

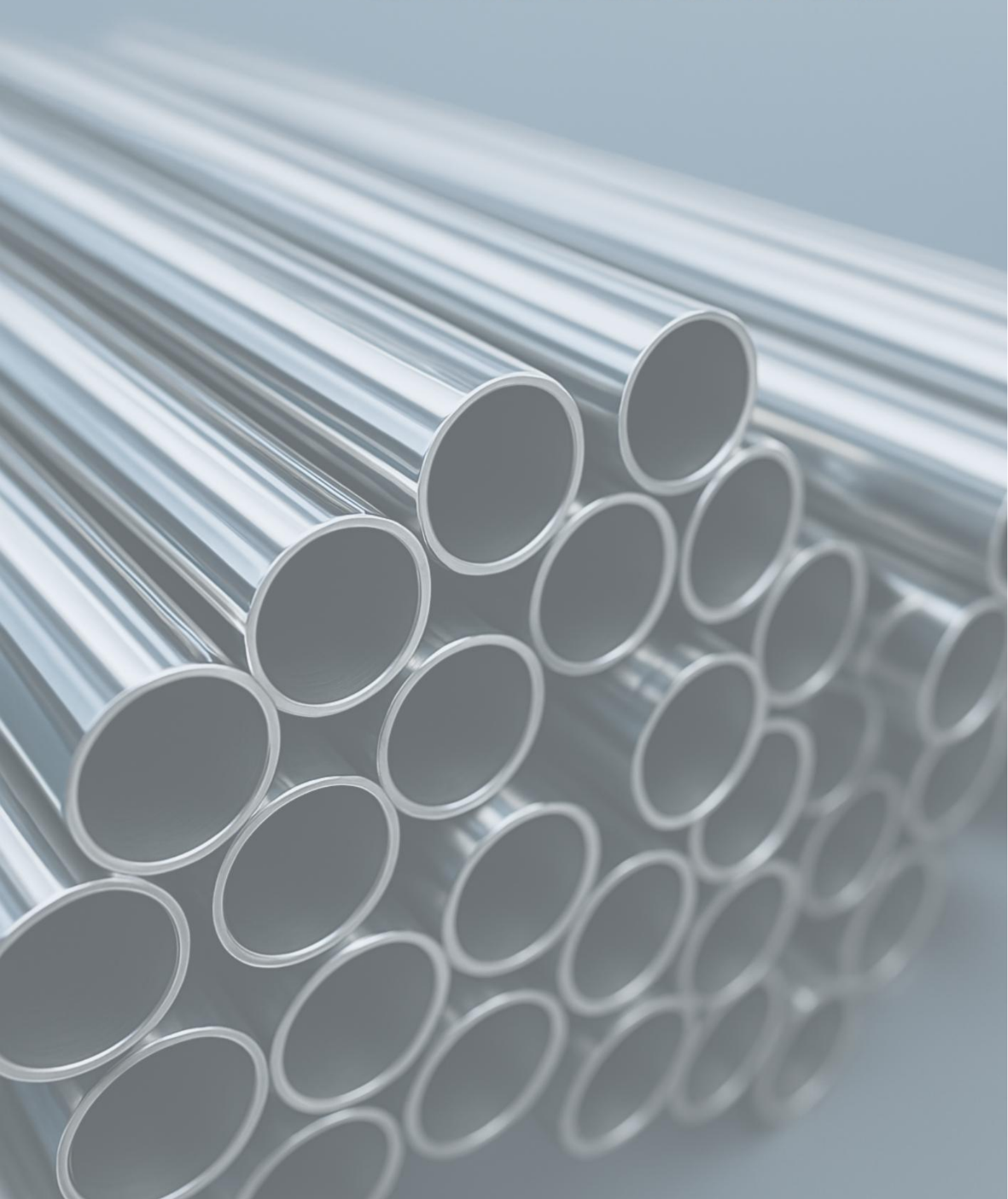


56-1 ONE REPORT

ANNUAL REPORT

2024

บริษัท โลหะกิจ เม็ททอล จำกัด (มหาชน)
LOHAKIT METAL PUBLIC COMPANY LIMITED



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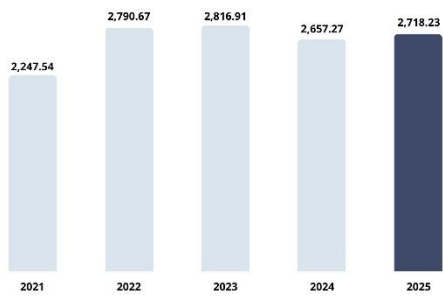
Financial Highlight

Financial summary of Lohakit Metal Public Company Limited and the subsidiaries:

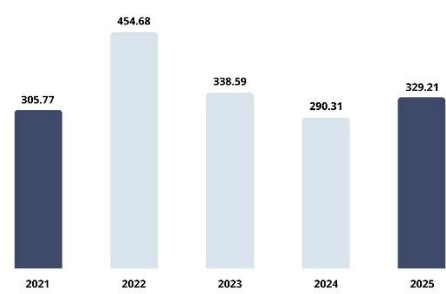
	For the year ended 31 st March 2025				
	2021	2022	2023	2024	2025
Profit and loss statement (Million baht)					
Total revenue	2,247.54	2,790.67	2,816.91	2,657.27	2,718.23
Revenue from the sales of goods and services	2,226.16	2,761.24	2,790.79	2,631.62	2,690.38
Gross profit	305.77	454.68	338.59	290.31	329.21
Operating profit	160.77	319.31	195.45	152.28	189.02
Net profit	101.36	211.68	106.52	79.01	105.81
Balance sheet (Million baht)					
Total assets	2,093.21	2,319.00	2,066.45	1,996.03	2,106.20
Total liabilities	461.12	657.89	541.11	487.74	575.75
Total shareholders' equity	1,632.09	1,661.12	1,525.35	1,508.29	1,530.45
Per common stocks with a par value of 1 baht					
Book value per share (baht)	3.75	3.92	3.56	3.54	3.58
Profit (loss) per share (baht)	0.26	0.55	0.28	0.21	0.28
Dividend per share (baht)	0.30	0.65	0.28	0.25	0.25
Key financial ratios					
Gross profit margin (%)	13.74%	16.47%	12.13%	11.03%	12.24%
Net profit margin (%)	4.51%	7.59%	3.78%	2.97%	3.89%
Return on Equity (%)	7.11%	19.22%	7.43%	5.81%	7.76%
Return on assets (%)	4.81%	12.79%	4.86%	3.89%	5.16%
Liquidity ratio (times)	3.46	2.75	2.93	3.21	2.93
Debt to Equity Ratio (times)	0.28	0.40	0.35	0.32	0.38

Consolidated financial statement results for the year ended on 31 March 2021 – 2025

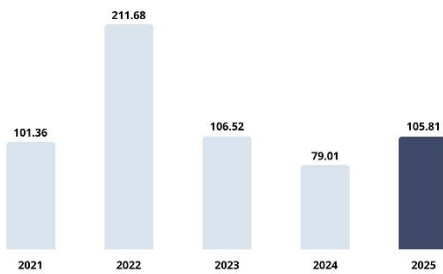
Total revenue (Million baht)



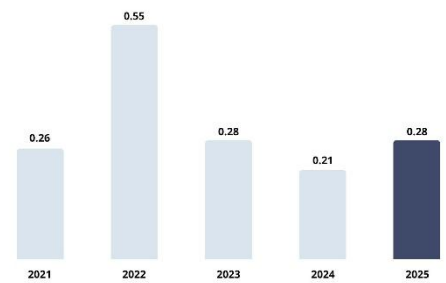
Gross profit (Million baht)



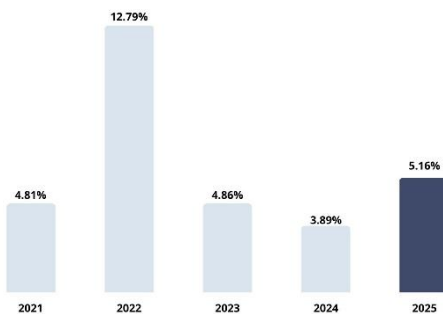
Net profit (Million baht)



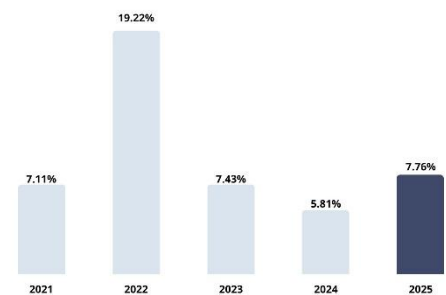
Profit (loss) per share (baht)



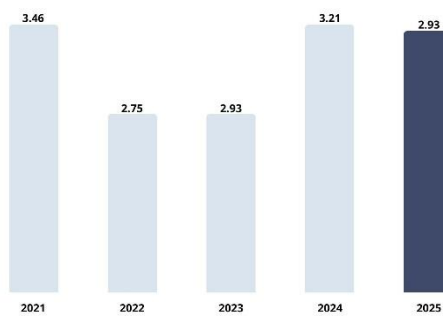
Return on assets (%)



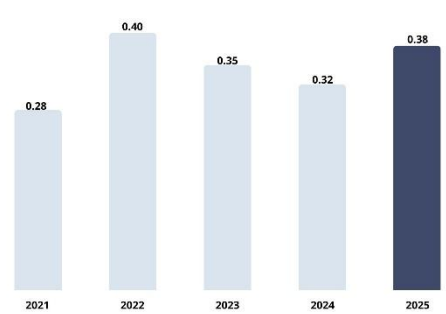
Return on Equity (%)



Liquidity ratio (times)



Debt to Equity Ratio (times)



Message from the Chairman and CEO

The overall management of Lohakit Metal Public Company Limited (the “Company”) in 2024 continued to face significant challenges due to ongoing economic volatility both domestically and globally. Geopolitical tensions, persistently high inflation rates, and rising interest rates have led to a considerable increase in raw material and production costs. These factors have directly impacted key industries, particularly the automotive and electrical appliance sectors, with the automotive industry presenting ongoing challenges to our business operations.

