	11,488,120.85
As at December 31, 2025	(4,917,281.48)	(55,870.59)	-	(4,973,152.07)
Book value: -				
As at December 31, 2024	231,155.99	12,277.38	37,351,469.99	37,594,903.36
As at December 31, 2025	39,290,382.86	35,779.41	-	39,326,162.27

The amortized in the statements of comprehensive income

For the year ended December 31, 2024	388,489.27
For the year ended December 31, 2025	4,772,082.41



13. Deferred tax assets (liabilities)

Deferred tax assets and liabilities as at December 31, 2025 and 2024, were as follows: -

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Deferred tax assets	75,375,237.84	64,998,405.48	54,091,457.27	47,143,231.65
Deferred tax liabilities	-	(1,827,634.78)	-	-
Net	<u>75,375,237.84</u>	<u>63,170,770.70</u>	<u>54,091,457.27</u>	<u>47,143,231.65</u>

Movements in total deferred tax assets and liabilities for the years ended December 31, 2025 and 2024, were as follows: -

(Unit : Baht)

	<u>Consolidated financial statements</u>			<u>December 31, 2025</u>
	<u>January 1, 2025</u>	<u>(Charged)/credited to profit or loss (Note 23.1)</u>	<u>(Charged)/credited to other comprehensive (Note 23.2)</u>	
Deferred tax assets				
Trade and other current receivable	1,616,458.88	1,449,703.89	-	3,066,162.77
Inventories	1,144,829.86	15,823,986.04	-	16,968,815.90
Property, plant and equipment	(12,266,126.34)	(45,976,639.75)	-	(58,242,766.09)
Right-of-use assets	(137,054,111.69)	35,399,027.33	-	(101,655,084.36)
Lease liabilities	146,263,588.02	(35,495,022.29)	-	110,768,565.73
Provisions for employee benefits	65,293,766.75	37,001,933.67	2,173,843.47	104,469,543.89
Total	<u>64,998,405.48</u>	<u>8,202,988.89</u>	<u>2,173,843.47</u>	<u>75,375,237.84</u>
Deferred tax liabilities				
Inventories	15,847,247.58	(15,847,247.58)	-	-
Property, plant and equipment	(48,246,897.18)	48,246,897.18	-	-
Right-of-use assets	(5,340,872.25)	5,340,872.25	-	-
Lease liabilities	5,472,301.60	(5,472,301.60)	-	-
Provisions for employee benefits	30,440,585.47	(30,440,585.47)	-	-
Total	<u>(1,827,634.78)</u>	<u>1,827,634.78</u>	<u>-</u>	<u>-</u>
Net	<u>63,170,770.70</u>	<u>10,030,623.67</u>	<u>2,173,843.47</u>	<u>75,375,237.84</u>



(Unit : Baht)

Consolidated financial statements

	January 1, 2024	(Charged)/credited to	(Charged)/credited to	December 31, 2024
		profit or loss (Note 23.1)	other comprehensive (Note 23.2)	
Deferred tax assets				
Trade and other current receivable	2,305,311.23	(688,852.35)	-	1,616,458.88
Inventories	948,733.43	196,096.43	-	1,144,829.86
Property, plant and equipment	(11,824,968.33)	(441,158.01)	-	(12,266,126.34)
Right-of-use assets	(93,922,015.14)	(43,132,096.55)	-	(137,054,111.69)
Lease liabilities	98,784,126.96	47,479,461.06	-	146,263,588.02
Provisions for employee benefits	63,061,219.24	2,232,547.51	-	65,293,766.75
Total	59,352,407.39	5,645,998.09	-	64,998,405.48
Deferred tax liabilities				
Trade and other current receivable	236,314.85	(236,314.85)	-	-
Inventories	17,778,514.89	(1,931,267.31)	-	15,847,247.58
Property, plant and equipment	(49,320,299.29)	1,073,402.11	-	(48,246,897.18)
Right-of-use assets	(2,813,837.73)	(2,527,034.52)	-	(5,340,872.25)
Lease liabilities	2,999,162.40	2,473,139.20	-	5,472,301.60
Provisions for employee benefits	28,291,159.80	2,149,425.67	-	30,440,585.47
Total	(2,828,985.08)	1,001,350.30	-	(1,827,634.78)
Net	56,523,422.31	6,647,348.39	-	63,170,770.70

(Unit : Baht)

Separate financial statements

	January 1, 2025	(Charged)/credited to	(Charged)/credited to	December 31, 2025
		profit or loss (Note 23.1)	other comprehensive (Note 23.2)	
Deferred tax assets				
Trade and other current receivable	1,616,458.88	1,449,703.89	-	3,066,162.77
Inventories	1,011,909.14	198,936.71	-	1,210,845.85
Lease liabilities	41,872,178.14	(1,262,825.51)	-	40,609,352.63
Provisions for employee benefits	51,925,766.71	2,480,103.43	2,396,890.40	56,802,760.54
Total	96,426,312.87	2,865,918.52	2,396,890.40	101,689,121.79
Deferred tax liabilities				
Property, plant and equipment	(10,807,880.04)	(7,315.93)	-	(10,815,195.97)
Right-of-use assets	(38,475,201.18)	1,692,732.63	-	(36,782,468.55)
Total	(49,283,081.22)	1,685,416.70	-	(47,597,664.52)
Net	47,143,231.65	4,551,335.22	2,396,890.40	54,091,457.27



(Unit : Baht)

	Separate financial statements			
		(Charged)/credited to	(Charged)/credited to	
	January 1, 2024	profit or loss (Note 23.1)	other comprehensive (Note 23.2)	December 31, 2024
Deferred tax assets				
Trade and other current receivable	2,305,311.23	(688,852.35)	-	1,616,458.88
Inventories	795,760.69	216,148.45	-	1,011,909.14
Lease liabilities	43,874,794.43	(2,002,616.29)	-	41,872,178.14
Provisions for employee benefits	44,898,987.41	7,026,779.30	-	51,925,766.71
Total	91,874,853.76	4,551,459.11	-	96,426,312.87
Deferred tax liabilities				
Property, plant and equipment	(10,350,073.76)	(457,806.28)	-	(10,807,880.04)
Right-of-use assets	(41,015,410.76)	2,540,209.58	-	(38,475,201.18)
Total	(51,365,484.52)	2,082,403.30	-	(49,283,081.22)
Net	40,509,369.24	6,633,862.41	-	47,143,231.65

As at December 31, 2025 and 2024, the Group had temporary differences mainly arising from the unutilized tax losses carry forward totaling Baht 2,352.81 million and Baht 2,647.45 million respectively which have not been recognized as deferred tax assets in the statement of financial position (because it is not probable that it will be able to utilize the tax benefit in the foreseeable future).

14. Short-term loans from financial institutions

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trust receipt	464,597,078.26	383,251,514.60	71,108,968.65	11,821,151.16
Export loans	100,000,000.00	100,000,000.00	-	-
Promissory note	2,865,000,000.00	1,987,000,000.00	1,470,000,000.00	1,052,000,000.00
Total	3,429,597,078.26	2,470,251,514.60	1,541,108,968.65	1,063,821,151.16

As at December 31, 2025 and 2024, the Group held bank overdrafts, trust receipt, letters of credit and promissory note facilities from several financial institutions as mentioned in the notes to financial statements No. 27.1, which bearing the interest rates at 2.55%-5.69% and 3.45%-4.74% per annum respectively.



As at December 31, 2025 and 2024, a subsidiary has export loans which bearing the interest rate 4.10% and 4.35% per annum respectively. The above credit facilities are guaranteed by collateral with long-term loans as mentioned in the notes to financial statement No. 16.

Such credit facility line is pledged by mortgaged register of land, property and machinery as mentioned in the notes to financial statements No. 10. Furthermore, the benefit from the insurance of those assets was forfeited to the lenders. Also the Company and its subsidiaries jointly gave guarantees and the Company has to maintain the shareholding proportion for 99.99% in a subsidiary until all loan obligations have been completely repaid. In addition, a subsidiary has to comply with conditions stipulated in the loan agreements as mentioned in the notes to financial statements No. 16. In addition, under conditions of the trust receipt agreement. The subsidiary company would receive imported goods by using credit facility from financial institution, thus the subsidiary company has obligation to that financial institution for the value of imported goods, both being stored or already sold.

15. Trade and other current payables

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Trade payable-related parties	33,769,180.74	25,026,385.94	206,434,803.61	211,050,573.43
Trade payable-other parties	490,799,825.19	385,809,365.96	45,268,291.92	68,159,096.54
Other payable-related parties	1,202,394.15	3,785,033.89	18,093,504.71	6,833,840.00
Other payable-other parties	505,430,823.74	406,703,286.06	295,477,847.14	122,165,387.16
Accrued expenses-related parties	97,957.08	648.42	4,315,068.51	234,931.51
Accrued expenses-other parties	104,408,006.94	188,273,704.70	37,678,568.17	62,379,939.17
Others	9,059,205.06	11,102,056.81	2,259,562.08	6,490,145.25
Total	1,144,767,392.90	1,020,700,481.78	609,527,646.14	477,313,913.06

16. Long-term loans from financial institutions

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Beginning book value	5,033,289,997.03	5,659,339,997.03	1,524,140,005.03	1,695,140,001.03
Proceed during the year	1,463,764,000.00	400,000,000.00	1,463,764,000.00	400,000,000.00
Repaid during the year	(1,168,700,000.00)	(1,026,050,000.00)	(670,999,996.00)	(570,999,996.00)
Ending book value	5,328,353,997.03	5,033,289,997.03	2,316,904,009.03	1,524,140,005.03
<u>Less</u> Current portion	(941,199,997.03)	(1,165,700,003.96)	(348,000,009.03)	(667,999,999.96)
<u>Less</u> deferred front-end fee	(11,011,279.58)	-	(11,011,279.58)	-
Net	4,376,142,720.42	3,867,589,993.07	1,957,892,720.42	856,140,005.07



Long-term loans from financial institutions-minimum payments are as follows: -

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Within 1 year	941,199,997.03	1,165,700,003.96	348,000,009.03	667,999,999.96
Over 1 year but not over 5 years	4,387,154,000.00	3,422,589,993.07	1,968,904,000.00	856,140,005.07
Over 5 years	-	445,000,000.00	-	-
Total	5,328,353,997.03	5,033,289,997.03	2,316,904,009.03	1,524,140,005.03

Long-term loans of the Group are bearing the floating interest rate as at December 31, 2025 and 2024, the interest rates are 4.47%-5.59% per annum and 4.90%-6.25% per annum respectively. The interest is payable monthly after the first withdrawal date of the loan. The significant detail of long-term loans credit facilities are as follows: -

Credit facility	<u>Outstanding loan amount (Thousand Baht)</u>				
	<u>Consolidated financial statement</u>		<u>Separate financial statement</u>		
(Million Baht)	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>Repayment of principal</u>
1 500.00	-	83,000	-	83,000	Repaid quarterly, in total of 20 installments, the first installment on December 2019 and the loan repayment conditions were revised on May 8, 2020. There was a grace period in the year 2020, next installment payment starting from March 2021 to March 2025 with March 2021 - December 2021, installment at Baht 5.00 million March 2022 - December 2022, installment at Baht 7.00 million March 2023 - December 2023, installment at Baht 9.00 million March 2024 - December 2024, installment at Baht 82.00 million and payment of all rest for the final installment.
2 600.00	120,000	240,000	120,000	240,000	Repaid quarterly, in total 20 installments, at Baht 30.00 million, The first installment on March 2022 to December 2026.
3. 316.00	-	271,000	-	271,000	Repaid quarterly, in total 24 installments, The first installment on June 2021 to March 2026 with The installments 1 st -15 th , installment at Baht 3.00 million. The installments 16 th -19 th , installment at Baht 67.00 million. and payment of all rest for the final installment.
4. 100.00	25,000	50,000	25,000	50,000	Repaid monthly, in total 48 installments, The first installment on January 2022 to December 2026 with The installments 1 st -47 th , installment at Baht 2.08 million. and payment of all rest for the final installment.
5. 125.00	60,000	80,000	60,000	80,000	Repaid quarterly, in total 25 installments, The first installment on November 2022 to November 2028 with The installments 1 st -24 th , installment at Baht 5.00 million. and payment of all rest for the final installment.



	<u>Credit facility</u> (Million Baht)	<u>Outstanding loan amount (Thousand Baht)</u>				<u>Repayment of principal</u>
		<u>Consolidated financial statement</u>		<u>Separate financial statement</u>		
		<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	
6.	500.00	308,140	400,140	308,140	400,140	Repaid quarterly, in total 24 installments, The first installment on September 2023 to June 2029 with The installments 1 st -4 th , installment at Baht 10.00 million. The installments 5 th -23 th , installment at Baht 23.00 million. and payment of all rest for the final installment.
7.	2,200.00	1,005,000	1,145,000	-	-	Repaid quarterly, in total 32 installments, The first installment on February 2017 and the loan repayment conditions were revised on December 25, 2023, in total of 44 installments, the first installment on February 2024 to November 2029 with The installments 21 th -24 th , installment at Baht 30.00 million. The installments 25 th -28 th , installment at Baht 35.00 million. The installments 29 th -32 th , installment at Baht 45.00 million. The installments 33 th -36 th , installment at Baht 55.00 million. The installments 37 th -40 th , installment at Baht 65.00 million. The installments 41 th -43 th , installment at Baht 85.00 million. and payment of all rest for the final installment.
8.	2,000.00	1,325,000	1,465,000	-	-	Repaid quarterly, in total 28 installments, The first installment on March 31, 2021, and the loan repayment conditions were revised on December 25, 2023, in total of 39 installments, the first installment on December 2023 to December 2030 with The installments 11 th -15 th , installment at Baht 30.00 million. The installments 16 th -19 th , installment at Baht 35.00 million. The installments 20 th -23 th , installment at Baht 45.00 million. The installments 24 th -31 th , installment at Baht 50.00 million. The installments 32 th -35 th , installment at Baht 75.00 million. The installments 36 th -38 th , installment at Baht 105.00 million. and payment of all rest for the final installment.
9.	1,300.00	571,000	711,000	-	-	Repaid quarterly, in total 22 installments, The first installment on June 2019 and the loan repayment conditions were revised on December 25, 2023 to 33 installments, the first installment on December 2023 to December 2028 with The installments 13 th -17 th , installment at Baht 30.00 million. The installments 18 th -21 th , installment at Baht 35.00 million. The installments 22 th -25 th , installment at Baht 40.00 million. The installments 26 th -32 th , installment at Baht 50.00 million. and payment of all rest for the final installment.
10.	145.00	43,500	72,500	-	-	Repaid quarterly, in total 20 installments, The first installment on July 2022 to April 2027 with The installments 1 st -19 th , installment at Baht 7.25 million. and payment of all rest for the final installment.