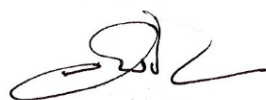
These external factors have also affected financial policy implementation, resulting in limited stimulus for both the service and manufacturing sectors. The Company recognizes these constraints and has taken proactive measures to adapt its strategy accordingly. By diversifying our product and service offerings, we have aimed to meet a broader range of customer needs with greater efficiency and flexibility.

In 2024, the Company recorded total revenue of THB 2,718.23 million, representing an increase of THB 60.96 million or 2.29% compared to 2023. Net profit rose by THB 26.80 million, equivalent to a 33.90% increase. This performance was achieved despite the economic slowdown, which continued to affect the approval of commercial vehicle loans, vehicle production, and related industries. The Company’s ability to maintain and improve profitability under these conditions reflects our disciplined cost management and operational efficiency.

Looking ahead, the Board of Directors places great emphasis on enhancing the Company’s competitiveness in both products and services. This includes integrating modern technologies into our production processes, implementing effective cost control measures, and investing in the development of our human capital. We remain committed to delivering high-quality products that meet established standards and deadlines.

The Board firmly believes that with a steadfast commitment to sustainable development, good corporate governance, social and environmental responsibility, and the support of our stakeholders and local communities, the Company is well-positioned to continue achieving stable and sustainable long-term growth.

Lastly, on behalf of the Board of Directors, management, and all employees, we would like to thank our shareholders, investors, customers, stakeholders including also the public and the private sector involved for their support and trust in us. The management team and all employees will continue to dedicate our effort and knowledge to response to our customer demand and to maximize the benefits to all shareholders.



Mr. Wanchai Umpungart
Chairman



Mr. Prasarn Akarapongpisakdi
Chief Executive Officer

Report on the Board's Responsibility for Financial Statements


The Board of Directors is responsible for the separate financial statements and consolidated financial statements of Lohakit Metal Public Company Limited and its subsidiaries, including the financial information appearing in the annual report. Such financial statements have been prepared in accordance with financial reporting standards, by selecting appropriate accounting policies and consistently applying them, using careful judgment and the best estimates in preparing them, and disclosing sufficient important information in the notes to the financial statements to be of benefit to shareholders and investors with transparency.

The Board of Directors has established the system of internal controls which are suitable to operation in accordance with the objectives and legal requirements with efficiency and sufficient to prevent risks or damages that could happen to the company and its stakeholders to ensure that account information is accurate and complete and enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Board of Directors has appointed the Audit Committee to review the various aspects of the five areas which are control environment, risk assessment, control activities, information & communication and monitoring activities following the assessment questionnaire of the adequacy of the internal control system that has been prepared based on the concept of the COSO (The Committee of Sponsoring Organization of the Treadway Commission), which was optimized for the listed companies in Thailand. The audit committee's opinions on this issue are listed in the annual report.

The separate financial statements and consolidated financial statements of the Company and its subsidiaries have been audited by the Company's auditor, EY Office Limited. In the audit, the Board of Directors has provided information and various documents to enable the auditor to examine and express opinions in accordance with auditing standards. The auditor's opinions appear in the auditor's report, which is included in the annual report.

The Board of Directors is of the opinion that the Company's internal control system is overall at a satisfactory level and can create reasonable confidence that the separate financial statements and consolidated financial statements of Lohakit Metal Public Company Limited and its subsidiaries for the year ending March 31, 2025, are reliable, in accordance with financial reporting standards and in compliance with relevant laws and regulations.



Mr. Wanchai Umpungart

Chairman

Audit Committee's Report

The board of directors appointed the audit committee who were considered from the criteria of experience, capability, independence and other regulations. The selected audit committees are Mr. Wanchai Umpungart, the chairman of the audit committee, Mr. Teera Na Wangkanai and Mr. Lert Nittheeranon. Those 3 members of the audit committee have never taken part in the Company's operation and have never been employed by the Company and the subsidiary.

In the fiscal year ending on March 31, 2025, the Audit Committee held a total of 4 meetings, in which the Audit Committee met with internal auditors and licensed auditors to explain the audit results and related issues in various matters and prepared meeting reports for each agenda. The issues of the meeting were in accordance with the scope of authority and responsibility to the Board of Directors, which can be summarized as follows:

1. Reviewed and approved the quarter and annual financial statements, by questioning and listening to the external auditor clarifications, concerning the correctness and completeness of the financial statements and the adequacy of information disclosure. The Audit Committee agreed with the certified external auditor that the financial statement was correct adhering to the general accepted accounting principles before proposed to the board of directors for their approvals.
2. Considered and give an opinion on the disclosure of the connected transactions and/or other transactions that may have the conflict of interest, and the obligations of the Company as disclosed in financial statements and notes to the financial statement. The Audit Committee had the opinion that such transactions were reasonable and gave benefits to the business of the Company.
3. Considered and give opinion to the sufficiency of internal control system of the Company, by considered the scope of work, duties and responsibilities, independency of A.M.T. Services Office Limited the Company's internal audit and approved annual audit results conducted during the year according to approved audit plan. The Audit Committee had the opinion that the Company had internal control that was adequate and appropriate with no significant flaw.
4. Considered, review and amend the charter of the Audit Committee to be consistent with its current duties and responsibilities in order to comply with the amendments to the requirements on the qualifications and duties of the Audit Committee of the Stock Exchange of Thailand.
5. Reviewed compliance with the Securities and Exchange Acts, Regulations of Stock Exchange of Thailand (SET) and any others relevant laws. The Audit Committee did not find any significant incompliance to the law and regulations.

6. Consider selecting, proposing appointments and providing advice to the Board of Directors on the appointment of auditors and determination of audit fees for submission to the general shareholders' meeting for approval. The Audit Committee has considered the performance, independence and appropriateness of the remuneration and proposed the appointment of Ms. Orawan Techawattanasirikul, CPA No. 4807 and/or Mrs. Kingkan Atsawarangsrit, CPA No. 4496 and/or Ms. Naraya Srisukh, CPA No. 9188 and/or Ms. Sumana Punpongsanon, CPA No. 5872 and/or Ms. Kirdsiri Kanjanaprakasit, CPA No. 6014 of EY Office Co., Ltd. as the Company's auditors with an annual audit fee of 1,200,000 baht.

The Audit Committee has considered that in the past year, the Company has prepared financial reports in accordance with financial reporting standards, adequate disclosure, efficient internal audit systems and control systems in accordance with legal requirements or related regulations in full, including following up and taking corrective actions according to the audit reports of internal auditors and accountants in the material issues reported in the audit report, in order to ensure good corporate governance.



Mr. Wanchai Umpungart
Chairman of the audit committee

Report from the Nomination and Remuneration Committee

The Board of Directors of Lohakit Metal Public Company Limited has appointed a Nomination and Remuneration Committee since 2016, which is responsible for recruiting and nominating qualified personnel to serve as directors and various subcommittees, as well as managing directors, including preparing a policy on remuneration for directors and managing directors to be submitted to the Board of Directors or a meeting for consideration.

The Nomination and Remuneration Committee of Lohakit Metals Public Company Limited consists of three directors, namely:

- | | | |
|---------------|--------------|---|
| 1. Mr.Teera | Na Wangkanai | Chairman of the Nomination and Remuneration Committee |
| 2. Mr.Wanchai | Umpungart | Director of the Nomination and Remuneration Committee |
| 3. Mr.Lert | Nitheranont | Director of the Nomination and Remuneration Committee |

In the year 2024, the Nomination and Remuneration Committee held 2 meetings, with the following significant actions.

- Consider selecting and screening people with qualifications to be appointed as directors of the company and members of various subcommittees to be proposed to the Board of Directors and the general meeting of shareholders for consideration and approval.
- Consider determining the compensation and other benefits of the Company's directors and members of various subcommittees that are appropriate for their duties and responsibilities, by comparing with other companies in similar industries, to be proposed to the Board of Directors and the general meeting of shareholders for consideration and approval.
- Consider the guidelines for evaluating the performance of the Managing Director and consider annual compensation to present to the Board of Directors for approval.
- Consideration includes reviewing policies, formats and criteria for recruiting and considering compensation of the Company's directors, members of various subcommittees and managing directors, including evaluating performance and determining annual compensation of the Board of Directors and managing directors, to be submitted to the Board of Directors for approval.

In summary, the Nomination and Remuneration Committee has performed the above duties in accordance with the roles and responsibilities assigned by the Board of Directors and is of the opinion that for the year 2024, the Company's directors, members of various subcommittees, and the Managing Director are persons with knowledge and ability, and that the compensation and other benefits shown in the annual report are appropriate for the duties and responsibilities, consistent with the economic situation and the Company's overall performance.



Mr.Teera Na Wangkanai

Chairman of the Nomination and Remuneration Committee

Report on Risk Management Committee

The Board of Directors of Lohakit Metal Public Company Limited has given importance to the systematic, efficient and effective risk management of the organization in line with the corporate strategy plan and the restructuring of the organization in order to create confidence, satisfaction for customers and provide good returns to shareholders and all stakeholders.

The Board of Directors has therefore assigned the Risk Management Committee of the organization to consist of 3 people who have knowledge, ability and experience in risk management, as well as have a good understanding of the nature of business operations. The names are as follows:

1. Mr. Haruhisa Yamazaki Chairman of the Risk Management Committee
2. Mr. Vittawat Akarapongpisak Director of the Risk Management Committee and Secretary
3. Mr. Vichaphol Akarapongpisak Director of the Risk Management Committee and Secretary

They are responsible for risk management in accordance with the charter of the organization's risk management committee, by setting and reviewing risk management policies, supervising and providing recommendations to the management for managing risks to keep risks at an acceptable level and regularly monitoring the results of risk management.

In 2024, the Enterprise Risk Management Committee had total of 2 meetings held to perform its duties in determining guidelines and measures for the organization's risk management, monitoring and supervising risk management to be in line with the changing situation, covering all 7 areas of risk: economic, baht value, global price volatility of nickel, copper and aluminum, dependence on manufacturers and distributors of main raw materials, customer production base relocation, competitors, and business liquidity, corruption risk.



Mr. Haruhisa Yamazaki
Chairman of the Risk Management Committee

Scope of the report

Lohakit Metal Public Company Limited (LHK) has prepared the 2024 Annual Report (Form 56-1 One Report) to present the results of sustainability management covering the company's economic, social and environmental operations for the 2024 fiscal year, from April 1, 2024, to March 31, 2025, for all stakeholders. The report considers the main points and presents other operating results in accordance with the guidelines for sustainability reporting for listed companies of the Stock Exchange of Thailand.

Part 1

Business Operation and Performance

1. Business Structure and Operating Performance

1.1 Overview of the Group's business operations

Lohakit Metal Public Company Limited (LHK) is engaged in the business of providing services, procurement, processing and distribution of cold rolled stainless steel in coils and sheets, and production and distribution of stainless-steel pipes. At present, the company has 4 subsidiary companies.

The group structure of Lohakit Metal Public Company Limited as of March 31, 2025, is as follows:



The Company and its subsidiaries are engaged in the core business of integrated stainless steel coil processing by using the Supply Chain Management system in management. There is a new subsidiary company that is an importer and distributor of copper, aluminum and stainless-steel products, raw materials, processing, distribution and services to customers by Supply Chain Management is a form of cooperation between.

- (1) Suppliers who are manufacturers and distributors of raw materials.
- (2) The Company and its subsidiaries which are suppliers, processors, distributors and provide related services.
- (3) Customers who are entrepreneurs in various industries by the Company and its subsidiaries.

It will act as a medium for collecting information from suppliers who are manufacturers and distributors of raw materials and information on customer demand for products and use such information to plan for the procurement of raw materials, plan for production and deliver products to customers. The use of Supply Chain Management enables the Company and subsidiaries to order raw materials in the quantity required, produce products that meet customer demand and deliver products to customers on time as requested by customers, which has a positive effect on the efficiency of business operations in various aspects as follows:

- (a) It helps reduce production costs because the company and its subsidiaries do not have to order raw materials in quantities greater than they need to use, and this allows for planning of raw material procurement according to the time of need, without any shortage of raw materials.
- (b) Able to maintain the amount of inventory at an appropriate level sufficient to deliver to customers on time, creating trust among customers.

- (c) It helps reduce customers' costs, such as customers receiving goods on time and customers do not have to pay storage costs.

The Company and its subsidiaries' use of Supply Chain Management has resulted in the greatest benefit to all parties involved, including suppliers, the Company and its subsidiaries, and customers. As a result, the Company and its subsidiaries have efficient cost management and inventory management, leading to good relationships and bargaining power with suppliers. The Company and its subsidiaries' product prices are at an appropriate level and lead to an expansion of the customer base.

The business operations of the Company and its subsidiaries consist of:

- (1) Supply, process and distribute cold rolled stainless steel in coils and sheets.
- (2) Production and distribution of stainless-steel pipes, including stainless steel pipes for decorative works and stainless-steel pipes for the automotive industry.
- (3) Processing and distributing galvanized steel, galvanized steel in coils and sheets.
- (4) Provide services in cutting, drilling, and polishing stainless steel according to customer needs.
- (5) Distributing products such as copper, brass, aluminum in rolls, sheets, angles, shafts and pipes.

The Company has 3 subsidiaries and 1 joint venture, consisting of:

- (a) Auto Metal Company Limited, a subsidiary company, is engaged in the business of manufacturing and distributing stainless steel pipes for the automotive industry, including car exhaust pipes and motorcycle exhaust pipes. It was established on October 14, 2004, with a paid-up capital of 40 million baht. It currently has a paid-up capital of 240 million baht for business expansion in the automotive industry. The Company holds 59.99 percent of the shares and Mory Industries, Inc. from Japan holds 40.00 percent of the shares.
- (b) Alternative EnMat Company Limited (formerly known as Alternative Stainless Company Limited) is a subsidiary company engaged in the distribution of special grade stainless steel products. It was established on June 2, 2005, with a paid-up capital of 1 million baht. The company originally held 99.93 percent of the shares. Later, on January 4, 2016, the company registered a change of name and increased its registered capital to 10 million baht, of which 5.5 million baht was paid-up. The shareholding decreased to 74.99 percent, and a businessman from Singapore held 25.00 percent of the shares. The purpose of the capital increase was to expand the business into aluminum products in a new market. However, in November 2017, the company repurchased all its shares from a businessman from Singapore because the businessman from Singapore requested to withdraw his investment by selling all his shares back to the company because he could not fully support the subsidiary's business due to his personal business obligations. As a result, the company became the sole shareholder of this subsidiary company. At present, the company has ceased its aluminum product distribution business and is considering other businesses.
- (c) Mory Metal (Thailand) Company Limited is a joint venture established as a limited company on 1 April 2009, with Lohakit Metal Public Company Limited holding 49.00 percent of the shares and Mory Industries

Inc. holding 49.00 percent of the shares as joint major shareholders. The Company's main business is to conduct brokerage, sales and marketing activities both domestically and internationally for the major shareholder company and group companies.

- (d) NSC Metal Company Limited (formerly known as Ngeck Seng Chiang Metal Company Limited) is an importer and distributor of stainless steel, aluminum, brass, copper, zinc, and galvanized steel in sheet, coil, flat bar, angle, shaft, and pipe in standard sizes and special sizes not available in the market. Currently, the company has a paid-up registered capital of 230 million baht. The company holds 100 percent shares. On April 1, 2014, the company was registered, and its registered address is NSC Metal Company Limited, and its registered address is 1 0 8 / 8 Yotha Road, Talat Noi Subdistrict, Samphanthawong District, Bangkok.

The Company and its subsidiaries have 3 factories, consisting of:

- (1) The company's factory has 1 location located on an area of 27 rai 3 ngan 28 square wa, Suksawat Road, Phra Pradaeng District, Samut Prakan. It consists of an office building, a processing building, a pipe production building, a raw material storage building, a finished goods storage building, a maintenance building, an oil tank storage building, and a wood jointing plant.
- (2) 2 factories of the subsidiary company, Auto Metal Company Limited, located on an area of 7 rai, 1 ngan, 53 square wa, Amata Nakorn Industrial Estate, Chonburi, consisting of an office building, a pipe production building, a raw material storage building, a finished goods storage building, and a distribution center.