	<u>Credit facility</u> (Million Baht)	<u>Outstanding loan amount (Thousand Baht)</u>				<u>Repayment of principal</u>
		<u>Consolidated financial statement</u>		<u>Separate financial statement</u>		
		<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	
11.	90.00	13,500	31,500	-	-	Repaid quarterly, in total 20 installments, The first installment on October 2021 to August 2026 with The installments 1 st -19 th , installment at Baht 4.50 million. and payment of all rest for the final installment.
12.	50.00	12,500	25,000	-	-	Repaid monthly, in total 48 installments, The first installment on January 2022 to December 2026 with The installments 1 st -47 th , installment at Baht 1.04 million. and payment of all rest for the final installment.
13.	91.00	40,950	59,150	-	-	Repaid quarterly, in total 20 installments, The first installment on March 2023 to March 2027 with The installments 1 st -19 th , installment at Baht 4.55 million. and payment of all rest for the final installment.
14.	400.00	340,000	400,000	340,000	400,000	Repaid quarterly, in total 16 installments, The first installment on December 2024 to December 2028 with The installments 1 st -8 th , installment at Baht 15.00 million. The installments 9 th -15 th , installment at Baht 35.00 million. and payment of all rest for the final installment.
15.	1,850.00	1,407,890	-	1,407,890	-	Repaid monthly, in total 20 installments, The first installment on March 2025 to October 2026 with The installments 1 st -8 th , installment at Baht 50.00 million. The installments 9 th -16 th , installment at Baht 100.00 million. The installments 17 th -19 th , installment at Baht 162.50 million. and payment of all rest for the final installment.
16.	155.00	55,874	-	55,874	-	Repaid quarterly, in total 20 installments, The first installment on July 2025 to June 2030 with The first installments (credit limit Baht 110.00 million) The installments 1 st -19 th , installment at Baht 5.50 million. and payment of all rest for the final installment. The second installments (credit limit Baht 45.00 million) The installments 1 st -19 th , installment at Baht 2.25 million. and payment of all rest for the final installment.
17.	95.00	-	-	-	-	Repaid quarterly, in total 14 installments with The installments 1 st -13 th , installment at Baht 6.80 million. and payment of all rest for the final installment.
(As at December 31, 2025, had not withdrawing loans.)						
		5,328,354	5,033,290	2,316,904	1,524,140	



Collateral

- The land with construction, machinery and construction in progress of the Group with the book value as mentioned in the notes to financial statements No. 10 have been pledged as collateral against credit facilities received at the full credit limit. The Group forfeit all of the benefits from the insurance and claimant right of the pledged machinery and construction to the lender.

Other material compliance with contract

- The Company and its subsidiary have to maintain debt to equity ratio not more than 0.00-2.50 to 1 and not less than zero for the subsidiary.
- The Company has to maintain debt service coverage ratio not lower than 1.10 of the consolidated financial statement at the end of year.
- The Company has to maintain debt service coverage ratio not lower than 1.00-1.25 of the separate financial statement.
- The Company and a subsidiary has to pay the fee for prepayment of some loans at 3% of the prepayment made, except the prepayment of the loan incurred from the single-side service offered by lender.
- The subsidiary and/or the Company must not default the repayment of the debt and/or any inter-liability and/or financial institution lenders except when the debt and/or liability has the total outstanding amount not exceeding Baht 5.00 million.

17. Lease liabilities

	(Unit : Baht)			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Lease liabilities-related parties	606,331,591.57	623,725,787.71	203,046,762.18	209,068,430.92
Lease liabilities-other parties	137,026,201.26	161,942,240.89	-	292,459.74
Total lease liabilities	743,357,792.83	785,668,028.60	203,046,762.18	209,360,890.66
<u>Less</u> Current portion of lease liabilities	(90,094,209.53)	(85,426,886.49)	(12,291,212.82)	(10,374,990.90)
Net	653,263,583.30	700,241,142.11	190,755,549.36	198,985,899.76

Changes in the lease are liabilities for the years ended December 31, 2025 and 2024 were as follows: -

	(Unit : Baht)			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Lease liabilities at the beginning of year	785,668,028.60	571,106,189.59	209,360,890.66	219,373,972.13
Increased during the year	39,652,925.95	245,903,291.52	6,400,116.81	-
Lease modification during the year	8,367,067.11	29,764,751.64	-	-
Decrease from lease termination	(2,821,411.06)	(4,561,307.35)	(873,875.20)	-
Repayment during the year	(87,508,817.77)	(56,544,896.80)	(11,840,370.09)	(10,013,081.47)
Lease liabilities at the end of year	743,357,792.83	785,668,028.60	203,046,762.18	209,360,890.66



A maturity analysis of lease payment as at December 31, 2025 and 2024 were as follows: -

(Unit : Baht)

	<u>Consolidated financial statement</u>		
	<u>2025</u>		
	<u>Lease liabilities</u>	<u>Deferred interest expenses</u>	<u>Net</u>
Within 1 year	117,363,324.64	(27,269,115.11)	90,094,209.53
Over 1 year but not over 5 years	336,665,775.16	(78,205,966.01)	258,459,809.15
Over 5 years	467,660,868.10	(72,857,093.95)	394,803,774.15
Total	921,689,967.90	(178,332,175.07)	743,357,792.83

(Unit : Baht)

	<u>Consolidated financial statement</u>		
	<u>2024</u>		
	<u>Lease liabilities</u>	<u>Deferred interest expenses</u>	<u>Net</u>
Within 1 year	116,709,585.00	(31,282,698.51)	85,426,886.49
Over 1 year but not over 5 years	368,907,558.07	(92,571,401.68)	276,336,156.39
Over 5 years	508,999,840.00	(85,094,854.28)	423,904,985.72
Total	994,616,983.07	(208,948,954.47)	785,668,028.60

(Unit : Baht)

	<u>Separate financial statement</u>		
	<u>2025</u>		
	<u>Lease liabilities</u>	<u>Deferred interest expenses</u>	<u>Net</u>
Within 1 year	19,882,680.00	(7,591,467.18)	12,291,212.82
Over 1 year but not over 5 years	73,898,620.00	(25,521,945.84)	48,376,674.16
Over 5 years	170,001,360.00	(27,622,484.80)	142,378,875.20
Total	263,782,660.00	(60,735,897.82)	203,046,762.18

(Unit : Baht)

	<u>Separate financial statement</u>		
	<u>2024</u>		
	<u>Lease liabilities</u>	<u>Deferred interest expenses</u>	<u>Net</u>
Within 1 year	18,191,880.00	(7,816,889.10)	10,374,990.90
Over 1 year but not over 5 years	71,579,520.00	(27,173,659.66)	44,405,860.34
Over 5 years	187,896,240.00	(33,316,200.58)	154,580,039.42
Total	277,667,640.00	(68,306,749.34)	209,360,890.66



For the years ended December 31, 2025 and 2024, transactions related to leases were as follows: -

	(Unit : Baht)			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Finance cost relating to lease	30,586,499.08	28,989,391.70	8,035,009.91	8,205,798.53
Expenses relating to short-term lease	45,773,893.60	51,875,604.19	2,369,672.84	-
Cash outflow for lease	118,095,316.85	85,534,288.50	19,875,380.00	18,218,880.00

18. Provision for employee benefits

	(Unit : Baht)			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Current	72,490,271.01	26,273,003.67	67,464,359.67	11,515,403.33
Non-Current	456,480,541.84	453,918,389.55	216,549,443.15	248,113,430.33
Total	528,970,812.85	480,191,393.22	284,013,802.82	259,628,833.66

Changes in the present value of the employee benefit obligations for the years ended December 31, 2025 and 2024, were as follows: -

	(Unit : Baht)			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Employee benefit obligations at the beginning of the year	480,191,393.22	458,327,554.15	259,628,833.66	224,494,937.01
Current service cost	41,667,383.59	31,483,459.07	15,520,689.51	13,876,892.98
Past service cost	516,912.00	-	-	-
Interest cost	11,364,629.03	8,518,162.02	6,033,693.00	4,168,934.02
Employee benefit transfer cost	-	-	72,824.33	26,580,803.33
<u>Less</u> Repayment during the period	(13,776,034.36)	(18,137,782.02)	(9,226,689.68)	(9,492,733.68)
Actuarial loss arising from defied benefit plan	9,006,529.37	-	11,984,452.00	-
Employee benefit obligations at the end of the year	528,970,812.85	480,191,393.22	284,013,802.82	259,628,833.66



Expenses recognized in statements of comprehensive income are shown collectively for the years ended December 31, 2025 and 2024 are as follows: -

	(Unit : Baht)			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<u>Recognized in profit or loss</u>				
Cost of sales	39,833,948.68	32,912,434.88	15,931,034.00	14,192,628.00
Administrative expenses	9,767,502.69	5,056,379.04	4,134,813.51	2,739,537.00
Management benefit expenses	3,947,473.25	2,032,807.17	1,488,535.00	1,113,662.00
Total	<u>53,548,924.62</u>	<u>40,001,621.09</u>	<u>21,554,382.51</u>	<u>18,045,827.00</u>

	(Unit : Baht)	
	<u>Consolidated</u>	<u>Separate</u>
	<u>financial statement</u>	<u>financial statement</u>
<u>Recognized in other comprehensive income</u>		
Actuarial loss arising from defined benefit plan		
Part arising from changes in financial assumptions	(9,774,659.00)	(6,656,480.00)
Part arising from changes in demographic assumption	(6,027,283.00)	(2,159,427.00)
Part arising from changes an improvement from experience	24,808,471.37	20,800,359.00
Total	<u>9,006,529.37</u>	<u>11,984,452.00</u>

Principal actuarial assumptions as at December 31, 2025 and 2024 were as follows: -

	<u>Consolidated and separate financial statements</u>	
	<u>2025</u>	<u>2024</u>
Discount rate at the end of the years	1.99%-3.40%	0.51%-3.52%
Future salary increase	5.50%	5.50%
Employee turnover rate	Age band	Age band



Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Discount increase rate (1.0% movement)	(40,487,938.00)	(36,582,686.00)	(16,752,585.00)	(14,273,861.00)
Discount decrease rate (1.0% movement)	46,701,367.00	42,330,604.00	18,990,112.00	16,262,547.00
Rate of salary growth increase (1.0% movement)	49,918,713.00	54,181,213.00	20,790,751.00	21,912,562.00
Rate of salary growth decrease (1.0% movement)	(44,044,971.00)	(47,074,633.00)	(18,677,478.00)	(19,366,354.00)
Employee turnover increase rate (20.0% movement)	(15,886,927.00)	(18,420,454.00)	(5,608,183.00)	(6,710,236.00)
Employee turnover decrease rate (20.0% movement)	17,963,230.00	20,833,571.00	6,291,156.00	7,544,198.00

19. Share capital

The movement of share capital for the years ended December 31, 2025 and 2024 were as follows: -

	<u>Consolidated and separate financial statements</u>			
	<u>2025</u>		<u>2024</u>	
	<u>Number of share</u>	<u>Amount</u>	<u>Number of share</u>	<u>Amount</u>
	<u>(Unit : Shares)</u>	<u>(Unit : Baht)</u>	<u>(Unit : Shares)</u>	<u>(Unit : Baht)</u>
Registered share capital (Par value at 1.00 Baht)				
Beginning ordinary shares	1,735,237,480	1,735,237,480.00	1,735,237,480	1,735,237,480.00
Increase (decrease) share capital during the year	-	-	-	-
Ending ordinary shares	1,735,237,480	1,735,237,480.00	1,735,237,480	1,735,237,480.00
Issued and paid-up share capital (Par value at 1.00 Baht)				
Beginning ordinary shares	1,735,237,480	1,735,237,480.00	1,735,237,480	1,735,237,480.00
Increase (decrease) share capital during the year	-	-	-	-
Ending ordinary shares	1,735,237,480	1,735,237,480.00	1,735,237,480	1,735,237,480.00

Capital management

The primary objectives of the Group's capital management is to maintain their ability to continue as a going concern, to maintain an appropriate capital structure.

As at December 31, 2025 and 2024, in the consolidated financial statements, the debt to equity ratio is 1.74 : 1.00 and 1.42 : 1.00 respectively, and separate financial statements debt to equity ratio is 0.73 : 1.00 and 0.48 : 1.00 respectively.



20. Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account (if any), until this account reaches an amount not less than 10% of the registered authorized capital. The legal reserve is not available for dividend distribution. Thus, the Company has already allocated legal reserve equal to 10% of registered capital of the Company in compliance with the requirement of the law.

21. Dividend paid

Dividend	Approved by	Dividend paid (Unit : Baht)	Dividend paid per share (Baht)	Date of dividend payment
Payment announced from the profit of the year 2024	The Annual 2025 General Meeting of shareholders' held on April 24, 2025	86,759	0.05	May 16, 2025
Payment announced from the profit of the year 2023	The Annual 2024 General Meeting of shareholders' held on April 24, 2024	34,703	0.02	May 17, 2024
Payment announced from the interim profit of the year 2024	The Annual General Meeting of Board of Directors held on August 8, 2024	86,757	0.05	September 5, 2024
		<u>121,460</u>		

22. Expenses by nature

The following expenditure items of expense have been classified by nature: -

	(Unit : Baht)			
	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Change in finished goods and work in process	14,734,182.25	351,244,997.32	(14,520,272.14)	54,429,891.96
Raw material and supplied used	5,696,719,893.54	6,460,301,464.32	2,415,783,949.94	2,377,551,638.83
Loss on diminution in value of inventories (reversal)	10,543,683.65	(2,297,704.28)	8,679,181.68	5,999,130.82
Loss on diminution in value of non-movement inventories	717,455.06	452,144.08	717,455.06	452,144.08
Cost of testing	5,256,316.41	-	5,256,316.41	-
Energy cost	1,409,449,985.84	1,589,120,811.15	448,113,206.41	435,938,501.65
Management benefit expenses	89,488,119.92	97,767,609.52	37,675,735.00	41,373,257.00
Employee related expenses	1,092,239,882.79	1,432,726,530.71	321,426,885.64	584,181,763.17
Depreciation and amortization expenses	1,051,166,505.85	1,110,100,798.30	240,946,084.24	249,105,719.62
Transportation expenses	661,240,760.37	844,471,596.40	223,451,957.61	272,885,313.04
Repair expenses	514,802,393.21	853,897,197.92	176,222,492.58	203,915,195.14
Interest expenses	374,100,469.67	443,096,962.44	123,780,627.25	141,378,547.54
Other expenses	1,127,642,111.39	470,732,125.79	882,695,172.68	217,719,332.49
Total	<u>12,048,101,759.95</u>	<u>13,651,614,533.67</u>	<u>4,870,228,792.36</u>	<u>4,584,930,435.34</u>



23. Income tax (revenues) expenses

23.1 Income tax is recognized in profit or loss

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>For the years ended December 31,</u>			
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<u>Tax revenues recognized in profit or loss</u>				
Current tax expenses	8,307,256.53	84,430,410.66	-	62,186,907.58
Deferred tax expenses (Note 13)				
Movements in temporary differences	(10,030,623.67)	(6,647,348.39)	(4,551,335.22)	(6,633,862.41)
Income tax expenses (revenues)	(1,723,367.14)	77,783,062.27	(4,551,335.22)	55,553,045.17

23.2 Income tax is recognized in other comprehensive income

(Unit : Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>For the years ended December 31,</u>			
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Actuarial loss arising from defined benefit plan	9,006,529.37	-	11,984,452.00	-
Income tax relevance with other comprehensive income (Note 13)	2,173,843.47	-	2,396,890.40	-

Reconciliation between income tax expenses and the product of accounting profit (loss) multiplied by the applicable tax rates for the years ended December 31, 2025 and 2024 as follows: -

(Unit : Baht)

	<u>Separate financial statements</u>					
	<u>2025</u>		<u>2024</u>		<u>Total</u>	
		<u>Total</u>		<u>Total</u>		<u>Total</u>
Accounting profit (loss) before tax	(20,610,772.33)	(380,295,267.95)	(400,906,040.28)	31,305,258.39	473,627,574.00	504,932,832.39
Applicable tax rate	0%	20%		0%	20%	
Accounting profit (loss) before tax multiplied by applicable tax rate	-	(76,059,053.59)	(76,059,053.59)	-	94,725,514.80	94,725,514.80
Adjustment in respect of current income tax of previous year effects of changes in the applicable tax rates effects of:						
Dividend granted income tax exemption	-	(16,658,114.92)	(16,658,114.92)	-	(33,743,714.88)	(33,743,714.88)
Loss on impairment of investment in subsidiary	-	87,999,994.00	87,999,994.00	-	-	-
Employee benefit	-	1,252,869.45	1,252,869.45	-	916,154.73	916,154.73
Others	-	3,464,305.06	3,464,305.06	-	288,952.93	288,952.93
Total	-	-	-	-	62,186,907.58	62,186,907.58
Changes in temporary differences	-	(4,551,335.22)	(4,551,335.22)	-	(6,633,862.41)	(6,633,862.41)
Income tax revenues reported in statements of comprehensive income	-	(4,551,335.22)	(4,551,335.22)	-	55,553,045.17	55,553,045.17



24. Basic earnings (loss) per share

Basic earnings (loss) per share is calculated by dividing profit (loss) for the year attributable to equity holders of the Company (excluding other comprehensive income) by the number of issued and paid-up ordinary shares during the year.