In 2011, the Company purchased an additional plot of land adjacent to the existing land to support sales and production growth. The new area is 1 rai, 3 ngan, 92 square wa.

In 2018, the Company purchased a plot of land with factory buildings on the land in Amata City Industrial Estate, which is an area close to the original factory, in order to transfer some of the production processes and use it as a storage area to reduce the density of the original factory. The land is 5 rai 3 ngan in size with factory buildings and has started using the new factory in May 2019.

The products and services of the Company and its subsidiaries include:

- (1) Cold rolled stainless steel in coils and sheets, which are available in widths, lengths, and thicknesses according to customer requirements. They are used in the construction industry, food industry, electrical appliance industry, and automotive industry, etc.
- (2) Round stainless-steel pipes and square stainless-steel pipes include round stainless-steel pipes, which have diameters, lengths, and thicknesses according to customer requirements. Products in this group are used in the automotive industry, food industry, petrochemical industry, construction industry, etc.

- (3) Stainless steel pipes for the automotive industry include car exhaust pipes and motorcycle exhaust pipes, which are products of a subsidiary company, Auto Metal Company Limited, used as parts to produce cars and motorcycles.
- (4) Galvanized steel in coils and sheets, which are available in widths, lengths, and thicknesses according to customer requirements. They are used in the electrical appliance industry and the construction industry, etc.
- (5) Galvanized steel in coils and sheets, which have widths, lengths, and thicknesses according to customer requirements, and are used in the electrical appliance industry, construction industry, and automotive industry, etc.
- (6) Aluminum coils, sheets, shafts and pipes, which have widths, lengths and thickness according to customer requirements, are used in the electrical appliance and automotive industries.
- (7) Stainless steel cutting, drilling and polishing services according to customer needs.
- (8) Copper coil, sheets, axles and pipes with standard and special size where the products are used in electrical appliances and electronic industries.

- **Business Goals**

The Company and its subsidiaries aim to be a leader in the complete stainless steel coil processing with comprehensive and complete services, both in terms of product sourcing, stainless steel product processing by cutting to size, cutting to strip roll, surface polishing, drilling holes and round stamping, including the production and distribution of stainless steel pipes and distribution of specific grades of stainless steel to distribute various products to entrepreneurs in various industries who are manufacturers of products under widely accepted trademarks. In addition, the Company also aims to distribute other types of non-metal products such as copper, brass, and aluminum to provide more comprehensive services to entrepreneurs in the complete industrial group. The Company and its subsidiaries aim to expand its customer base to large international companies with production bases in Thailand, covering large manufacturers in various industries such as electrical appliances, automotive, construction, hard disk drives, electronics, and others, including expanding distribution channels, especially car and motorcycle exhaust pipes, to foreign countries. In addition, the Company and its subsidiaries recognize the importance of providing services to customers, with the aim of producing and distributing quality products according to international standards, delivering products on time, and reducing the customer order period, which will reduce costs in terms of storing and maintaining inventory for customers, as well as aiming to continuously develop products to meet customer needs.

- **Significant changes and development**

Lohakit Metal Public Company Limited (“the Company”) (formerly known as Lohakit Metal Service Center Company Limited and changed its name to Lohakit Steel Company Limited on January 2, 2003) was established on April 12, 1989, with a registered and paid-up capital of 20 million baht under the name Lohakit Metal Service Center Company Limited with the objective of distributing stainless steel products. The major shareholders at the time of establishment were the Akarapongpisak family, holding a combined 80 percent of the shares.

Later, on May 22, 1989, the Company entered a joint venture with Tomen Corporation Company Limited, a company in the Tomen Group¹, which was engaged in the steel distribution business. The Company increased its capital to 39.22 million baht, and Tomen Corporation Company Limited became a major shareholder with a 49 percent stake, while the Akarapongpisak family's shareholding decreased to 40.80 percent. The Company used the money received from the capital increase to purchase assets, including land, machinery, and inventory, from Lohakit Shearing Company Limited², a company whose major shareholders were the Akarapongpisak family. Later, Lohakit Shearing Company Limited registered for dissolution and completed liquidation in 1992.

In August 2002, the Company increased its paid-up capital to 117.22 million baht. Later on August 30, 2002, Tomen Corporation Company Limited sold all of its shares in the Company to the Akarapongpisak family and Mr. Nucha Wattanopas because Tomen Corporation Company Limited ceased its steel operations worldwide, leaving the Company's major shareholders, consisting of the Akarapongpisak family holding a combined 80% stake and Mr. Nucha Wattanopas holding 20% stake. On January 2, 2003, the Company changed its name to Lohakit Steel Company Limited.

In January 2005, the Company increased its paid-up capital to 240 million baht and later on April 29, 2005, the Company was transformed into a public limited company and changed its name to Lohakit Metal Public Company Limited.

In January 2008, the Company increased its paid-up capital to 320 million baht by offering 80 million additional shares to the public through the Stock Exchange of Thailand.

In January 2013, the Company increased its paid-up capital to 383 million baht by offering 63 million additional shares in a private placement to pay for the shares to existing shareholders of a new subsidiary, Ngeck Seng Chiang Metal Company Limited, in order to acquire all shares of the subsidiary, and the Company registered a name change to NSC Metal Company Limited on 1 April 2014.

In January 2016, the Company increased its registered capital to 10 million baht in Alternative EnMat Company Limited, with 5.5 million baht paid up, and the shareholding proportion was reduced to 74.99 percent, and a businessman from Singapore held 25.00 percent of the shares. The purpose of the capital increase was to expand the business into aluminum products in new markets. Later in November 2017, the Company bought back all shares of Alternative EnMat Company Limited from the businessman from Singapore, because the businessman from Singapore requested to withdraw investment by selling all shares back to the Company, causing the Company to become the entire shareholder of this subsidiary.

¹ The Tomen Group consists of Tomen Enterprises (Thailand) Company Limited (formerly known as Lakana Visahakit Company Limited) and Tomen Corporation Company Limited (formerly known as or Toyomenga Kysa Limited). The Tomen Group is a multinational corporation headquartered in Japan, with a network of over 80 branches worldwide and is a publicly listed company in Japan. Tomen Group is one of the leaders in providing services in various business sectors such as information technology, telecommunications, chemicals and plastics, textiles, etc.

² Lohakit Shearing Company Limited was established in 1981 by the Akarapongpisak family to operate a business of distributing stainless steel products and other types of steel. Lohakit Shearing Company Limited transferred most of its assets to Lohakit Metal Public Company Limited in 1989 and registered for the company's dissolution on September 4, 1992, and registered the completion of the liquidation on November 27, 1992.

1.2 Nature of business operations

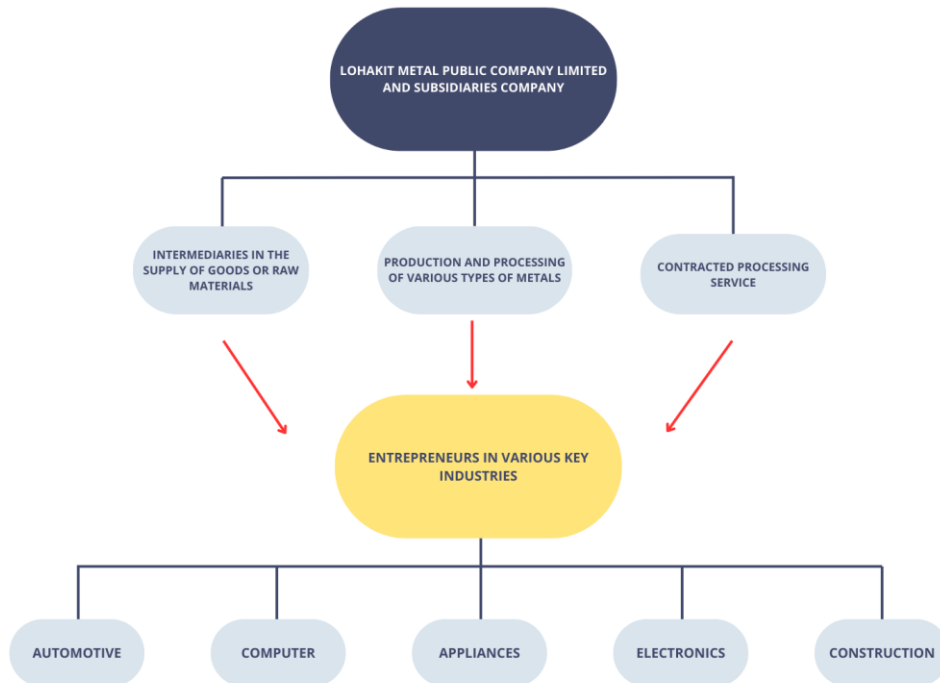
The income structure of the Company and its subsidiaries in fiscal year 2023 - 2025 is as follows:

Revenue	Operated by	% Holding	2023 (1 Apr 2022 - 31 Mar 2023)		2024 (1 Apr 2023 - 31 Mar 2024)		2025 (1 Apr 2024 - 31 Mar 2025)	
			Million	%	Million	%	Million	%
Categorized by revenue type								
1. Revenue from sales								
1.1 Cold-rolled stainless-steel sheet and coil of grades 430, 304, 300, 316, 409,436 and others	The company NSC Metal Company Limited	100.00	590.41	20.96	550.83	20.73	682.24	25.10
1.2 Special grade stainless steel sheet and coil	Alternative EnMat Company Limited The company	99.99	0.00	0.00	0.00	0.00	0.00	0.00
1.3 Special grade stainless steel – HDD project	The company		0.00	0.00	0.00	0.00	0.00	0.00
1.4 Stainless steel tube (round and rectangular), exhaust pipes for cars and motorcycles of grades 304, 316L and others	The company Auto Metal Company Limited NSC Metal Company Limited	59.99 100.00	142.97	5.08	128.38	4.83	146.49	5.39
1.5 Special grade stainless steel tube	Alternative EnMat Company Limited The company	99.99	0.00	0.00	0.00	0.00	0.00	0.00
1.6 Stainless steel pipe for exhaust pipes for cars and motorcycles of grades 409, 436 and others	Auto Metal Company Limited The company	59.99	964.86	34.25	1,035.28	38.95	940.07	34.58
1.7 Stainless bars and other type	The company NSC Metal Company Limited	100	14.69	0.52	12.35	0.46	9.62	0.35
1.8 Galvanized steel coil and sheet	The company NSC Metal Company Limited	100	176.99	6.28	172.07	6.48	152.33	5.60
1.9 Electro – galvanized steel coil and sheet	The company NSC Metal Company Limited	100	31.35	1.11	35.65	1.34	56.36	2.07
1.10 Aluminum coil and sheet	The company Ngeck Seng Chiang Metal Company Limited	100	159.89	5.68	103.87	3.91	117.97	4.34
1.11 Copper – coil, sheet, axle and pipe	The company NSC Metal Company Limited	100	663.83	23.57	543.75	20.46	517.02	19.02
1.12 Brass – coil, sheet, axle and pipe	NSC Metal Company Limited	100	38.52	1.37	41.46	1.56	61.39	2.26
2. Revenue from service*	The company		7.28	0.26	8.18	0.31	6.89	0.25
Total sales and service	The Company and 3 subsidiaries	59.99, 99.99 and 100.00	2,790.79	99.07	2,631.62	99.03	2,690.38	98.98
3. Gain from exchange rate	The Company and 3 subsidiaries	59.99, 99.99 and 100.00	0.34	0.01	0.26	0.01	0.29	0.01
4. Other income**	The Company and 3 subsidiaries	59.99, 99.99 and 100.00	25.78	0.92	25.39	0.96	27.56	1.01
Total Revenue	The Company and 3 subsidiaries	59.99, 99.99 and 100.00	2,816.91	100.00	2,657.27	100.00	2,718.23	100.00

Remark: ** Other income consists of interest income, income from scrap metal sales, profit from sales of machinery and equipment, profit from sales of investments in subsidiaries, and profit from bargaining on purchase prices of investments.

Business operations of each product line

The Company and its subsidiaries are engaged in the core business of complete stainless steel coil processing by applying the Supply Chain Management system in the procurement of raw materials, processing, distribution and services to customers. The Company and its subsidiaries act as an intermediary in the procurement of raw materials and products from manufacturers, such as procuring raw materials such as cold rolled stainless steel, special grade stainless steel, galvanized steel, galvanized steel, aluminum, copper, and then distributing them or producing and processing them according to the needs of customers who are entrepreneurs in various industries, such as cutting to size, cutting into strips, polishing, stamping round sheets, producing round and square pipes, etc., including hiring for the processing of stainless steel products according to customer needs. The nature of the Company and its subsidiaries' business operations is summarized in the diagram below:



1.2.1 Product or service characteristics

The product characteristics of the Company and its subsidiaries are divided as follows:

Product type	Grade	Usability
1. Cold rolled stainless steel coil and sheet	430	<u>Construction industry</u> : belts, door locks, acid factories, container, Hot water tank, knots, decorative rim
	304	
	316	<u>Food industry and home appliances</u> such as kitchen utensils such as knives, spoons, forks, and tableware, washing machine, hot water machine, hot water pot, sink, boiler, pan, electric stove, tape rewinding machine, seed dryer, Tableware, glass/medicine bottle
2. Ornamental tube and square & rectangular tube	409L	<u>Automotive industry</u> such as car accessories Pressure cookers, springs, valves, wheel rims, wheel plates, boilers, control panels, nozzles
	304	<u>Automotive industry</u> such as the injector pipe
	316L	<u>Food industry</u> such as smoke pipes, cooking gas pipes <u>Construction industry</u> such as gates, fences, handrails, bridge railings, support columns, roof trusses, including elevators, escalators, furniture, and decorations.
3. Automotive pipe	409L	<u>Automotive industry</u> such as automobile exhaust pipes, motorcycle exhaust pipes
	436L	
4. D-Stainless	NSS D-7	<u>Various industries</u> such as decorative pipes, the transportation industry includes containers, car accessories, computer parts industry, machinery parts, food, household appliances, architecture, including interior decoration, handrails, door frames, windows
	NSS D-11	
5. Galvanized steel coil and sheet	R-Spangle	<u>Home appliance industry</u> such as air conditioner panels, air conditioner ducts, refrigerator back panel
6. Electro-galvanized steel coil and sheet	SECC/SECY	<u>Construction industry</u> such as gantry, galvanized frame, light rail for moving cranes in factories
7. Aluminum coil and sheet	1100,3003,3105, 5052,8011,6063	<u>Electrical appliances industry</u> such as round aluminum sheet inside the lid, rice cooker
8. Copper coil sheet axle and pipe	C1100 JISH3100	<u>Electrical and electronics industries</u> such as wires, electronic circuit boards, electric motors and communication equipment
	&JISH3140BB	
	&JISH3250BD	

Remark: Product grading is based on chemical composition.