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>For the years ended December 31,</u>			
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Profit (loss) for the year (Unit : Baht)	(601,722,908.13)	230,201,933.24	(396,354,705.06)	449,379,787.22
The number of issued and paid-up ordinary shares (Unit : Shares)	1,735,237,480	1,735,237,480	1,735,237,480	1,735,237,480
Earnings (loss) per share (Baht/share)	(0.35)	0.13	(0.23)	0.26

25. Segment information

The Company and its subsidiaries operates the main business with respect to production and distribution of wood plates, MDF boards and particle boards while classified according to sector as domestic sale and international sale. The data classified according to sector of the Group for the years ended December 31, 2025 and 2024 constitutes as follows: -

(Unit : Million Baht)

	<u>Consolidated financial statements</u>									
	<u>For the years ended December 31,</u>									
	<u>MDF board, particle board and door skin</u>		<u>Glue</u>		<u>Other</u>		<u>Eliminated</u>		<u>Total</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Net sales-domestic	2,602.36	2,895.01	1,920.88	2,304.21	518.63	576.00	(3,044.43)	(3,540.26)	1,997.44	2,234.96
Net sales-export	9,302.37	11,304.71	-	-	-	-	-	-	9,302.37	11,304.71
Total	11,904.73	14,199.72	1,920.88	2,304.21	518.63	576.00	(3,044.43)	(3,540.26)	11,299.81	13,539.67
Profit by segment	767.84	1,642.76	220.58	284.29	142.66	203.79	(200.92)	(286.57)	930.16	1,844.27
Other income									120.56	421.84
Selling and administrative expense									(1,304.35)	(1,513.12)
Profit (loss) from operating activities									(253.63)	752.99
Finance cost									(374.10)	(443.10)
Profit (loss) before income tax									(627.73)	309.89
Income tax revenues (expenses)									1.72	(77.78)
Profit (loss) for the year									(626.01)	232.11
Other comprehensive income									(6.83)	-
Total comprehensive income for the year									(632.84)	232.11

For the years ended December 31, 2025 and 2024, the Group has 3 major customers and 1 major customer respectively, has sales amount of more than 10% of the revenues from sale, amount of total sales of Baht 4,229.38 million and Baht 1,963.06 million respectively.



26. Financial instruments

Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other current receivables, trade and other current payables and other financial assets and liabilities. The financial risks associated with these financial instruments and how they are managed is described below.

26.1 Credit risk

The Group is exposed to credit risk primarily with respect to trade receivable, deposits with banks and other financial instruments. The maximum amount that The Group's may incur from credit is Book value shown in the statement of financial position.

- Trade and other current receivables

The Group manages the risks by adopting appropriate credit control policies including credit limit approval, financial position analysis of customers or counterparties and collection management. Therefore, the Group does not expect any material financial losses from credit risk. The Group's does not anticipate any credit risk since it has a large and diverse customer base. However, the Group expect no risk of debt repayment from receivables from related companies due to the debtor has arrears in normal credit term, financial liquidity and ability to pay debts, receivables from related parties the Group has expect that there is no risk of debt repayment, because the debt has arrears in the normal credit term. Have financial liquidity and ability to pay debt.

An impairment analysis is performed at each reporting date to measure expected credit losses for groups of receivables with similar credit risk characteristics, with the rate of provision for expected credit losses used in the calculation based on age of the outstanding receivables for each group. The calculation reflects the reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade and other current receivables are written-off in accordance with the Group's policy, when appropriate.

- Deposits and other financial instruments with financial institutions

The Group manages the credit risks regarding deposits and other financial instruments with financial institutions by controlling in place to create an acceptable balance between the cost of risks and the cost of risk management. The credit risk on deposits and financial instrument with financial institutions are limited because the counterparties are banks with high credit-ratings.



26.2 Foreign currency risk

The Group exposed to foreign currency risk mainly in respect of purchase or sales of goods, which are denominated in foreign currencies.

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

Foreign currency	Consolidated financial statements					
	Financial assets		Financial liabilities		Average exchange rate	
	2025	2024	2025	2024	2025	2024
	(Thousand)	(Thousand)	(Thousand)	(Thousand)	(Baht per 1 foreign currency unit)	
USD	24,077	18,009	14,448	7,487	31.55	33.95
EUR	-	-	865	578	37.50	35.78
CNY	-	-	2,904	-	4.56	-

Foreign currency	Separate financial statements					
	Financial assets		Financial liabilities		Average exchange rate	
	2025	2024	2025	2024	2025	2024
	(Thousand)	(Thousand)	(Thousand)	(Thousand)	(Baht per 1 foreign currency unit)	
USD	5,313	4,694	1,887	1,095	31.55	33.95
EUR	-	-	540	28	37.50	35.78
CNY	-	-	2,542	-	4.56	-



Analysis of the impact of changes in exchange rates

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in USD and EUR exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities as at December 31, 2025 and 2024, are as follows: -

Currency	Change in FX rate		Effect on profit (loss) before tax increase (decrease)			
			Consolidated		Separate	
			financial statements		financial statements	
2025	2024	2025	2024	2025	2024	
	%	%	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)
USD	+3.0	+3.0	8,884	10,566	3,200	2,829
	-3.0	-3.0	(8,884)	(10,566)	(3,200)	(2,829)
EUR	+3.0	+3.0	(973)	(620)	608	(30)
	-3.0	-3.0	973	620	(608)	30
CNY	+3.0	+3.0	(397)	-	348	-
	-3.0	-3.0	397	-	(348)	-

26.3 Interest rate risk

The Group's exposure to interest rate risk relates primarily to its cash at banks, short-term loans, long-term loans from financial institutions and lease liabilities. Most of financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate. The interest rate risk is expected to be minimal.

As at December 31, 2025 and 2024, significant financial assets and liabilities classified by type of interest rate are summarized in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the reprising date if this occurs before the maturity date are as follows: -



(Unit : Baht)

Consolidated financial statement

2025

	Fixed interest rate			Floating interest rate	Non - interest bearing	Total	Effective interest rate (% per annum)
	Within						
	1 year	1 years to 5 years	Over 5 years				
Financial assets							
Cash and cash equivalents	-	-	-	559,716,848.61	29,068,725.01	588,785,573.62	0.15-0.25
Trade and other current receivables	-	-	-	-	1,206,201,962.62	1,206,201,962.62	-
Revenue Department receivable	-	-	-	-	232,066,786.80	232,066,786.80	-
Other non-current financial assets	-	-	-	737,034.00	-	737,034.00	0.20
	-	-	-	560,453,882.61	1,467,337,474.43	2,027,791,357.04	
Financial liabilities							
Short-term loans from financial institutions	3,429,597,078.26	-	-	-	-	3,429,597,078.26	2.55-4.74
Trade and other current payables	-	-	-	-	1,144,767,392.90	1,144,767,392.90	-
Long-term loans from financial institutions	85,000,009.03	280,000,000.00	-	4,963,353,988.00	-	5,328,353,997.03	4.70-5.59
Lease liabilities	90,094,209.53	258,459,809.15	394,803,774.15	-	-	743,357,792.83	3.25-5.29
	3,604,691,296.82	538,459,809.15	394,803,774.15	4,963,353,988.00	1,144,767,392.90	10,646,076,261.02	

(Unit : Baht)

Consolidated financial statement

2024

	Fixed interest rate			Floating interest rate	Non - interest bearing	Total	Effective interest rate (% per annum)
	Within						
	1 year	1 years to 5 years	Over 5 years				
Financial assets							
Cash and cash equivalents	-	-	-	1,217,530,898.14	25,959,205.82	1,243,490,103.96	0.15-0.50
Trade and other current receivables	-	-	-	-	1,058,322,718.94	1,058,322,718.94	-
Revenue Department receivable	-	-	-	-	148,014,204.81	148,014,204.81	-
Other non-current financial assets	-	-	-	737,034.00	-	737,034.00	0.20
	-	-	-	1,218,267,932.14	1,232,296,129.57	2,450,564,061.71	
Financial liabilities							
Short-term loans from financial institutions	2,470,251,514.60	-	-	-	-	2,470,251,514.60	3.45-4.74
Trade and other current payables	-	-	-	-	1,020,700,481.78	1,020,700,481.78	-
Long-term loans from financial institutions	84,999,999.96	365,000,005.07	-	4,583,289,992.00	-	5,033,289,997.03	4.90-6.25
Lease liabilities	85,426,886.49	276,336,156.39	423,904,985.72	-	-	785,668,028.60	3.50-4.50
	2,640,678,401.05	641,336,161.46	423,904,985.72	4,583,289,992.00	1,020,700,481.78	9,309,910,022.01	



(Unit : Baht)

Separate financial statement

2025

	Fixed interest rate			Floating interest rate	Non - interest bearing	Total	Effective interest rate (% per annum)
	Within						
	1 year	1 years to 5 years	Over 5 years				
Financial assets							
Cash and cash equivalents	-	-	-	209,975,128.33	12,504,628.47	222,479,756.80	0.15-0.25
Trade and other current receivables	-	-	-	-	504,835,779.38	504,835,779.38	-
Revenue Department receivable	-	-	-	-	148,706,099.84	148,706,099.84	-
Short-term loans to related parties	90,000,000.00	-	-	-	-	90,000,000.00	3.50
	<u>90,000,000.00</u>	<u>-</u>	<u>-</u>	<u>209,975,128.33</u>	<u>666,046,507.69</u>	<u>966,021,636.02</u>	
Financial liabilities							
Short-term loans from financial institutions	1,541,108,968.65	-	-	-	-	1,541,108,968.65	3.40-4.40
Trade and other current payables	-	-	-	-	609,527,616.14	609,527,616.14	-
Short-term loans from related parties	170,000,000.00	-	-	-	-	170,000,000.00	3.50
Long-term loans from financial institutions	85,000,009.03	280,000,000.00	-	1,951,904,000.00	-	2,316,904,009.03	4.70-5.59
Lease liabilities	12,291,212.82	48,376,674.16	142,378,875.20	-	-	203,046,762.18	5.29
	<u>1,808,400,190.50</u>	<u>328,376,674.16</u>	<u>142,378,875.20</u>	<u>1,951,904,000.00</u>	<u>609,527,616.14</u>	<u>4,840,587,356.00</u>	

(Unit : Baht)

Separate financial statement

2024

	Fixed interest rate			Floating interest rate	Non - interest bearing	Total	Effective interest rate (% per annum)
	Within						
	1 year	1 years to 5 years	Over 5 years				
Financial assets							
Cash and cash equivalents	-	-	-	456,259,667.73	13,404,017.57	469,663,685.30	0.15-0.60
Trade and other current receivables	-	-	-	-	559,149,132.81	559,149,132.81	-
Revenue Department receivable	-	-	-	-	49,761,026.47	49,761,026.47	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>456,259,667.73</u>	<u>622,314,176.85</u>	<u>1,078,573,844.58</u>	
Financial liabilities							
Short-term loans from financial institutions	1,063,821,151.16	-	-	-	-	1,063,821,151.16	3.95-4.74
Trade and other current payables	-	-	-	-	477,313,913.06	477,313,913.06	-
Long-term loans from financial institutions	84,999,999.96	365,000,005.07	-	1,074,140,000.00	-	1,524,140,005.03	4.90-6.25
Short-term loans from related parties	70,000,000.00	-	-	-	-	70,000,000.00	3.50
Lease liabilities	10,374,990.90	44,405,860.34	154,580,039.42	-	-	209,360,890.66	3.71
	<u>1,229,196,142.02</u>	<u>409,405,865.41</u>	<u>154,580,039.42</u>	<u>1,074,140,000.00</u>	<u>477,313,913.06</u>	<u>3,344,635,959.91</u>	



Analysis of the impact of changes in interest rates

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in interest rates on that portion of floating rate financial assets and long-term loans affected as at December 31, 2025 and 2024, with all other variables held constant.

Increase/Decrease		Consolidated financial statements		Separate financial statements	
		Effect on profit (loss) before tax		Effect on profit (loss) before tax	
2025	2024	2025	2024	2025	2024
%	%	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)	(Thousand Baht)
+0.25	+0.25	(13,321)	(12,583)	(5,792)	(3,810)
-0.25	-0.25	13,321	12,583	5,792	3,810

26.4 Liquidity risk

The Group monitors the risk of a shortage of liquidity by assessing the concentration of risk with respect to refinancing its debt and concluded it to be low. The Group has access to a sufficient variety of sources of funding.

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

(Unit : Baht)

	2025				
	Consolidated financial statement				
	On demand	Less than 1 year	1 - 5 years	Over 5 years	Total
Non-derivatives					
Short-term loans from financial institutions	-	3,429,597,078.26	-	-	3,429,597,078.26
Trade and other current payables	-	1,144,767,392.90	-	-	1,144,767,392.90
Long-term loans from financial institutions	-	941,199,997.03	4,387,154,000.00	-	5,328,353,997.03
Lease liabilities	-	90,094,209.53	258,459,809.15	394,803,774.15	743,357,792.83
Total non-derivatives	-	<u>5,605,658,677.72</u>	<u>4,645,613,809.15</u>	<u>394,803,774.15</u>	<u>10,646,076,261.02</u>



(Unit : Baht)

	2024				
	Consolidated financial statement				
	On demand	Less than 1 year	1 - 5 years	Over 5 years	Total
Non-derivatives					
Short-term loans from financial institutions	-	2,470,251,514.60	-	-	2,470,251,514.60
Trade and other current payables	-	1,020,700,481.78	-	-	1,020,700,481.78
Long-term loans from financial institutions	-	1,165,700,003.96	3,422,589,993.07	445,000,000.00	5,033,289,997.03
Lease liabilities	-	85,426,886.49	276,336,156.39	423,904,985.72	785,668,028.60
Total non-derivatives	-	4,742,078,886.83	3,698,926,149.46	868,904,985.72	9,309,910,022.01

(Unit : Baht)

	2025				
	Separate financial statements				
	On demand	Less than 1 year	1 - 5 years	Over 5 years	Total
Non-derivatives					
Short-term loans from financial institutions	-	1,541,108,968.65	-	-	1,541,108,968.65
Trade and other current payables	-	609,527,646.14	-	-	609,527,646.14
Short-term loans from related parties	170,000,000.00	-	-	-	170,000,000.00
Long-term loans from financial institutions	-	348,000,009.03	1,968,904,000.00	-	2,316,904,009.03
Lease liabilities	-	12,291,212.82	48,376,674.16	142,378,875.20	203,046,762.18
Total non-derivatives	170,000,000.00	2,510,927,836.64	2,017,280,674.16	142,378,875.20	4,840,587,386.00

(Unit : Baht)

	2024				
	Separate financial statements				
	On demand	Less than 1 year	1 - 5 years	Over 5 years	Total
Non-derivatives					
Short-term loans from financial institutions	-	1,063,821,151.16	-	-	1,063,821,151.16
Trade and other current payables	-	477,313,913.06	-	-	477,313,913.06
Short-term loans from related parties	70,000,000.00	-	-	-	70,000,000.00
Long-term loans from financial institutions	-	667,999,999.96	856,140,005.07	-	1,524,140,005.03
Lease liabilities	-	10,374,990.90	44,405,860.34	154,580,039.42	209,360,890.66
Total non-derivatives	70,000,000.00	2,219,510,055.08	900,545,865.41	154,580,039.42	3,344,635,959.91



26.5 Fair values of financial instruments

Given that most of financial assets and financial liabilities of the Group company to be measured at amortized cost are short-term or bear interest at rates close to market rates, and loans denominated in Thai Baht carry interest at market rates, the Group's management believes that the fair values of those financial assets and financial liabilities closely approximate their carrying values in the statement of financial position.

However, the financial assets and financial liabilities not measured the fair value in the statement of financial position are as follows: -

(Unit : Baht)

Consolidated financial statement					
Financial liabilities	2025		2024		Fair value hierarchy
	Carrying amount	Fair value	Carrying amount	Fair value	
Long-term loans from financial institutions	5,328,353,997.03	5,731,010,460.18	5,033,289,997.03	5,330,527,989.63	Level 2

(Unit : Baht)

Separate financial statement					
Financial liabilities	2025		2024		Fair value hierarchy
	Carrying amount	Fair value	Carrying amount	Fair value	
Long-term loans from financial institutions	2,316,904,009.03	2,596,074,906.59	1,524,140,005.03	1,599,145,303.94	Level 2

Long-term loans from financial institutions are determined by using the discounted cash flow method. The contractual future cash outflows are discounted at the current market interest rate for similar financial instruments enhanced by the Group credit risk.

27. Obligation and contingent liabilities

Apart from liabilities reflected in the statement of financial position as at December 31, 2025 and 2024, the Group held other obligations as follows: -



27.1 Obligation of credit lines for loans from financial institutions

	<u>Consolidated financial statements</u>						
	<u>Currency</u>	<u>2025</u>			<u>2024</u>		
	(Unit : Million)	<u>Total</u>	<u>Utilized</u>	<u>Available</u>	<u>Total</u>	<u>Utilized</u>	<u>Available</u>
<u>The Company's credit line</u>							
Letters of guarantee	Baht	260.32	117.72	142.60	260.00	124.76	135.24
Letters of credit and trust receipt	Baht	725.00	391.39	333.61	725.00	155.34	569.66
Letters of credit and trust receipt and letters of guarantee	Baht	500.00	-	500.00	500.00	-	500.00
Temporary letter of credit	Baht	1,680.00	42.75	1,637.25	-	-	-
Bank overdrafts	Baht	235.00	-	235.00	235.00	-	235.00
Short-term loans	Baht	4,130.00	2,965.00	1,165.00	3,850.00	2,087.00	1,763.00
Long-term loans	Baht	2,600.00	1,949.90	650.10	595.00	486.14	108.86
Forward foreign exchange contract	Baht	1,954.00	-	1,954.00	1,954.00	-	1,954.00
Forward foreign exchange contract	USD	19.00	-	19.00	19.00	-	19.00
Packing credit	Baht	90.00	-	90.00	90.00	-	90.00
<u>The Group's credit line</u>							
Letters of credit and trust receipt and packing credit	Baht	575.00	56.85	518.15	575.00	243.33	331.67
<u>Separate financial statements</u>							
	<u>Currency</u>	<u>2025</u>			<u>2024</u>		
	(Unit : Million)	<u>Total</u>	<u>Utilized</u>	<u>Available</u>	<u>Total</u>	<u>Utilized</u>	<u>Available</u>
<u>The Company's credit line</u>							
Letters of guarantee	Baht	85.00	42.11	42.89	85.00	49.48	35.52
Letters of credit and trust receipt	Baht	65.00	-	65.00	65.00	-	65.00
Letters of credit and trust receipt and letters of guarantee	Baht	150.00	-	150.00	150.00	-	150.00
Temporary letter of credit	Baht	1,680.00	42.75	1,637.25	-	-	-
Bank overdrafts	Baht	90.00	-	90.00	90.00	-	90.00
Short-term loans	Baht	2,205.00	1,470.00	735.00	1,760.00	1,052.00	708.00
Long-term loans	Baht	2,505.00	1,949.90	555.10	500.00	486.14	13.86
Forward foreign exchange contract	Baht	1,100.00	-	1,100.00	1,100.00	-	1,100.00
Forward foreign exchange contract	USD	15.00	-	15.00	15.00	-	15.00
Packing credit	Baht	50.00	-	50.00	50.00	-	50.00
<u>The Group's credit line</u>							
Letters of credit and trust receipt and packing credit	Baht	575.00	30.12	544.88	575.00	12.38	562.62

The Company received the credit with 2 subsidiaries in the form of letters of credit, trust receipts and packing credit in amount of Baht 575.00 million for both years.

The above credit facilities are guaranteed by the collaterals as mentioned in the note to financial statements No. 14 and 16.



27.2 The Group entered into agreements to property, plant and equipment, have remaining obligations under several subcontractors as follow: -

<u>Consolidated financial statements</u>						
<u>Currency</u>	<u>2025</u>			<u>2024</u>		
	<u>Contractual amount</u>	<u>Paid</u>	<u>Outstanding contractual obligation</u>	<u>Contractual amount</u>	<u>Paid</u>	<u>Outstanding contractual obligation</u>
(Unit : Million)						
Baht	446.17	324.47	121.70	15.76	12.67	3.09
USD	14.83	11.51	3.32	0.19	0.18	0.01
EUR	5.30	4.38	0.92	-	-	-
CNY	25.49	22.88	2.61	-	-	-

<u>Separate financial statements</u>						
<u>Currency</u>	<u>2025</u>			<u>2024</u>		
	<u>Contractual amount</u>	<u>Paid</u>	<u>Outstanding contractual obligation</u>	<u>Contractual amount</u>	<u>Paid</u>	<u>Outstanding contractual obligation</u>
(Unit : Million)						
Baht	438.46	319.73	118.73	14.77	12.67	2.10
USD	14.83	11.52	3.31	0.19	0.18	0.01
EUR	5.30	4.38	0.92	-	-	-
CNY	25.49	22.88	2.61	-	-	-

27.3 A subsidiary entered into a gas purchase-sales agreement with a gas production company. The subsidiary has to comply with the conditions stipulated in the agreement in the volume at daily average equals to 2 million BTU, gas price, the conditions of delivery, the installation and maintenance of the branch piping system. In case the subsidiary defaulted on the payment for the gas for more than 1 consecutive payments, the subsidiary must pledge cash or the letter of guarantee issued by a bank in the amount of two times of the said outstanding monthly gas.

27.4 As at December 31, 2025 and 2024, the Group has a commitment under the lease agreement for the period of 1 year. The company has the value to be paid until the end of the contract as follow: -

	<u>(Unit : Baht)</u>	
	<u>2025</u>	<u>2024</u>
Within 1 year	980,460.00	849,600.00
Over 1 year but not over 5 years	79,250.00	58,800.00
Total	<u>1,059,710.00</u>	<u>908,400.00</u>



28. Beneficial privileges from investment promotion

The Company and two subsidiaries were granted 5 investment promotion certificates from Board of Investment. The received benefits and privileges are under Sections 25, 26, 28, 30, 31, 34, 35(2), 35(3), 35(4), 36(1), 36(2), 36(4) and 37 of Investment Promotion Act B.E. 2520 which include exemption of income tax on net profit derived from operating business under investment promotion for the period of 3-8 years commencing from the first day the income is generate from promoted business. The details of investment certificates received are as follows: -

The Company

<u>Certificate No.</u>	<u>Date</u>	<u>Category of Promoted Business</u>	<u>Date of First Income</u>	<u>Termination Date</u>
64-1410-1-04-1-0	Dec. 21, 2020	Categ. 1.15 manufacture of products from agricultural by-products or waste or product from agricultural by-product from raw materials derived from by-product or scraps or agricultural waste (except that the production process is not complicated)	Dec. 22, 2021	Dec. 21, 2024
65-1508-1-04-1-0	Dec. 1, 2022	Categ. 1.15 manufacture of products from agricultural by-products or waste (except that the production process is not complicated) which improve production efficiency for the use of alternative energy	Dec. 2, 2022	Dec. 1, 2025
67-2094-2-04-1-0	Sep. 27, 2024	Categ. 1.2.9 manufacture of products or package from agricultural by-products or waste or product from agricultural by-product from raw materials derived from by-product or scraps or agricultural waste	Sep. 27, 2024	Sep. 26, 2027

The subsidiaries

<u>Certificate No.</u>	<u>Date</u>	<u>Category of Promoted Business</u>	<u>Date of First Income</u>	<u>Termination Date</u>
62-0676-1-00-1-0	Jun. 27, 2019	Categ. 7.1.1.2 production of electricity or steam power from renewable energy, except waste or fuel from waste	Sep 30, 2021	Sep 29, 2029
68-1743-2-00-1-0	Aug 19, 2025	Categ. 7.1.2 production of electricity or steam power from renewable energy, Such as solar energy, wind, biomass, biogas, and others except waste or fuel from waste	No action	No action



The details of the operating results of the promoted and non-promoted businesses in separate financial statements were as follows: -

(Unit : Baht)

	<u>For the year ended December 31, 2025</u>		
	<u>Activities with</u>	<u>Activities without</u>	<u>Total</u>
	<u>Investment</u>	<u>Investment</u>	
	<u>Promotional benefits</u>	<u>Promotional benefits</u>	
Revenue from sales	3,051,838,663.32	1,293,976,250.66	
Cost of sales	(2,617,659,513.85)	(1,150,113,709.24)	(3,767,773,223.09)
Gross profit	434,179,149.47	143,862,541.42	578,041,690.89
Dividend income from subsidiaries	-	83,290,574.59	83,290,574.59
Gain from exchange rate	8,501,336.98	8,988,953.70	17,490,290.68
Other income	8,984,226.55	13,742,746.28	22,726,972.83
Selling expenses and distribution expenses	(211,221,099.67)	(57,081,089.41)	(268,302,189.08)
Administrative expenses	(181,879,933.85)	(528,492,819.09)	(710,372,752.94)
Profit (loss) from operating activities	58,563,679.48	(335,689,092.51)	(277,125,413.03)
Finance cost	(79,174,451.81)	(44,606,175.44)	(123,780,627.25)
Loss before income tax	(20,610,772.33)	(380,295,267.95)	(400,906,040.28)
Income tax revenues	-	4,551,335.22	4,551,335.22
Loss for the year	(20,610,772.33)	(375,743,932.73)	(396,354,705.06)

(Unit : Baht)

	<u>For the year ended December 31, 2024</u>		
	<u>Activities with</u>	<u>Activities without</u>	<u>Total</u>
	<u>Investment</u>	<u>Investment</u>	
	<u>Promotional benefits</u>	<u>Promotional benefits</u>	
Revenue from sales	2,194,805,779.37	2,534,687,291.02	
Cost of sales	(1,828,649,523.36)	(2,044,952,378.56)	(3,873,601,901.92)
Gross profit	366,156,256.01	489,734,912.46	855,891,168.47
Dividend income from subsidiaries	-	168,718,574.40	168,718,574.40
Gain from exchange rate	6,673,758.38	5,791,258.26	12,465,016.64
Other income	6,336,944.27	172,849,662.03	179,186,606.30
Selling expenses and distribution expenses	(182,638,835.63)	(144,377,381.56)	(327,016,217.19)
Administrative expenses	(102,934,924.47)	(139,998,844.22)	(242,933,768.69)
Profit from operating activities	93,593,198.56	552,718,181.37	646,311,379.93
Finance cost	(62,287,940.17)	(79,090,607.37)	(141,378,547.54)
Profit before income tax	31,305,258.39	473,627,574.00	504,932,832.39
Income tax expenses	-	(55,553,045.17)	(55,553,045.17)
Profit for the year	31,305,258.39	418,074,528.83	449,379,787.22



Revenue from sales and cost of sales of the Company segregated between promoted and non-promoted businesses and the Company apportioned other income, selling and administrative expenses and finance cost, which could not specify clearly that they were income and expenses of business receiving promotional or non-promoted privileges, in accordance to total revenues from sales.

29. The Reclassified

Some items in the consolidated and separate statements of comprehensive income for the year ended December 31, 2024 have been reclassified in line with the presentation of the consolidated there was no impact to profit and loss for the period and the shareholders' equity as reported which can be summarise as following.

(Unit : Baht)

	<u>Consolidated financial statements</u>		
	<u>Before</u> <u>reclassified</u>	<u>Reclassified</u> <u>Increase (decrease)</u>	<u>After</u> <u>reclassified</u>
<u>Statement of comprehensive income for the year ended</u>			
<u>December 31, 2024</u>			
Cost of sales	11,280,145,134.31	415,251,636.31	11,695,396,770.62
Selling and distribution expenses	1,377,111,903.72	(404,967,547.65)	972,144,356.07
Administrative expenses	453,492,923.68	(10,284,088.66)	443,208,835.02

(Unit : Baht)

	<u>Separate financial statements</u>		
	<u>Before</u> <u>reclassified</u>	<u>Reclassified</u> <u>Increase (decrease)</u>	<u>After</u> <u>reclassified</u>
<u>Statement of comprehensive income for the year ended</u>			
<u>December 31, 2024</u>			
Cost of sales	3,873,601,901.92	51,104,220.80	3,924,706,122.72
Selling and distribution expenses	327,016,217.19	(51,104,220.80)	275,911,996.39

30. Approval of financial statements

These consolidated and separate financial statements were authorized for issue by the Company's authorized director on February 24, 2026.



Attachments:



Part 4

Certification of the accuracy of information Form 56-1 One Report

The Company has reviewed the information on this 56-1 One Report with care and hereby certifies that the information is accurate, complete, not false or misleading, and does not lack material information that should be notified. In addition, the Company certifies that:

(1) The financial statements and financial information summarized in this annual registration statement /annual report show material information accurately and completely regarding the financial condition, the operating results and the cash flows of the Company and the subsidiaries;

(2) The Company has provided an efficient disclosure system to ensure that the material information of the Company and the subsidiaries is disclosed accurately and completely, and has supervised compliance with such disclosure system;

(3) The Company has provided an efficient internal control system, supervised compliance with the system, and submitted the information on the internal control assessment as at 31 December 2025 available to the auditor and the Audit Committee, which covers deficiencies, significant changes to the internal control system, and wrongful acts that may affect the preparation of financial report of the Company and the subsidiaries.

In this regard, as proof that all the documents are identical to those certified by the Company, the Company has authorized Mr. Wanthana Jaroennawat to sign on every page of the documents, and the absence of the authorized signature of Mr. Wanthana Jaroennawat on any document shall be deemed that such unsigned document has not been certified by the Company.