- **Cold rolled stainless steel coil and sheet**

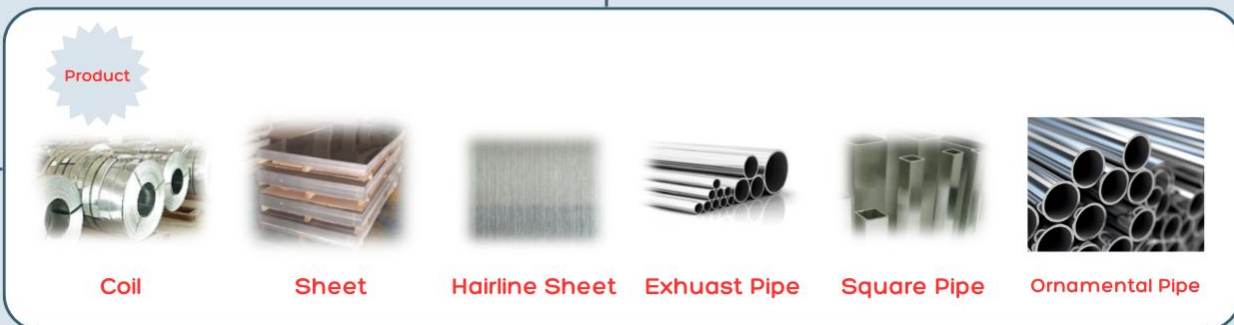
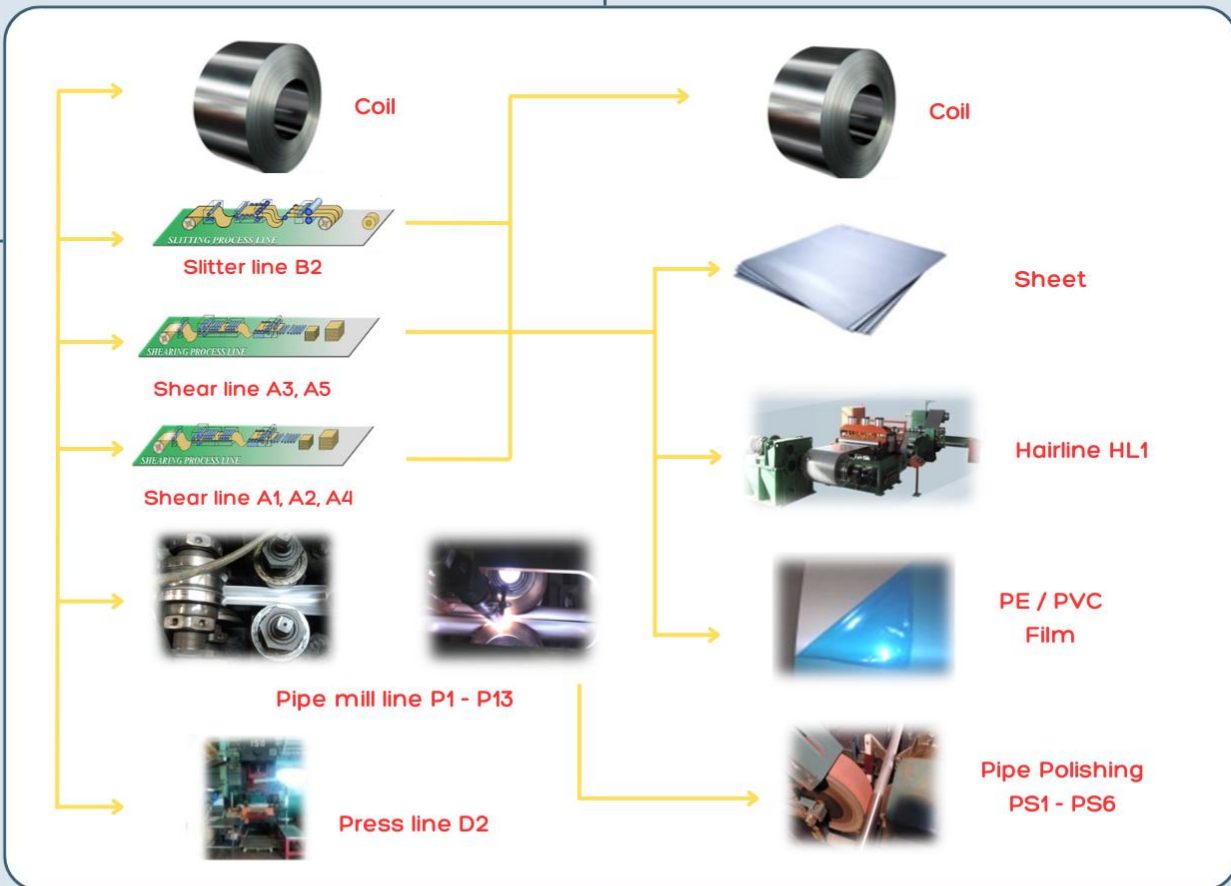
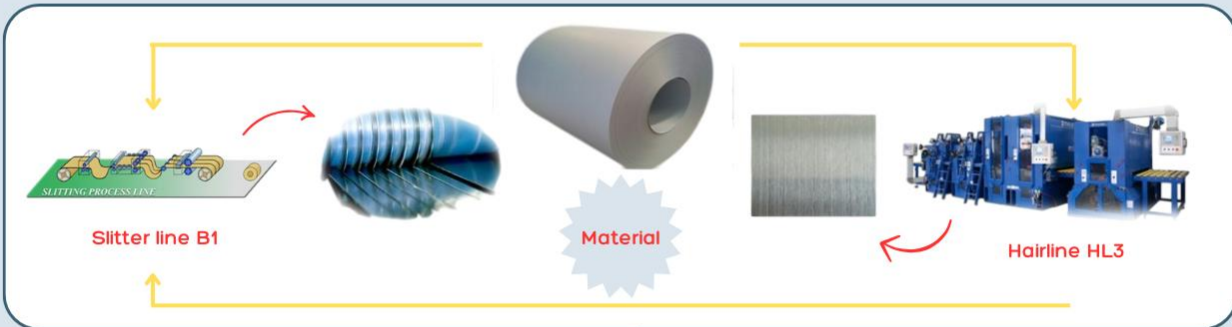
The company provides, processes and distributes cold rolled stainless steel in coils, sheets and strips. The company processes cold rolled stainless steel in coils, sheets and strips according to customer orders under the ISO9001:2000 quality system from the United Kingdom Accreditation Service, covering every production process, every step and every product.

- (1) Cutting: The company can cut cold rolled stainless steel coils and sheets into various sizes as follows:
 - Thickness from 0.2 mm to 3 mm.
 - Length from 200 mm to 6,000 mm
 - Width from 200 mm to 1,524 mm for cold rolled stainless steel sheet.
- (2) Slitting is used for cold rolled stainless steel coils which are cut to the width specified by the customer and re-rolled. The company can cut into coils with thickness ranging from 0.15 mm. to 6.0 mm. and a width ranging from 7 mm. to 1,524 mm.
- (3) Hair line finishing or straight-line polishing and/or PVC coating is the process of polishing stainless-steel sheets in coils to create a beautiful pattern, such as stainless-steel sheets with straight lines and a cat's hair pattern, for the kitchenware industry, escalators, elevators, and both interior and exterior decoration.
- (4) Circular steel shaping is the process of stamping stainless steel coils and aluminum coils into circular sheets, such as rice cooker lids, etc., and the customer will take them to produce the next piece.

The company plans to process and control the quality of cold rolled stainless steel to have easy bending, rolling and forming properties, which the company's customers will purchase from the company to use in the production process in various downstream industries, including the construction industry, home appliance industry, food industry, automotive industry and other industries.

MANUFACTURING PROCESS

(Coil / Sheet / Hairline / Pipe)



- **Ornamental tube and square & rectangular tube** The company manufactures and distributes stainless steel pipe products to domestic and international industrial operators, such as the chemical industry, automotive industry, food industry, construction industry, etc., under the ISO9001:2000 quality system, covering every production process, every step and every product for cold rolled stainless steel products in coils, sheets and strips, and a quality system related to the automotive industry (TIS16949:2002) in the production of automotive exhaust pipe products from the United Kingdom Accreditation Service.

In 2002, the company received the automotive industry quality system certification (QS 9000:1998) for the production of pipe products from the United Kingdom Accreditation Service.

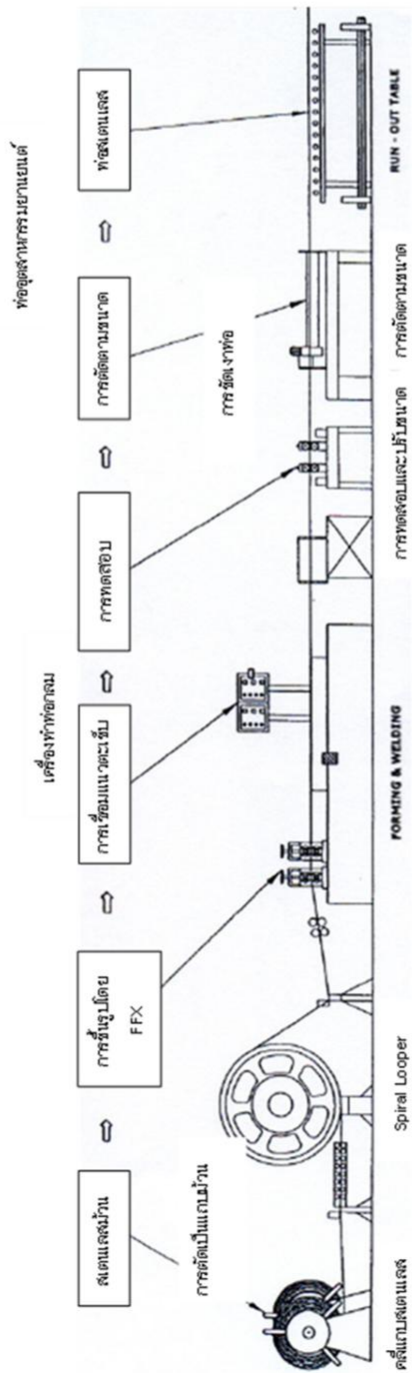
The company produces round stainless-steel pipes and square stainless-steel pipes, such as furniture pipes or polished pipes, which are widely used stainless steel pipes because they are strong, corrosion-resistant, and rust-free. In addition, they have a shiny and beautiful surface, which can be used as interior and exterior decorations, such as home decorations, kitchenware, furniture, and stair railings. The production of furniture pipes or polished pipes mostly uses cold-rolled stainless steel, grades 304 and 316, because they are strong and durable, as well as beautiful and outstanding shiny surfaces. The company can produce furniture pipes or polished pipes with a thickness ranging from 0.6 mm to 9 mm, an outer diameter ranging from 6.35 mm to 76.2 mm, and a standard length of 6,000 mm. However, if customers require special lengths, the company can produce them according to customer requirements.

- **Automotive pipe**

Subsidiary Auto Metal Company Limited manufactures and distributes stainless steel pipes such as automobile exhaust pipes and motorcycle exhaust pipes. These products have properties of oxidation resistance, good weldability and formability. Most of the production uses cold rolled stainless steel grade 436 and grade 409. Automobile exhaust pipes and motorcycle exhaust pipes have thicknesses ranging from 0.8 mm. to 2 mm., outer diameters ranging from 19.1 mm. to 76.2 mm., and lengths ranging from 26 mm. to 7,000 mm.