Name - Surname	Position	Signature
1. Mr. Wanthana Jaroennawat	Director	
2. Mr. Patta Sahawat	Director	

Name - Surname	Position	Signature
<u>Attorney</u> Mr. Wanthana Jaroennawat	Director	



Attachment 1

Details on Directors, Executives, Controlling Persons, Chief Financial Officer, Chief Accountant, and Company Secretary

1. Details on Directors, Executives, Controlling Persons, Chief Financial Officer, Chief Accountant and Company Secretary

1.1 Details on Directors, Executives, Controlling Persons, Chief Financial Officer, Chief Accountant and Company Secretary

1. Mr. Sompop Sahawat

Age (year)	73
Position	<ul style="list-style-type: none"> • Chairman of the Board of Directors • Authorized Director
Date of appointment as a Director	1 November 1994
Education	<ul style="list-style-type: none"> • Diploma mechanical, Fachhochschule Dortmund, Germany
Director Training Program	<ul style="list-style-type: none"> • DAP/2004, Thai Institution of Directors Association (IOD)
Number of shares held in the company	None
Shareholding (%)	None
Family Relationship between Executives	<ul style="list-style-type: none"> • Father of Mr.Sittiwat Sahawat • Uncle of Mr.Wanthana Jaroennawarat • Uncle of Mr.Patta Sahawat • Uncle of Ms.Phattra Sahawat • Uncle of Mr.Somprasong Sahawat

Working Experience in the last 5 years

<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2019 - Present	Chairman of the Board of Directors	Vanachai Logistics Co., Ltd.
2017 - Present	Chairman of the Board of Directors	Vanachai Woodsmith Co., Ltd.
2015 - Present	Chairman of the Board of Directors	Vanachai Energy Industries Co., Ltd.
2014 - Present	Director	PV Wood Co., Ltd.
2008 - Present	Honorary Advisor	The Thai Furniture Industries Association
2005 - Present	Chairman of the Board of Directors	Vanachai Group PCL.
	Chairman of the Board of Directors	Vanachai Panel Industries Co., Ltd.
	Chairman of the Board of Directors	Vanachai Chemical Industries Co., Ltd.
	Chairman of the Board of Directors	Woodtek International Co., Ltd.
	Chairman of the Board of Directors	Particle Planner Co., Ltd.
2005 - 2 Jul. 2020	Chairman of the Board of Directors	The Vanachai Group of Companies Co., Ltd.
Criminal - Free Track record for the past 10 years		None



2. Mr. Seubtrakul Soonthornthum

Age (year)	83	
Position	<ul style="list-style-type: none"> • Vice Chairman • Director • Independent Director 	
Date of appointment as a Director	1 November 1994	
Education	<ul style="list-style-type: none"> • MBIM, Hon Dlitt, Curtin University • PMD, Harvard University, USA. 	
Director Training Program	<ul style="list-style-type: none"> • DAP/2004, Thai Institute of Directors Association (IOD) 	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2018 - Present	Vice Chairman	Loxley PCL.
1993 - Present	Director	Loxley PCL.
2016 - Present	Chairman of the Audit Committee	Phatra Leasing PCL.
2022 - Present	Director, Risk Oversight Committee, Nomination & Compensation Committee	UOB BANK PCL.
2004 - 2021	Independent Director	UOB BANK PCL.
2000 - Present	Chairman	Muang Thai Real Estate PCL.
2005 - Present	Vice Chairman	Vanachai Group PCL.
	Independent Director	
2002 - 2005	Independent Director	Vanachai Group PCL.
	Audit Committee	
1994 - Present	Independent Director	Vanachai Group PCL.
2021 - Present	Chairman of Advisory Council of the Board of Directors	Muang Thai Life Assurance PCL.
1987 - 2021	Independent Director	Muang Thai Life Assurance PCL.
Criminal - Free Track record for the past 10 years	None	



3. Ms. Yupaporn Boongate

Age (year)	71	
Position	<ul style="list-style-type: none"> • Vice Chairman • Director • Authorized Director 	
Date of appointment as a Director	4 January 1995	
Education	• Mateechunhawanwittayalai School	
Director Training Program	• DAP/2005, Thai Institute of Director Association (IOD)	
Number of shares held in the company	36,000,000 shares	
Shareholding (%)	2.075% of Paid-up capital	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2019 - Present	Director	Vanachai Logistics Co., Ltd.
2017 - Present	Director	Vanachai Woodsmith Co., Ltd.
2015 - Present	Director	Vanachai Energy Industries Co., Ltd.
2005 - Present	Director	Particle Planner Co., Ltd.
	Director	Vanachai Chemical Industries Co., Ltd.
	Director	Vanachai Panel Industries Co., Ltd.
	Director	Woodtek International Co., Ltd.
1995 - Present	Director	Vanachai Group PCL.
1991 - 2 Jul. 2020	Director	The Vanachai Group of Companies Co., Ltd.
Criminal - Free Track record for the past 10 years	None	



4. Mr. Kraithip Krairiksh

Age (year)	71	
Position	<ul style="list-style-type: none"> • Director • Independent Director • Chairman of the Audit Committee 	
Date of appointment as a Director	12 December 2008	
Education	<ul style="list-style-type: none"> • Master of Economics, Tufts University, USA. • Defense Joint State-Private, Class 16 	
Director Training Program	<ul style="list-style-type: none"> • CGI/2015, Thai Institute of Directors Association (IOD) • DAP/2005, Thai Institute of Directors Association (IOD) 	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
8 Aug. 2024 - Present	Chairman of the Board of Directors	Major Cineplex Group PCL.
2017 - Present	Independent Director, Audit Committee Chairman of the Nomination and Remuneration Committee	Major Cineplex Group PCL.
2015 - 2016	Independent Director, Audit Committee Member of the Nomination and Remuneration Committee	Major Cineplex Group PCL.
2013 - Present	Chairman of the Board of Directors Independent Director Chairman of the Audit Committee	Pace Development Corporation PCL.
2009 - 2022	Independent Director Audit Committee	Samitivej PCL.
2009 - Present	Chairman of the Board of Directors Independent Director	Krungthai XSpring Securities Co., Ltd.
7 Nov. 2023 - Present	Chairman of the Audit Committee	Vanachai Group PCL.
2008 - Present	Independent Director Audit Committee	Vanachai Group PCL.
Criminal - Free Track record for the past 10 years	None	



5. Police General Soontorn Saikwan

Age (year)	81	
Position	<ul style="list-style-type: none"> • Director • Independent Director • Audit Committee 	
Date of appointment as a Director	19 April 2005	
Education	<ul style="list-style-type: none"> • MA - Political Science, Ramkhumhaeng University • (MFM, MIA, MIR, MFR)/2013, ACP/2013, Thai Institution of Directors Association (IOD) 	
Director Training Program	<ul style="list-style-type: none"> • DAP/2005, Thai Institution of Directors Association (IOD) 	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2013 - Present	Vice Chairman	Millcon Steel PCL.
	Independent Director	
	Audit Committee	
2012 - 22 Apr. 2022	Chairman of the Board of Directors	PTG Energy PCL.
	Independent Director	
7 Nov. 2023 - Present	Audit Committee	Vanachai Group PCL.
2005 - Present	Independent Director	Vanachai Group PCL.
Criminal - Free Track record for the past 10 years	None	



6. Police General Visanu Prasattongsoth

Age (year)	63	
Position	<ul style="list-style-type: none"> • Director • Independent Director • Audit Committee 	
Date of appointment as a Director	7 November 2023	
Education	<ul style="list-style-type: none"> • Master of Business Administration, University of San Francisco, USA • Master of Political Sciences, Sukhothai Thammathirat Open University • Bachelor of Arts (Economics), Vanderbilt University, USA • Certificate, National Defence Course (NDC53), The National Defence College • Capital Market Academy Executive Program (Class No.2), Capital Market Academy, SET 	
Director Training Program	<ul style="list-style-type: none"> • CGI 3/2015, Thai Institute of Directors Association (IOD) • AACP 20/2015, Thai Institute of Directors Association (IOD) • ACP 7/2005, Thai Institute of Directors Association (IOD) • FND 19/2005, Thai Institute of Directors Association (IOD) • DAP 11/2004, Thai Institute of Directors Association (IOD) 	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
29 Nov. 2023 - 24 Jan. 2025	Chairman of the Board of Directors	Airports of Thailand PCL.
7 Nov. 2023 - Present	Independent Director, Audit Committee	Vanachai Group PCL.
2022 - Present	Independent Director	BCPG PCL.



<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
23 Mar. 2022 - Present	Independent Director Chairman of Audit Committee	Finansia X PCL.
2020 - 2023	Senior Inspector General	Royal Thai Police
2018 - 13 Aug. 2024	Independent Director	Chewathai PCL.
2009 - Present	Independent Director Chairman of Audit Committee	Finansia Syrus Securities PCL.
2000 - 7 Sep. 2023	Director	Bangkok Airway PCL.
Criminal - Free Track record for the past 10 years		None

7. Mr. Praphan Anaman

Age (year)	74	
Position	<ul style="list-style-type: none"> • Director • Independent Director • Audit Committee 	
Date of appointment as a Director	7 November 2023	
Education	<ul style="list-style-type: none"> • Thai Barrister at Law, Institute of Legal Education of The Thai Bar • Bachelor of Laws, Thammasat University • Administrative Justice for Executives Program (Class no.14), The Office of the Administrative Courts of Thailand 	
Director Training Program	<ul style="list-style-type: none"> • DAP 328/2022, Thai Institute of Directors Association (IOD) 	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
7 Nov. 2023 - Present	Independent Director, Audit Committee	Vanachai Group PCL.
2022 - Present	Independent Director	King Pac Industrial Co., Ltd.
2018 - 2021	Senior Justice of the Court of Appeal	The Court of Appeal
Criminal - Free Track record for the past 10 years		None



8. M.L. Dispanadda Diskul

Age (year)	51	
Position	<ul style="list-style-type: none"> • Director • Independent Director 	
Date of appointment as a Director	8 August 2024	
Education	<ul style="list-style-type: none"> • Master's Degree, Business Administration (Finance and Marketing), Sasin Graduate Institute of Business Administration of Chulalongkorn University 	
Director Training Program	<ul style="list-style-type: none"> • DAP/2015, Thai Institute of Directors Association (IOD) 	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
8 Aug. 2024 - Present	Independent Director	Vanachai Group PCL.
2022 - Present	Independent Director, Audit Committee	Specialty Natural Products PCL.
2022 - 2024	Member of the Board	Thailand Institute of Justice
2024 - Present	Advisor	The Social Enterprise Thailand Association (SE Thailand)
2019 - 2024	Chairman	The Social Enterprise Thailand Association (SE Thailand)
2015 - Present	Independent Director, Audit Committee	Chow Energy PCL.
Criminal - Free Track record for the past 10 years	None	



9. Mr.Wanthana Jaroennawarat

Age (year)	65
Position	<ul style="list-style-type: none">• Director• Authorized Director• Executive Chairman
Date of appointment as a Director	1 November 1994
Education	<ul style="list-style-type: none">• Honorary Doctor of philosophy (Industrial Engineering), King Mongkut's University of Technology North Bangkok• Honorary Doctoral Degree in Industrial Design, Rajamangala University of Technology Tawan-ok• Master of Engineering Faculty of Engineering, King Mongkut's University of Technology North Bangkok• The Rule of Law for Democracy Program (Class 13/2025), College of the Constitutional Court• Modern Leaders Development in Jurisprudence and Development (RoLD 2022 : Beyond Leadership), Thailand Institute of Justice• Top Executive Program in Creative & Amazing Thai Services (Class 1/2019), Commerce Academy• Top Executive Program in Commerce and Trade (Class 11/2018), Commerce Academy• Advanced Management Course in Power Science (Class 8/2016), Institute of Energy Science• Administrative Justice for Executives Program (Class no.18/2014), The Office of the Administrative Courts of Thailand



Education	<ul style="list-style-type: none"> • Poom Palung Pandin Courses for Executives (Class No.1/2012), Chulalongkorn University • Capital Market Academy Executive Program (Class No.13/2011), Capital Market Academy 	
Director Training Program	<ul style="list-style-type: none"> • DAP/2004, Thai Institution of Directors Association (IOD) 	
Number of shares held in the company	35,999,999 shares	
Shareholding (%)	2.075% of Paid-up capital	
Family Relationship between Executives	<ul style="list-style-type: none"> • Nephew of Mr. Sompop Sahawat • Cousin of Mr. Patta Sahawat • Cousin of Ms. Phattra Sahawat • Cousin of Mr. Somprasong Sahawat • Cousin of Mr. Sittiwat Sahawat 	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2021 - Present	Director	Vanachai Logistics Enterprise Co., Ltd.
2019 - Present	Director	Vanachai Logistics Co., Ltd.
2017 - Present	Director	Vanachai Woodsmith Co., Ltd.
2015 - Present	Director	Vanachai Energy Industries Co., Ltd.
2014 - Present	Director	PV Wood Co., Ltd.
2008 - Present	Honorary President	The Thai Furniture Industries Association
2008 - Present	Honorary Chairman of Thai Panel Product Industry Club	The Federation of Thai Industries
1995 - Present	Director	Vanachai Panel Industries Co., Ltd.
1994 - Present	Director	Vanachai Group PCL.
	Director	Vanachai Chemical Industries Co., Ltd.
1993 - Present	Director	Particle Planner Co., Ltd.
1991 - 2 Jul. 2020	Director	The Vanachai Group of Companies Co., Ltd.
1989 - Present	Director	Woodtek International Co., Ltd.
Criminal - Free Track record for the past 10 years		None



10. Mr. Suthep Chaipattavanich

Age (year)	62	
Position	Director	
Date of appointment as a Director	1 November 1994	
Education	• BA-Marketing, Assumption University	
Director Training Program	• DAP/2004, Thai Institution of Directors Association (IOD)	
Number of shares held in the company	36,000,000 shares (Mrs. Siriporn Chaipattavanich) of his spouse	
Shareholding (%)	2.075% (Mrs. Siriporn Chaipattavanich) of paid-up capital of his spouse	
Family Relationship between Executives	• Brother-in-law of Mr. Patta Sahawat • Brother-in-law of Ms. Phattra Sahawat	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2021 - Present	Director	Vanachai Logistics Enterprise Co., Ltd.
2019 - Present	Director	Vanachai Logistics Co., Ltd.
2017 - Present	Director	Vanachai Woodsmith Co., Ltd.
2015 - Present	Director	Vanachai Energy Industries Co., Ltd.
2005 - 2 Jul. 2020	Director	The Vanachai Group of Companies Co., Ltd.
1995 - Present	Director	Vanachai Panel Industries Co., Ltd.
1994 - Present	Director	Vanachai Group PCL.
	Director	Vanachai Chemical Industries Co., Ltd.
1993 - Present	Director	Woodtek International Co., Ltd.
	Director	Particle Planner Co., Ltd.
Criminal - Free Track record for the past 10 years	None	



11. Mr. Patta Sahawat

Age (year)	53	
Position	<ul style="list-style-type: none"> • Director • Authorized Director 	
Date of appointment as a Director	25 April 2001	
Education	<ul style="list-style-type: none"> • Diploma Mount Ida College, Massachusetts, USA. 	
Director Training Program	<ul style="list-style-type: none"> • DAP/2004, Thai Institution of Directors Association (IOD) 	
Number of shares held in the company	36,000,000 shares	
Shareholding (%)	2.075% of Paid-up capital	
Family Relationship between Executive	<ul style="list-style-type: none"> • Nephew of Mr. Sompop Sahawat • Elder Brother of Ms. Phattra Sahawat • Cousin of Mr. Wanthana Jaroennawarat • Cousin of Mr. Somprasong Sahawat • Cousin of Mr. Sittiwat Sahawat • Brother of wife of Mr. Suthep Chaipattananavich (Mrs. Siriporn Chaipattananavich) 	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2021 - Present	Director	Vanachai Logistics Enterprise Co., Ltd.
2019 - Present	Director	Vanachai Logistics Co., Ltd.
2017 - Present	Director	Vanachai Woodsmith Co., Ltd.
2015 - Present	Director	Vanachai Energy Industries Co., Ltd.
2008 - Present	Vice Chairman Honorary of Thai Panel Products Industry Club	Thai Panel Products Industry Club
2005 - 2 Jul. 2020	Director	The Vanachai Group of Companies Co., Ltd.
2002 - Present	Director	Woodtek International Co., Ltd.
2001 - Present	Director	Vanachai Group PCL.
	Director	Vanachai Panel Industries Co., Ltd.
	Director	Vanachai Chemical Industries Co., Ltd.
	Director	Particle Planner Co., Ltd.
Criminal - Free Track record for the past 10 years	None	