The production process of stainless steel pipes such as round stainless steel pipes, square stainless steel pipes and exhaust pipes for automobiles and motorcycles begins with the introduction of cold-rolled stainless steel raw materials, grade 436 and grade 409, and passing through the uncoiling of stainless steel strips (Uncoiling), where the length of the rolled stainless steel strips will flow through and be collected in the Spiral Looper machine. Then, the rolled stainless steel strips will be entered into the forming process (Forming) into round pipes by a set of rolling balls in the forming section and through the welding process (Welding) to make the pipe surface uniform with the High Frequency Welding system. Then, the welded pipes will be entered into the eddy current system to inspect the welding cycle and will enter the sizing process. After that, the resulting stainless-steel pipes will enter the cutting process to the desired length.

Production process of stainless steel pipes such as round stainless steel pipes, square stainless steel pipes and exhaust pipes for cars and motorcycles.



The company sells and processes galvanized steel coils and sheets. The company will cut galvanized steel coils and sheets into coils and sheets using cutting machines and slitting machines according to the width and length specified by the customer. The company can cut galvanized steel with a thickness ranging from 0.19 mm to 3 mm, a width ranging from 9 mm to 1,219 mm, and a length ranging from 200 mm to 6,000 mm. Customers will use the galvanized steel coils and sheets purchased from the company as raw materials for use in the home appliance industry and the construction industry to produce air conditioner panels, refrigerator back panels, air conditioner pipes, frames, galvanized frames, crane rails in factories, etc.

The company currently orders galvanized steel according to customer orders for processing, using the company's existing slitting and strip cutting machines in conjunction with stainless steel processing machines.

- **Electro-Galvanized steel coil and sheet**

The company distributes and processes electro-galvanized steel in coils and sheets. The company will cut electro-galvanized steel in coils and sheets into coils and sheets by cutting machines (Cutting) and slitting machines (Slitting) according to the width and length specified by the customer. The company can cut electro-galvanized steel with thickness ranging from 0.4 mm to 3.2 mm, width ranging from 9 mm to 1,235 mm, and length ranging from 200 mm to 6,000 mm. Customers will use electro-galvanized steel in coils and sheets purchased from the company as raw materials for use in the home appliance industry and the construction industry, such as air conditioner frames, refrigerators, and furniture, etc.

The processing of electro-galvanized steel can use the company's existing slitting and strip cutting machines together with stainless steel processing machines.

- **Aluminum coil sheet axle and pipe**

The company sells and processes aluminum coils and sheets. The company will cut aluminum coils and sheets into long strips (Slitting), cutting machines (Cutting) and stamping round sheets (Pumping) according to various sizes specified by customers. The company can cut aluminum sheets with thicknesses ranging from 0.3 mm to 6.2 mm, widths ranging from 10 mm to 1,219 mm, and lengths ranging from 366 mm to 2,438 mm. In addition, it can stamp round sheets from aluminum sheets of various sizes mentioned above. Customers will use aluminum coils and sheets purchased from the company as raw materials for use in the electrical appliance industry.

Aluminum processing can use the company's existing slitting and strip cutting machines together with stainless steel processing machines.

In addition, there is a subsidiary company, NSC Metal Company Limited, which is an importer and distributor of aluminum sheets, rolls, flat lines, scenes, shafts, and pipes in standard sizes and special sizes that are not sold in the market. Customers will use the products in downstream industries to produce finished products with various shapes for use in downstream industries such as automotive parts, construction, electrical appliances, packaging and kitchenware.

- **Copper coil sheet axle and pipe**

NSC Metal Company Limited, a subsidiary, is a distributor of copper in sheets, rolls, flat lines, scenes, shafts, and pipes in various sizes and grades. Customers will use the products in the electrical and electronic industries such as electrical wires, electronic circuit boards, electric motors, air conditioners and refrigerators, and communication equipment.

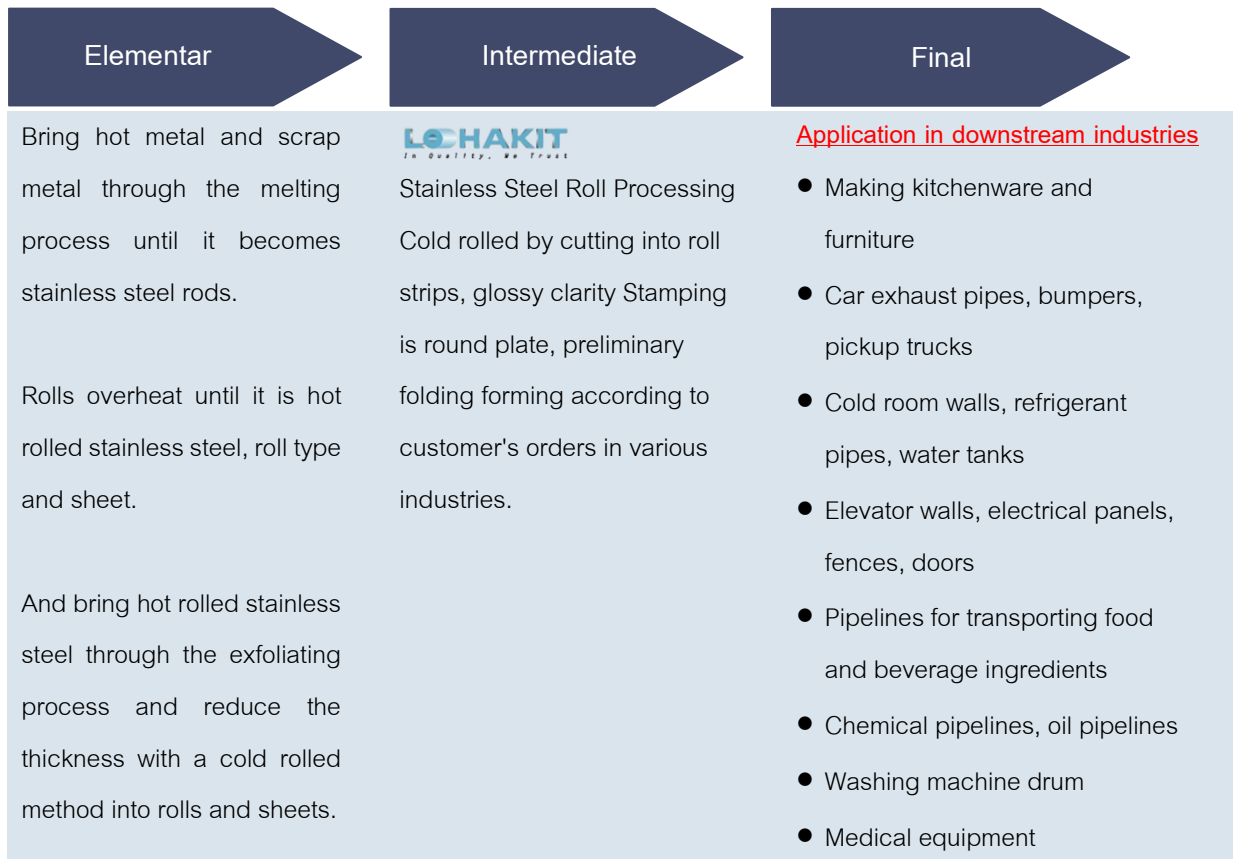
1.2.2 Industrial Conditions Marketing & Competition

1) Overall industry conditions

- **Overall structure of the stainless-steel industry**

The structure of the stainless-steel industry can be divided into three main steps:

- (a) The primary stainless steel industry involves the process of melting hot metal and scrap metal into stainless steel bars, then rolling the stainless steel bars with heat until they become hot rolled stainless steel in coils and sheets, and then bringing the hot rolled stainless steel through the process of polishing the surface and reducing the thickness by cold rolling into coils and sheets with different characteristics depending on their use.
- (b) Intermediate stainless-steel industry is the processing of cold rolled stainless steel coils by cutting into strips, polishing, stamping into round sheets, and basic folding according to customer orders in various industries.
- (c) The downstream stainless-steel industry is the process of bringing hot and cold rolled stainless steel through various transformation processes until it becomes a finished product used in various downstream industries, most of which in Thailand are downstream stainless-steel industries.



Stainless steel is a widely used metal in household, industrial and architectural applications due to its strength, corrosion resistance and low maintenance compared to steel. Stainless steel can be divided into 5 main grades based on its microstructure:

- 1) Austenitic grades consist of chromium (18 percent, which increases corrosion resistance) and nickel (8 percent, which helps in formability and can be easily manufactured). The outstanding features are that they are non-magnetic and have very good corrosion resistance, so they are widely used, such as grade 304, grade 316L, grade 321 and grade 301.
- 2) Ferritic grades contain chromium (12 or 18 percent) and carbon (low levels). Characteristics include magnetic attraction, moderate corrosion resistance, and moderate formability, such as grade 430 and grade 409.
- 3) Martensitic grades contain chromium (12 to 18 percent) and carbon (medium levels). Characteristics include magnetic attraction, strength, toughness, difficult formability, and poor corrosion resistance, such as grade 420.
- 4) Duplex grades consist of chromium (18 to 28 percent), nickel (4.5 to 8 percent), ferrite and austenite. They are considered stainless steels with a structure that is a mixture of ferritic and austenitic grades. Their outstanding features are strength and high toughness, such as grade 2304, grade 2205 and grade 2507.
- 5) Hardened grades by crystallization consist of chromium (17%), nickel, copper and niobium. The outstanding feature is that they can be hardened, such as PH13-9Mo and AM-350 grades.