12. Ms. Phattra Sahawat

Age (year)	51	
Position	<ul style="list-style-type: none"> • Director • Authorized Director • Managing Director 	
Date of appointment as a Managing Director	26 February 2026	
Date of appointment as a Director	24 April 2002	
Education	<ul style="list-style-type: none"> • MSA. Multinational Commerce, Boston University, USA. 	
Director Training Program	<ul style="list-style-type: none"> • DAP/2004, Thai Institution of Directors Association (IOD) 	
Number of shares held in the company	36,000,000 shares	
Shareholding (%)	2.075% of Paid-Up Capital	
Family Relationship between Executives	<ul style="list-style-type: none"> • Niece of Mr. Sompop Sahawat • Younger sister of Mr. Patta Sahawat • Cousin of Mr. Wanthana Jaroennawarat • Cousin of Mr. Somprasong Sahawat • Cousin of Mr. Sittiwat Sahawat • Sister of wife of Mr. Suthep Chaipattanavanich (Mrs. Siriporn Chaipattanavanich) 	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
26 Feb. 2026 - Present	Managing Director	Vanachai Group PCL.
2021 - Present	Director	Vanachai Logistics Enterprise Co., Ltd.
2019 - Present	Director	Vanachai Logistics Co., Ltd.
2017 - Present	Director	Vanachai Woodsmith Co., Ltd.
2015 - Present	Director	Vanachai Energy Industries Co., Ltd.
2014 - Present	Director	PV Wood Co., Ltd.
2012 - Present	Director	Vanachai Panel Industries Co., Ltd.
	Director	Particle Planner Co., Ltd
	Director	Vanachai Chemical Industries Co., Ltd.
	Director	Woodtek International Co., Ltd.
2005 - 2 Jul. 2020	Director	The Vanachai Group of Companies Co., Ltd.
2002 - Present	Director	Vanachai Group PCL.
Criminal - Free Track record for the past 10 years	None	



13. Mr. Somprasong Sahavat

Age (year)	49
Position	<ul style="list-style-type: none">• Director• Authorized Director• Deputy Managing Director• Chief Finance Officer (CFO)
Date of appointment as a Deputy Managing Director	26 February 2026
Date of appointment as a Director	13 May 2003
Date of appointment is the highest account ability in the accounting and finance (CFO)	12 November 2018
Education	<ul style="list-style-type: none">• MPA/ID, Harvard University, USA• Bachelor of Economics, Tufts University, USA• Advanced Management Course in Power Science (Class 18/2023), Institute of Energy Science• CFO Refresher Class 2/2021, Capital Market Knowledge Development, SET• Modern Leaders Development in Jurisprudence and Development (RoLD Class 2 : Beyond Leadership), 2017, Thailand Institute of Justice• Top Executive Program in Commerce and Trade (Class 9/2016), Commerce Academy• Strategic CFO in Capital Markets Program (Class 3, 2016), SET• Poom Palung Pandin Courses for Executives (Class No.3/2015), Chulalongkorn University• Capital Market Academy Executive Program (Class 16, 2014), Capital Market Academy
Director Training Program	<ul style="list-style-type: none">• DAP/2004, Thai Institution of Directors Association (IOD)
Number of shares held in the company	36,000,000 shares
Shareholding (%)	2.075% of Paid-up capital



Family Relationship between Executives

- Nephew of Mr. Sompop Sahawat
- Cousin of Mr. Wanthana Jaroennawarat
- Cousin of Mr. Patta Sahawat
- Cousin of Ms. Phattra Sahawat
- Cousin of Mr. Sittiwat Sahawat

Working Experience in the last 5 years

<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
1 Jun. 2022 - 25 Feb. 2026	Managing Director	Vanachai Energy Industries Co., Ltd.
1 Jan. 2022 - 25 Feb. 2026	Managing Director	Vanachai Panel Industries Co., Ltd.
2021 - Present	Director	Vanachai Logistics Enterprise Co., Ltd.
2019 - Present	Director	Vanachai Logistics Co., Ltd.
2017 - Present	Director	Vanachai Woodsmith Co., Ltd.
2015 - Present	Director	Vanachai Energy Industries Co., Ltd.
2011 - Present	Director	Vanachai Panel Industries Co., Ltd.
2010 - Present	Director	Particle Planner Co., Ltd.
	Director	Vanachai Chemical Industries Co., Ltd.
	Director	Woodtek International Co., Ltd.
2003 - Present	Director	Vanachai Group PCL.
2000 - 2 Jul. 2020	Director	The Vanachai Group of Companies Co., Ltd.
Criminal - Free Track record for the past 10 years		None



14. Mr. Sittiwat Sahawat

Age (year)	45	
Position	<ul style="list-style-type: none"> • Director • Authorized Director • Deputy Managing Director 	
Date of appointment as a Deputy Managing Director	26 February 2026	
Date of appointment as a Director	14 May 2019	
Education	<ul style="list-style-type: none"> • Business Administrative, San Francisco State University, USA 	
Director Training Program	<ul style="list-style-type: none"> • DAP/2019, Thai Institution of Director Association (IOD) 	
Number of shares held in the company	36,000,000 shares	
Shareholding (%)	2.075% of Paid-up capital	
Family Relationship between Executives	<ul style="list-style-type: none"> • Son of Mr. Sompop Sahawat • Cousin of Mr. Wanthana Jaroennawarat • Cousin of Mr. Patta Sahawat • Cousin of Ms. Phattra Sahawat • Cousin of Mr. Somprasong Sahawat 	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
26 Feb. 2026 - Present	Managing Director	Vanachai Energy Industries Co., Ltd.
	Managing Director	Vanachai Panel Industries Co., Ltd.
2021 - Present	Director	Vanachai Logistics Enterprise Co., Ltd.
2019 - Present	Director	Vanachai Logistics Co., Ltd.
	Director	Vanachai Woodsmith Co., Ltd.
	Director	Vanachai Energy Industries Co., Ltd.
	Director	Vanachai Panel Industries Co., Ltd.
	Director	Particle Planner Co., Ltd.
	Director	Vanachai Chemical Industries Co., Ltd.
	Director	Woodtek International Co., Ltd.
	Director	Vanachai Group PCL.
2015 - 25 Feb. 2026	Assistant Managing Director	Vanachai Group PCL.
2012 - 2015	Deputy Managing Director	Woodtek International Co., Ltd.
Criminal - Free Track record for the past 10 years	None	



15. Mr. Surapong Dumrisilp

Age (year)	68	
Position	• Director	
Date of appointment as a Director	6 March 2015	
Education	• BA-Accounting, Thammasat University	
Director Training Program	• DAP/2017, Thai Institution of Director Association (IOD)	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2015 - Present	Director	Vanachai Group PCL.
2010 - 2024	Assistant Managing Director	Vanachai Group PCL.
2002 - 2010	Assistant Deputy Managing Director	Vanachai Group PCL.
Criminal - Free Track record for the past 10 years	None	

16. Mr. Phumsakdi Chullavullibha

Age (year)	61	
Position	Assistant Managing Director	
Date of appointment as an Assistant Managing Director	1 February 2010	
Education	• DBA-Industrial Business and Human Resource Development, King Mongkut's University of Technology North Bangkok • MIE-Industrial Engineering, King Mongkut's University of Technology North Bangkok	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2010 - Present	Assistant Managing Director	Vanachai Group PCL.
1993 - 2010	Planning & Development Manager	Vanachai Group PCL.
Criminal - Free Track record for the past 10 years	None	



17. Mr. Aruck Tungtrakool

Age (year)	65	
Position	Company Secretary	
Date of appointment as a Company Secretary	11 August 2008	
Education	<ul style="list-style-type: none">• BA-Accounting, Thammasat University• Practitioners Company Secretary Course Class No. 21/2009, Thai Company Secretary Club	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
2008 - Present	Company Secretary	Vanachai Group PCL.
Criminal - Free Track record for the past 10 years	None	

18. Mrs. Prapaporn Sringam

Age (year)	60	
Position	Administrative Manager	
Date of appointment as an Administrative Manager	1 October 2021	
Education	<ul style="list-style-type: none">• Bachelor's degree in Finance and Banking, Ramkhamhaeng University	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
1 Oct. 2021 - Present	Administrative Manager	Vanachai Group PCL.
1 Mar. 2015 - 30 Sep. 2021	Head of Purchasing	Vanachai Group PCL.
Criminal - Free Track record for the past 10 years	None	



19. Ms. Kanokwan Khuanpadung

Age (year)	44	
Position	Chief Accountant	
Date of appointment as an Accounting Supervisor	1 April 2022	
Education	<ul style="list-style-type: none"> • Faculty of Humanities and Social Sciences, Accountancy, Burapha University • Training for continuing knowledge development in accounting <ul style="list-style-type: none"> Year 2025, amount 12 hours Year 2024, amount 12 hours Year 2023, amount 12 hours 	
Number of shares held in the company	None	
Shareholding (%)	None	
Family Relationship between Executives	None	
Working Experience in the last 5 years		
<u>Period</u>	<u>Position</u>	<u>Name / Company</u>
1 Apr. 2022 - Present	Chief Accountant	Vanachai Group PCL.
1 Jun. 2017 - Present	Accounting and Administration Supervisor	Vanachai Group PCL.
1 Mar. 2015 - 31 May 2017	Acting Accounting and Management Supervisor	Vanachai Group PCL.
1 Jun. 2014 - 28 Feb. 2015	Accounting Assistant Supervisor	Vanachai Group PCL.
1 Sep. 2009 - 31 May 2014	Accounting Department Supervisor	Vanachai Group PCL.
Criminal - Free Track record for the past 10 years	None	



1.2 Responsibilities of the Secretary of the Company

The secretary of the company is responsible for the duties as stipulated in Article 89/15 and Article 89/16 of the Securities and Exchange Act (No.4) B.E. 2551, being effective since the date of 31 August 2008, with accountability, carefulness, and uprightness. In addition, the secretary must operate according to relevant laws, objectives and regulations of the company, the committee's resolutions, as well as the resolutions derived from the shareholders' meetings. The secretary's responsibilities as stipulated by law include:

1. Prepare and keep the following documents:
 - (a) Records of directors
 - (b) The Board of Directors' meeting appointment letters, minutes of the meetings, and the company's annual report
 - (c) The shareholders' meeting appointment letters and minutes of the shareholders' meetings.
2. Keep the report on the interests of the directors or executives, and send a copy of the report, according to Article 89/14, to the Chairman of the Board of Directors and the Chairman of the Audit Committee for acknowledgement within 7 working days from the date of receiving such a report.
3. Carry out other tasks as assigned by the Capital Market Supervisory Board.

In addition, the secretary of the company is also responsible for the following tasks assigned by the Board of Directors. Tasks related to the meeting:

1. Tasks related to the meeting:
 - Arrange meetings, coordinate and gather documents for shareholders, and follow up and review the meeting agenda
 - Keep documents related to the meetings such as minutes of the meetings of the Board of Directors, minutes of the shareholders' meetings.
2. Ensure the compliance of related laws and regulations
 - Monitor and examine the company's implementation regarding the memorandum of association, the company's regulations, the Securities and Exchange Act, Public Limited Companies Act, etc.
3. Prepare, gather and disseminate information
 - Prepare a draft of the Message from the Board of Directors regarding business performance, coordinate the dissemination of the annual report and the financial statements
 - Gather a list of shareholders' names and examine the movement of such a list
 - Report the asset holding according to the regulations stipulated by the Stock Exchange of Thailand.
4. Report information according to the requirements of the Stock Exchange of Thailand and investors
 - Increase/decrease of capital, acquisition or distribution of the assets of the registered company and subsidiaries
 - Prepare information and coordinate in order to communicate with investors and analysts
5. Other tasks assigned by the company



2. Detail about the holding a position of Executive and control authority in the company, subsidiaries and related companies

Company List Name		Position	Subsidiary Companies									Related Companies	
			1	2	3	4	5	6	7	8	9	1	2
1. Mr. Sompop	Sahawat	✕+√+√√	✕	✕	✕	✕	√	✕	✕	✕	-	-	-
2. Mr. Suebtrakul	Soonthornthum	√	-	-	-	-	-	-	-	-	-	-	-
3. Ms. Yupaporn	Boongate	√+√√	√	√	√	√	-	√	√	√	-	√	√
4. Mr. Kraithip	Krairiksh	√	-	-	-	-	-	-	-	-	-	-	-
5. Pol. Gen. Soontorn	Saikwan	√	-	-	-	-	-	-	-	-	-	-	-
6. Pol. Gen. Visanu	Prasattongsoth	√	-	-	-	-	-	-	-	-	-	-	-
7. Mr. Praphan	Anaman	√	-	-	-	-	-	-	-	-	-	-	-
8. M.L. Dispanadda	Diskul	√	-	-	-	-	-	-	-	-	-	-	-
9. Mr. Wanthana	Jaroennawat	√+√√	√	√	√	√	√	√	√	√	√	√	√
10. Mr. Suthep	Chaipattanavanich	√+√√	√	√	√	√	-	√	√	√	√	-	-
11. Mr. Patta	Sahawat	√+√√	√	√	√	√	-	√	√	√	√	√	√
12. Ms. Phattra	Sahawat	√+√√	√	√	√	√	√	√	√	√	√	√	√
13. Mr. Somprasong	Sahawat	√+√√	√	√	√	√	-	√	√	√	√	-	-
14. Mr. Sittiwat	Sahawat	√+√√	√	√	√	√	-	√	√	√	√	-	-
15. Mr. Surapong	Dumrisilp	√+√√	-	-	-	-	-	-	-	-	-	-	-
16. Mr. Phumsakdi	Chullavullibha	-	-	-	-	-	-	-	-	-	-	-	-
17. Mr. Aruck	Tungtrakool	-	-	-	-	-	-	-	-	-	-	-	-
18. Mrs. Prapaporn	Sringam	-	-	-	-	-	-	-	-	-	-	-	-
19. Ms. Kanokwan	Khuanpadung	-	-	-	-	-	-	-	-	-	-	-	-

Remark

✕ = Chairman √ = Director √√ = Executive Director

Subsidiary Companies

1. Particle Planner Co., Ltd.
2. Woodtek International Co., Ltd.
3. Vanachai Chemical Industries Co., Ltd.
4. Vanachai Panel Industries Co., Ltd.
5. PV Wood Co., Ltd.
6. Vanachai Energy Industries Co., Ltd.
7. Vanachai Woodsmith Co., Ltd.
8. Vanachai Logistics Co., Ltd.
9. Vanachai Logistics Enterprise Co., Ltd.

Related Companies

1. Vanachai Plywood Co., Ltd.
2. Rich forest Co., Ltd.



Shareholding in subsidiaries of the Company's directors as of December 31, 2025

Directors list		Subsidiaries list								
		1	2	3	4	5	6	7	8	9
1. Mr. Sompop	Sahawat	1	1	1	1	-	1	1	1	1
2. Mr. Suebrakul	Soonthornthum	-	-	-	-	-	-	-	-	-
3. Ms. Yupaporn	Boongate	1	1	1	1	-	-	-	1	-
4. Mr. Kraithip	Krairiksh	-	-	-	-	-	-	-	-	-
5. Pol. Gen. Soontorn	Saikwan	-	-	-	-	-	-	-	-	-
6. Pol. Gen. Visanu	Prasattongosoth	-	-	-	-	-	-	-	-	-
7. Mr. Praphan	Anaman	-	-	-	-	-	-	-	-	-
8. M.L. Dispanadda	Diskul	-	-	-	-	-	-	-	-	-
9. Mr. Wanthana	Jaroennawarat	-	-	-	-	-	-	-	-	-
10. Mr. Suthep	Chaipattanavanich	-	-	-	1	-	-	-	-	1
11. Mr. Patta	Sahawat	1	-	1	-	-	-	-	-	-
12. Ms. Phattra	Sahawat	-	1	-	1	-	1	1	-	-
13. Mr. Somprasong	Sahawat	1	1	1	-	-	-	-	-	-
14. Mr. Sittiwat	Sahawat	1	1	1	1	-	-	-	-	-
15. Mr. Surapong	Dumrisilp	-	-	-	-	-	-	-	-	-

Subsidiaries and related companies do not issue debentures. Therefore, there is no debenture holding in the subsidiary and related companies.

Subsidiaries

1. Particle Planner Co., Ltd.
2. Vanachai Panel Industries Co., Ltd.
3. Vanachai Chemical Industries Co., Ltd.
4. Woodtek International Co., Ltd.
5. PV Wood Co., Ltd.
6. Vanachai Energy Industries Co., Ltd.
7. Vanachai Woodsmith Co., Ltd.
8. Vanachai Logistics Co., Ltd.
9. Vanachai Logistics Enterprise Co., Ltd.



Attachment 2

Details of the directors of the subsidiary

List of directors		List of Subsidiaries								
		1	2	3	4	5	6	7	8	9
1. Mr. Sompop	Sahawat	✘	✘	✘	✘	✓	✘	✘	✘	-
2. Ms. Yupaporn	Boongate	✓	✓	✓	✓	-	✓	✓	✓	-
3. Mr. Wanthana	Jaroennawat	✓	✓	✓	✓	✓	✓	✓	✓	✓
4. Mr. Suthep	Chaipattanavanich	✓	✓	✓	✓	-	✓	✓	✓	✓
5. Mr. Patta	Sahawat	✓	✓	✓	✓	-	✓	✓	✓	✓
6. Ms. Phattra	Sahawat	✓	✓	✓	✓	✓	✓	✓	✓	✓
7. Mr. Somprasong	Sahawat	✓	✓	✓	✓	-	✓	✓	✓	✓
8. Mr. Sittiwat	Sahawat	✓	✓	✓	✓	-	✓	✓	✓	✓

✘ = Chairman ✓ = Director

Subsidiary Companies

1. Particle Planner Co., Ltd.
2. Woodtek International Co., Ltd.
3. Vanachai Chemical Industries Co., Ltd.
4. Vanachai Panel Industries Co., Ltd.
5. PV Wood Co., Ltd.
6. Vanachai Energy Industries Co., Ltd.
7. Vanachai Woodsmith Co., Ltd.
8. Vanachai Logistics Co., Ltd.
9. Vanachai Logistics Enterprise Co., Ltd.



Attachment 3

Details about the Head of Internal Audit and the head of the company's compliance department

- Head of Internal Audit

Ms. Adchara Watanawongsiri

Age : 55 Years

Education : B.B.A. (Accounting), Ramkhamhaeng University

Number of shares held in the company : None

Shareholding (%) : None

Family relationship between Executives : None

Working Experience in the last 5 years

2010 - Present : Information and Data system Dep. Manager

Head of Internal Audit is responsible for oversees the company's and group's business operations to ensure compliance with laws, regulations, rules, policies, and requirements set by relevant governmental agencies, such as the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and other regulatory agencies related to the company's business activities.

- Head of the company's compliance department

-None-



Attachment 4

Assets used in business operations and details of property appraisal transactions

Assets used in business operations

4.1 Main fixed assets of the Company and its subsidiaries

- All assets of Vanachai Group Public Company Limited and its subsidiaries refers to assets located in the area where the head office is located - No. 2/1 Wongsawang Road, Wongsawang Subdistrict, Bang Sue District, Bangkok, including those located in factories in Province Chonburi, Saraburi, Rayong, and Surat Thani.

The total fixed assets of Vanachai Group Public Company Limited and its subsidiaries as on 31 December 2025 are as follows:

<u>Type / Characteristics of Property</u>	<u>Proprietary nature</u>	<u>Net book value (million Baht)</u>	<u>Obligation</u>
1. Land and land improvements, with total area of 1,073 Rai 3 Ngan 42.30 square Wah	Owner	415.73	Mortgaged for short-term loans and long-term loans from financial institutions in the amount of 8,746.94 million Baht
2. Building improvements, factory building and construction	Owner	1,661.01	
3. Machines and equipment	Owner	6,414.18	
4. Land and land improvements, with total area of 762 Rai - Ngan 87.20 square Wah	Owner	262.85	Not bound by obligations
5. Building improvements, factory building and construction	Owner	232.21	Not bound by obligations
6. Machines and equipment	Owner	1,173.97	Not bound by obligations
7. Vehicles	Owner	111.42	Not bound by obligations
8. Tools	Owner	33.08	Not bound by obligations
9. Furniture and office equipment	Owner	9.84	Not bound by obligations
10. Construction in progress		1,814.68	Not bound by obligations
Total		12,128.97	

Intangible Assets

- Vanachai Chemical Industries Co., Ltd. (a subsidiary company) has royalty payment transaction of an intangible asset arising from the purchase of machinery and production technology from foreign manufacturers which there will be a production license and transfer of formaldehyde production technology to the Company, with terms that the production technology is not transferred to others.

- Vanachai Group Public Company Limited has royalty payment transaction of an intangible asset arising from the purchase of laminated flooring wood production technology, which is a system for locking each plank together.



4.2 Investment Policy in Subsidiaries

The Company has a policy to invest in subsidiary companies with the objective of merging the group of companies in the business of producing and selling panel boards to replace natural wood and related products of the Vanachai group together.

Management Policy in Subsidiaries

The Company has a policy to focus on the subsidiaries to be able to produce quality products with competitive production costs, able to help support income and sales of products within the group. The Executive Directors of the Company will also be the Executive Directors of the Subsidiaries in order to be able to formulate policies and supervise operations of the subsidiaries to be in accordance with the directions and policies set.

Details on appraisal of the properties

- None -



Corporate Governance Principles and Policies

The Board of Directors places great importance on adhering to the principles of good corporate governance, covering the following eight corporate governance principles:

Principle 1: Establish Clear Leadership Role and Responsibilities of the Board of Directors

- The Board of Directors shall understand its role and recognize its responsibilities as leaders who must govern to ensure the organization has good management.
- The Board of Directors shall govern the Company to lead towards good governance outcomes.
- The Board of Directors shall ensure that all directors and executives perform their duties with a duty of care and duty of loyalty to the organization, and ensure that operations comply with laws, regulations, and shareholder meeting resolutions, as well as established policies or guidelines. This includes having an approval process for major operations, such as investments, transactions with significant impact on the Company, connected transactions, acquisition or disposal of assets, dividend payments, etc.
- The Board of Directors shall understand the scope of duties and responsibilities of the Board of Directors and clearly define the scope of delegation of duties and responsibilities to the Chief Executive Officer and the management, as well as monitor the Chief Executive Officer and the management to ensure duties are performed as assigned.

Principle 2: Define Objectives That Promote Sustainable Value Creation

- The Board of Directors shall define or ensure that the main objectives and goals of the Company are geared toward sustainability as objectives and goals consistent with value creation for the Company, customers, stakeholders, and society as a whole.
- The Board of Directors shall supervise to ensure that the objectives, goals, and medium-term and/or annual strategies of the Company are consistent with achieving the Company's main objectives and goals through the appropriate and safe use of technology.

Principle 3: Strengthen Board Effectiveness

- The Board of Directors is responsible for determining and reviewing the Board of Directors structure, including the size, composition, and proportion of independent directors suitable and necessary for guiding the organization towards achieving its specified main objectives and goals.
- The Board of Directors shall select a suitable person to be the Chair of the Board of Directors and ensure that the composition and work of the Board of Directors facilitate independent judgment in decision-making.
- The Board of Directors should supervise to ensure transparent and clear processes in the recruitment and selection of directors in order to ensure that the Board of Directors has qualifications consistent with the specified composition.
- In proposing remuneration for the Board of Directors to be approved by shareholders, the Board of Directors shall consider the structure and rates of remuneration to be commensurate to responsibilities and incentivize the Board of Directors to lead the organization in line with both short- and long-term goals.
- The Board of Directors is responsible for ensuring that all directors are responsible for performing their duties and allocating sufficient time.
- The Board of Directors is responsible for ensuring that there are frameworks and mechanisms for governing the policies and operations of subsidiaries (if any) and other businesses in which the Company has significant investment at a level appropriate for each business, as well as ensuring that those subsidiaries and businesses have a correct and mutual understanding.



- The Board of Directors shall hold annual performance assessments of the Board of Directors, as well as subcommittees and individual directors, to review performance, problems, and barriers in each year so that the results can be used to develop and improve performance in various areas.
- The Board of Directors shall supervise to ensure the Board of Directors and each director have an understanding of their roles and duties, the nature of business operations, and laws related to business operations, as well as encourage all directors to consistently improve their skills and knowledge for performing their duties as directors.
- The Board of Directors shall ensure that the operations of the Board of Directors proceed smoothly with access to necessary information, and that there is a Company Secretary with the necessary and appropriate knowledge and experience to support Board of Directors operations.

Principle 4: Ensure Effective CEO and People Management

- The Board of Directors shall ensure that the Chief Executive Officer and senior executives are recruited and developed to have the knowledge, skills, experience, and characteristics necessary to drive the organization toward its goals.
- The Board of Directors, by the recommendation of the Nomination and Remuneration Sub-committee, shall oversee the establishment of appropriate remuneration structures and performance evaluations.
- The Board of Directors shall seek to understand the shareholder structure and relationships that may affect the management and operations of the Company.
- The Board of Directors shall monitor the management and development of personnel to ensure personnel have appropriate knowledge, skills, experience, and motivation.

Principle 5: Nurture Innovation and Responsible Business

- The Board of Directors places importance on and supports operations that create value for the business while simultaneously benefiting customers or related parties, with responsibility toward society and the environment.
- The Board of Directors shall oversee the management to ensure that the business operates with corporate social responsibility, integrating these principles into actions plans to ensure all departments with the Company's work in alignment with the Company's objectives, main goals, and strategic plans.
- The Board of Directors shall monitor to ensure that the management allocates and manages resources effectively in order to be able to achieve main objectives and goals sustainably.
- The Board of Directors shall establish an organization-level information technology governance and management framework consistent with the Company's needs, as well as ensuring the use of information technology to increase business opportunities, improve work, and manage risks to enable the Company to achieve its main objectives and goals.

Principle 6: Strengthen Effective Risk Management and Internal Control

- The Board of Directors shall supervise and ensure that the Company has risk management and internal control systems that effectively achieve objectives and comply with relevant laws and standards.
- The Board of Directors shall establish an Audit Committee capable of performing its duties effectively and independently.
- The Board of Directors shall monitor and manage potential conflicts of interest between the Company and the management, the Board of Directors, or shareholders, in addition to preventing improper use of Company assets, information, opportunities, and inappropriate transactions with connected persons.
- The Board of Directors shall supervise the preparation of clear anti-corruption policies and guidelines, communicating them at all levels of the organization and to outside parties to ensure practical implementation, as well as support activities that promote and instill compliance with relevant laws and regulations in all employees.
- The Board of Directors shall ensure the Company has mechanisms for receiving complaints and handling whistleblowing reports.



Principle 7: Ensure Disclosure and Financial Integrity

- The Board of Directors shall be responsible for ensuring that financial reporting and key information disclosure systems are accurate, adequate, timely, and in accordance with relevant rules, standards, and guidelines.
- The Board of Directors shall monitor to ensure sufficient financial liquidity and debt-servicing ability.
- In the event that the Company faces financial difficulties or is likely to do so, the Board of Directors shall consider ensuring the Company has plans or other mechanisms to resolve financial issues, while recognizing stakeholder rights.
- The Board of Directors shall consider preparing sustainability reports as appropriate.
- The Board of Directors shall supervise the management to ensure the assignment of a unit or person responsible for investor relations to communicate with shareholders and other stakeholders, such as investors and analysts, appropriately, equally, and in a timely manner.
- The Board of Directors shall promote the use of information technology in disseminating information.

Principle 8: Ensure Engagement and Communication with Shareholders

- The Board of Directors shall ensure that shareholders participate in making decisions on important Company matters.
- The Board of Directors shall ensure that proceedings on shareholders' meeting dates are orderly, transparent, efficient, and accommodating to the shareholders' exercise of their rights.
- The Board of Directors shall ensure that the disclosure of meeting resolutions and the preparation of minutes of the shareholders' meeting are accurate and complete.

Business Ethics

Vanachai Group Public Company Limited is committed to conducting business ethically, complying with relevant laws, requirements, and good governance principles. The Company adheres to the principles of responsibility, transparency, and verifiable disclosure of information to create long-term business value. The business ethics upheld by the Company include:

1. Responsibility for Business Operations

The Company is committed to conducting business responsibly by establishing a code of business conduct and defining various policies under the framework of good corporate governance to assure all stakeholders that the Company operates with transparency, accountability, and adherence to ethical principles.

1.1 Compliance with Relevant Laws, Rules, and Regulations

The Company prioritizes compliance with relevant laws, rules, and regulations in all operational areas. All directors, executives, and employees must respect the law, strictly follow best practices, and avoid violations.

1.2 Anti-Corruption

The Company focuses on honest and transparent business operations strictly compliant with laws, rules, regulations, and anti-corruption measures. Directors, executives, employees, and any persons acting for the benefit of the Company Group have a duty to comply with anti-corruption laws, regulations, policies, practices, and guidelines established by the Company. Soliciting or accepting any form of corruption, directly or indirectly, is strictly prohibited across all businesses in all countries and units involved in the Company Group's business operations. Furthermore, the Company is ready for audits by relevant authorities or agencies at all times.

1.3 Interests and Conflicts of Interest

The Company has established a Conflicts of Interest Policy to ensure that operations are transparent and fair. The Board of Directors and executives must carefully consider conflicts of interest in connected transactions with honesty, integrity, and independence, while giving primary consideration to the best interests of the Company.



1.4 Use of Inside Information and Confidentiality

- As a company listed on the Stock Exchange of Thailand, the Company has established key policies to create equality and fairness for all shareholders, and, to prevent illegal acts by personnel at all levels, including family members who may be aware of undisclosed inside information, the Company prohibits such persons from trading shares, persuading others to trade, or offering to trade the Company's shares, whether directly or through a broker, while in possession of undisclosed inside information. This is to prevent speculative trading or the creation of an advantage for any particular group.
- The Company and the Stock Exchange of Thailand consider such acts to be violations of the law and business ethics. Therefore, personnel at all levels must strictly comply with this policy.

Use of Inside Information

Directors, executives, employees at all levels, and all family members who become aware of undisclosed information or news material to changes in the Company's share prices must not use such information to seek profit or benefits, whether directly or indirectly, from trading the Company's securities.

Trading of Company Securities

The Board of Directors and executives, as defined by the Securities and Exchange Commission (SEC), have a duty to report their securities holdings in compliance with SEC regulations.

Confidentiality

- Directors, executives, and all employees have a duty to maintain the Company's confidentiality by being careful and cautious not to leak or release the Company's confidential documents or news to unrelated parties, which may cause damage to the Company.
- Information that must be exchanged with business partners during the normal course of business is not considered confidential information. However, if there is doubt or uncertainty as to whether any information is confidential, the supervisor should always be consulted first.
- The Company's trade secrets must be protected from leakage by defining confidentiality levels based on the importance of the information, such as disclosable information, restricted information, confidential information, etc.
- The sharing of internal information must be within the framework of assigned duties and responsibilities only.

Public Disclosure of Information

- The Company shall disclose important information to the public accurately, transparently, and in a timely manner so that investors and stakeholders receive complete and equal information.
- In the event of rumors or news that may affect securities trading or investment decisions, the Company shall clarify the facts as soon as possible to prevent misunderstandings or unreasonable movements in securities prices.
- If the trading of the Company's securities is unusual, the Company has a duty to investigate and inform stakeholders.
- The Company shall avoid disclosing excessive promotional information or using inappropriate terms and exaggerated reports or forecasts that may mislead investors and affect securities prices unreasonably.

Providing Information to Third Parties

- The Managing Director is the person authorized to approve information released to the public, especially information related to the capital market and investor relations. The department owning the information shall prepare details to present to the Managing Director before dissemination.
- Employees and related parties must not disclose or express opinions regarding internal Company information to external parties. If they do not have the duty to answer questions, they are to politely decline to comment and recommend contacting the relevant department directly.



1.5 Respect for Human Rights

The Company upholds and complies with human rights principles at both national and international levels by treating all stakeholders with equality. The Company does not discriminate based on differences in personal characteristics, race, skin color, origin, religion, gender, age, or any disability not related to performance. The Company also ensures that its personnel refrain from any participation or involvement in human rights violations, including a prohibition against the use of illegal labor.

2. Responsibility to Stakeholders

2.1 Policy on Responsibility to Shareholders

- The Board of Directors performs its duties with honesty, integrity, and to the best of its ability, providing equal rights and treatment to all shareholders.
- The Board of Directors reports the Company's situation to shareholders regularly, in a timely manner, and with complete factual accuracy.

2.2 Policy on Responsibility to Customers and Product Quality and Treatment of Customers/Business Partners

- The Company produces goods/products of high quality that meet established standards.
- The Company delivers products with quality meeting the standards proposed to customers under fair conditions.
- The Company ensures products are delivered within the specified timeframe. If obstacles arise that prevent scheduled delivery, the Company shall promptly notify the customer in advance to mutually find a resolution.
- The Company provides accurate, sufficient, and timely information regarding products and services to ensure customers have adequate information for decision-making.
- The Company refrains from making exaggerated claims in advertising or other communication channels that could mislead customers regarding the quality, quantity, or any conditions of the products and services.
- The Company maintains customer confidentiality and refrains from using such information for personal gain or the wrongful benefit of related parties.
- The Company responds to customer needs promptly and provides efficient systems and channels for customers to lodge complaints regarding the quality of products and services.

2.3 Policy on and Treatment of Business Partners and/or Creditors

- The Company treats business partners and creditors with equality and fairness, based on the principle of fair returns for both parties.
- The Company strictly complies with contracts or agreed-upon conditions. In the event that any condition cannot be met, the Company must promptly notify business partners and/or creditors in advance to jointly consider solutions.
- In business negotiations, the Company refrains from requesting, receiving, or paying any dishonest benefits when dealing with business partners/creditors. If there is information regarding the requesting, receiving, or paying of any dishonest benefits, the details shall be disclosed to the business partners/creditors to jointly resolve the issue fairly and promptly.
- The Company regularly provides creditors with financial information that is accurate, complete, and timely.



2.4 Policy on and Treatment of Employees

- The Company provides fair and appropriate compensation to employees, as well as adequate benefits that are consistent with current circumstances.
- The Company maintains a working environment that is safe for the lives and property of employees.
- The Company prioritizes the development of employees' knowledge, abilities, and skills by providing opportunities thoroughly and consistently.
- Appointments, transfers, rewards, and punishments must be conducted in good faith and based on the knowledge, ability, and suitability of the employee.
- The Company provides opportunities for employees to express opinions and provide suggestions that are beneficial to the Company.
- The Company strictly complies with laws and regulations related to employees.

2.5 Policy on Social, Public, and Environmental Responsibility

Environmental Conservation and Protection

The Company places importance on preventing and reducing environmental impacts that may arise from the Company's activities, products, and services, both in the production process and other operations. This includes preventing and mitigating accidents or disasters that may affect the environment. The Company shall implement appropriate measures to reduce risks and manage potential impacts efficiently.

Compliance with Laws and Regulations

The Company shall operate in accordance with relevant laws, regulations, and environmental standards. This includes establishing clear environmental objectives and targets to lead to practical implementation and regularly reviewing performance to achieve the established goals.

Environmental Management System Development and Continuous Improvement

The Company shall support an efficient environmental management system, while consistently improving and developing it by analyzing deficiencies, investigating accidents, and resolving problems sustainably to ensure operations achieve the established environmental goals.

Community Engagement and Raising Awareness

The Company shall provide accurate information, listen to concerns, and build understanding with surrounding communities to manage impacts in a timely manner. Additionally, the Company promotes awareness of the importance of environmental preservation and social responsibility among employees and stakeholders through various campaigns and training activities.

3. Complaint and Whistleblowing Measures

- The Company has established a Complaints Policy and provided comprehensive channels for reporting complaints and whistleblowing, covering every stage from receiving reports and fact-checking to concluding results, as well as protective measures for whistleblowers and related parties, in order to listen to opinions, suggestions, or complaints from both internal and external stakeholders who may be affected by business operations or the performance of personnel regarding legal violations, breaches of the Code of Conduct, or behavior suggestive of corruption.
- Upon witnessing such incidents, whistleblowers can report through the designated channels. They may choose to remain anonymous if they feel unsafe, or disclose their identity to allow the Company to report progress and clarify facts. Once a report is received, the Company shall conduct an investigation with independence, transparency, accuracy, and fairness, while monitoring progress to ensure appropriate action is taken regarding the complaint.



3.1 Complaint and Whistleblowing Channels

Via Email:

- Audit Committee:
auditcommittee@vanachai.com

Via Registered Mail addressed to:

- Chairman of the Audit Committee
- Managing Director
- Company Secretary

Vanachai Group Public Company Limited

No. 2/1 Wong Sawang Road, Wong Sawang Subdistrict, Bang Sue District, Bangkok 10800

3.2 Protective Measures for Complainants/Whistleblowers

- Complainants/whistleblowers shall receive appropriate protection; for example, there shall be no change or transfer of job position, nature of work, workplace, suspension, intimidation, interference with work performance, termination of employment, or any other act that constitutes unfair treatment.
- Information regarding complaints/whistleblowing shall be kept confidential and shall not be disclosed to unrelated parties, except as required by law.
- Any person who becomes aware of a complaint or related information must maintain the confidentiality of such information and not disclose it to unrelated parties, considering the safety and potential damage to the complainant/whistleblower, the source of information, or related parties, except where necessary for the proceedings or as required by law. In case of intentional violation or disclosure of information, the Company shall take disciplinary and/or legal action against the violator, as the case may be.

3.3 Complaint Management

- Receiving Complaints:
 - The recipient of the complaint shall forward the matter to the relevant department within seven working days for fact-checking.
- Fact-Checking:
 - The relevant department shall conduct a fact-checking investigation and report the conclusion of the resolved complaint and the disciplinary orders from authorized personnel to the complaint coordinator within the timeframe specified in the Complaints Policy.
- Reporting of Results:
 - The complaint coordination unit is responsible for reporting the summary of the complaint results to the complainant, the respondent, and related parties as necessary and appropriate.
 - The Internal Audit Unit or the Fact-Checking Committee (as the case may be) is responsible for reporting the summary of complaint results and disciplinary orders to the Executive Committee and the Audit Committee for further reporting to the Board of Directors, in accordance with the procedures specified in the Complaints Policy.



Company Guidelines for the Treatment of Stakeholders

The Company recognizes the importance of caring for and considering all groups of stakeholders. In conducting its business, the Company takes into account the rights of every stakeholder group and has established the following guidelines for the treatment of stakeholders:

1. Employees

Employees are the operators and drivers of the organization. This includes permanent employees, temporary employees, as well as persons with disabilities or underprivileged individuals. The Company provides fair compensation and promotes equal advancement opportunities for all employees, in line with human rights and employment policies and guidelines. The Company recognizes that employees are valuable resources regardless of their department and are a vital factor in achieving corporate goals. It is the Company's policy to treat employees fairly in terms of opportunity, remuneration, appointment, transfer, and potential development.

2. Shareholders/Investors

Shareholders are individuals, companies, or institutions that legally hold one or more shares of the Company. They benefit from the Company's success through capital gains or dividends, receive continuous corporate information, attend and vote at meetings, and have the right to subscribe to new share offerings and participate in corporate management, such as attending shareholders' meetings. The Company is committed to creating long-term growth and good returns. It always remembers that shareholders are the owners of the business, and the Company has a duty to create added value for them in the long run.

3. Customers

These are distributors interested in specific products who resell them to consumers. They act as dealers or sales agents who sell products to consumers and product users directly, and help to communicate product information and drive sales.

4. Consumers

This group consists of those who purchase and/or use products and services directly from the Company, such as homeowners, contractors, interior designers, or direct users purchasing through WoodSmith stores. They are a crucial stakeholder group affecting organizational growth. The Company places great importance on consumers, following the Corporate Governance Policy: "Supporters who use our products are our priority."

5. Business Partners

These are sellers of goods, contractors, and/or service providers, both juristic persons and individuals, including their subcontractors. The Company has a policy for its employees to treat business partners fairly, honestly, and without taking advantage, taking into consideration the best interests of the Company as a basis for fair returns for both parties. The Company avoids conflict-of-interest situations, and bases negotiations and problem-solving on business relationships.

6. Business Alliances

These are individuals, groups, or companies that collaborate to support business in the long term by combining each party's strengths to achieve aligned strategic goals. The Company is committed to treating business alliances equally and fairly, based on mutual benefits.



7. Creditors and Financial Institutions

These are banks and institutions providing credit to the Company.

- The Company values creditors and financial institutions as highly important partners. Therefore, it is committed to complying with all contractual obligations toward creditors, avoiding the concealment of information or facts that could cause damage to creditors. Furthermore, if the Company cannot fulfill its obligations, it shall notify creditors in advance to jointly find solutions, including terms regarding guarantees, capital management, and potential defaults.
- The Company executes contracts with all types of creditors legally, equally, fairly, and transparently without taking advantage of the counterparty.
- The Company does not use fraudulent methods or conceal any information or facts that may cause damage to creditors.
- The Company follows the terms and agreements with all types of creditors strictly, accurately, and straightforwardly.
- The Company repays loan principals and interest to creditors in full and on time as agreed.

8. Regulators and Government Agencies

These are public agencies, state enterprises, public organizations, and authorities responsible for establishing rules, regulations, and operational frameworks, as well as studying various concepts.

- The Company strictly complies with relevant laws and regulations, always recognizing that local laws, rules, or customs may have different conditions, procedures, or practices.
- The Company refrains from any actions that may incentivize government officials to act inappropriately.
- The Company supports government activities.
- The Company studies concepts regarding innovation, construction material development, and decorative components to comply with laws and regulations.
- The Company consistently participates in meetings to provide feedback, support, and technical assistance.
- The Company listens to the opinions and suggestions of government agencies.

9. Communities Surrounding Factories

These are small communities living within a five-kilometer radius of the Company's premises, which the Company classifies as nearby communities. The Company is committed to supporting the local economy, communities, and society, prioritizing environmental conservation. Specific units are tasked with supervising and ensuring social responsibility. Additionally, the Company promotes corporate culture and instilling awareness in all employees to care for and develop the environment and stakeholders alongside sustainable organizational growth. The Company has a policy to conduct business that benefits the economy, society, and environment by being a good citizen and fully complying with relevant laws and regulations, in addition to participating in enhancing the quality of life of the society and communities where the Company is located along with the Company's growth. The Company also has a policy to encourage participation with various agencies in the society, communities, and nearby areas in terms of education, safety, etc.

10. Competitors

These are individuals, groups, or companies in the same or similar business, competing in products, services, marketing, and production. This competition is beneficial to both producers and consumers as it stimulates business development to produce higher quality and more diverse products, as well as new innovations for the maximum benefit of consumers.



Attachment 6

Audit Committee's Report

Audit Committee of Vanachai Group Public Company are composed of the 4 Independent Directors in accordance with the qualifications and rules stipulated by The Stock Exchange of Thailand are as follows:

- | | | |
|----------------------------|-----------------|---------------------------------|
| 1. Mr. Kraithip | Krairiksh | Chairman of the Audit Committee |
| 2. Police General Soontorn | Saikwan | Audit Committee |
| 3. Police General Visanu | Prasattongosoth | Audit Committee |
| 4. Mr. Praphan | Anaman | Audit Committee |

Scope of authority and duties of the audit committee

1. To review accuracy and completeness of the company's financial statements.
2. To review the appropriateness and effectiveness of the company's internal control system and internal audit system.
3. To review that the company operates in line with the Securities and Exchange Act, the Regulations of the Stock Exchange of Thailand, or any other relevant laws.
4. To consider, select, purpose the company's independent auditors and their remuneration, attend the audit meeting without management participation at least 1 time a year.
5. To consider the related transactions which may cause a conflict of interest according to the law and securities exchange regulations to assure the reasonable and highest benefit to the company.
6. To made audit committee's performance report, presented in the company's annual report and has to be signed by the chairman of the audit committee.
7. To perform any additional duties assigned by the company's board of directors with the consent of the audit committee.

In the year 2025, the Audit Committee held 4 meetings, were meetings to review the quarterly financial statements that were reviewed by the Certified Public Accountant and annual financial statements audited by a certified public accountant, to assure that the financial statements were accurate and revealed the actual company's financial status in compliance with the general accounting principles. The reveal of financial information must be accurate and adequate responding to the general accounting principles, then, submitted to the Board of directors for approval consideration. The details of the meeting attendance of the Audit Committee are as follows:


List name		Attendance / All meetings
1. Mr. Kraithip	Krairiksh	4/4
2. Police General Soontorn	Saikwan	4/4
3. Police General Visanu	Prasattongosoth	4/4
4. Mr. Praphan	Anaman	4/4

The audit committee considered the adequacy of the internal control system. And the opinion that the Company's internal control system is appropriate and adequate.

Audit committees have considered of the disclosure of any inter-related transactions or transactions with conflict of interests between the company, its subsidiaries, related companies and related persons to the confident that company follow regulations and rules stipulated by The Stock Exchange of Thailand, also exposure of adequate information useful to investors and is the opinion that the transaction occurred between the company, its subsidiaries, related companies, related persons has been according to market price or fair dealing, comparable to transaction occurred to the outsiders. Also, company has exposed information accurately and completely.



Audit committees have considered and appointed Certified Public Accountant who are Ms. Praphasri Leelasupha Certified Public Accountant (Thailand) Registration No. 4664 or Mr. Naris Saowalagsakul Certified Public Accountant (Thailand) Registration No. 5369 or Ms. Gunyanun Punyaviwat Certified Public Accountant (Thailand) Registration No. 12733 or Mr. Burin Prasongsamrit Certified Public Accountant (Thailand) Registration No. 12879 or Ms. Pimjai Kerdkumrai Certified Public Accountant (Thailand) Registration No. 13975 from SAM NAK-NGAN A.M.C Co., Ltd. to be the auditors for the year 2026 as SAM NAK-NGAN A.M.C Co., Ltd. has to be the auditor for the Company and its subsidiaries for many continuous years which always able to give helpful advice to the company. Also the appointed auditors are independent and have no any benefits that may cause the conflict of interest to the Company, its subsidiaries, management, major shareholders or those related to such person. The audit committee has considered the audit expenditures for year 2026 total 975,000 Baht to submit board of approval and presented at shareholder annual general shareholder meeting of year 2026 for future approval.

Sign 

(Mr. Kraithip Krairiksh)

Chairman of the Audit Committee





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