Each grade of stainless steel has different properties and corrosion resistance due to different structures and elemental compositions. Austenitic, ferritic and martensitic stainless steel are important components in the consumer goods industry in general, while duplex stainless steels are important components in engineering applications. The company distributes austenitic and ferritic stainless steels.

The stainless-steel industry is an industry that was developed from the steel industry. Stainless steel is one of the materials in the steel group that is still used in small quantities and can still grow a lot in the future. Stainless steel is considered a product that can be used as an index to measure the economic prosperity of the country to some extent. In addition, developed countries have a relatively high rate of stainless-steel usage per capita, similar to the period when Thailand's economy was growing, stainless steel was widely used.

- Stainless steel industry in the world market

Global stainless steel production volume in 2024

2024 Stainless and heat resisting steel melt shop production (ingot/slab equivalent)							
Region	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2023	2024	% Change 2024/2023
Europe	1,563	1,625	1,506	1,394	5,997	6,088	1.5%
USA	509	518	482	441	1,824	1,950	6.9%
China	8,655	10,152	9,898	10,736	36,676	39,441	7.5%
Asia w/o China and S. Korea	1,842	1,776	1,776	1,928	6,880	7,322	6.4%
Others	2,076	1,761	2,029	1,954	7,163	7,820	9.2%
Total	14,644	15,833	15,690	16,453	58,539	62,621	7.0%
Others: Brazil, Indonesia, Russia, S. Africa, S. Korea พื้: www.worldstainless.org							

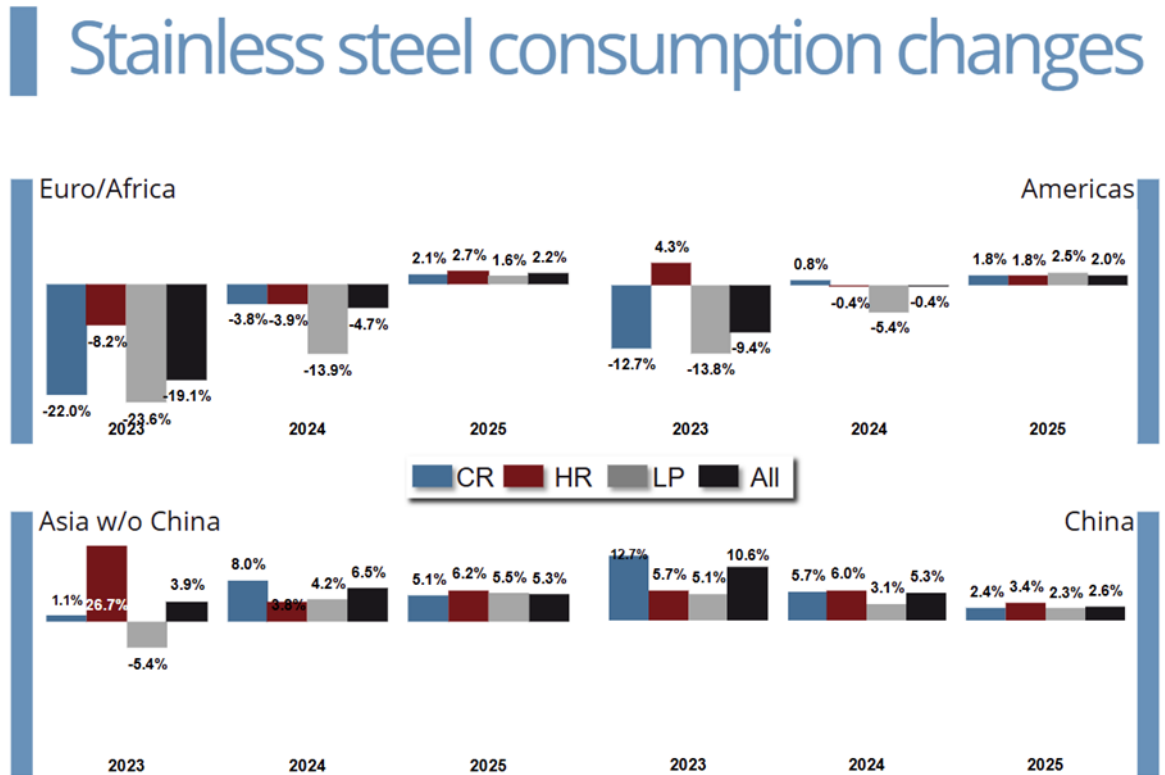
The Company and its subsidiaries primarily focus on domestic sales, targeting key industries in Thailand, including the automotive, home appliances, and construction sectors. These industries collectively account for the majority of the Company's revenue. In 2025, the automotive industry remains the Company's main customer group, contributing 43% of total sales and services — a decrease from the previous year. This sector continues to face pressure from high household debt and tighter credit policies by financial institutions, leading to a continued and significant decline in both automobile production and sales.

Meanwhile, the home appliance and construction industries accounted for 22% and 23% of total sales, respectively, showing a slight increase from the previous year. This reflects a slowdown in domestic consumption, while the real estate and tourism sectors remained relatively stable.

Other customer groups, such as stockists and the food industry, together continued to account for no more than 10% of total sales. In particular, domestic sales to stockists accounted for 8%, an increase from the previous year.

The Company and its subsidiaries have continued to focus primarily on expanding the domestic market throughout 2022, 2023, 2024, and 2025. Domestic sales have consistently accounted for over 90% of total sales during this period.

Global stainless steel demand trends



In 2025, global demand for stainless steel is expected to show steady growth, with a projected compound annual growth rate (CAGR) of 6.64%. This upward trend is supported by several key factors, including the recovery of the marine, aerospace, and food processing industries. Additionally, the rapid expansion of the electric vehicle (EV) industry has led to increased demand for stainless steel tubing, as stainless steel is used in various EV components. The construction and infrastructure sectors also continue to play a crucial role in driving demand, fueled by urban development and new building projects across multiple countries. As a result, stainless steel consumption is forecasted to grow by 2.5% in 2025, signaling a positive outlook for the industry.

However, global stainless steel demand may be affected by several factors, including energy price volatility, fluctuations in raw material costs, and ongoing global economic uncertainties. The “America First” policy under Trump is also expected to influence market dynamics. Therefore, while global stainless steel demand is projected to grow in 2025, close attention must be paid to potential risks that could impact the industry's performance.

Global stainless steel price outlook

Global stainless steel prices are determined by the balance between global supply and demand. Additionally, they fluctuate based on historical prices of hot-rolled and cold-rolled stainless steel coils. In the past, stainless steel prices have shown rapid increases or decreases within short cycles. Prices also vary across regions, depending on

several factors such as production costs, transportation fees, labor costs, price control measures, production volume, and consumption levels. Overall, the stainless steel market is expected to continue growing, with Asia playing a major role in both production and consumption due to relatively strong economic conditions compared to other regions. This contributes to rising stainless steel demand and output among industry producers.

When classified by stainless steel types, austenitic grades tend to exhibit higher price volatility compared to cold-rolled ferritic grades. This is because austenitic stainless steel contains 8% to 20% nickel, whereas ferritic stainless steel contains no nickel, making it less expensive and less volatile. Therefore, one of the key factors influencing the price of austenitic stainless steel is the price of nickel.

During the year 2024, the range was between USD 14,873 and USD 21,744.



- **The stainless steel industry in Thailand**

The consumption of cold-rolled stainless steel in Thailand remains on a modest growth trajectory, with levels comparable to those in 2023–2024. This is primarily due to relatively low per capita consumption. Key drivers include increased investments in infrastructure and large-scale construction projects, as well as the recovery in the real estate sector. Nonetheless, import competition from China continues to exert downward pressure on domestic prices and challenges local industry players. Major government and private sector infrastructure projects, such as the expansion of mass transit systems in Bangkok and surrounding areas, dual-track railway developments, expressways, and utility systems, are expected to support demand.

The consumption volume of stainless steel in Thailand is positively correlated with the growth of various related industries, such as the automotive industry, electrical appliances industry, construction industry, food industry, and kitchenware and household goods industry. Each of these sectors plays a role in continuously driving the growth of the stainless steel industry in Thailand. The trends of related industries in Thailand that are connected to the company are as follows:

Industry Group Trends	Past Growth	Future Growth
Automotive Industry	- Growth depends on economic conditions	- Increasing use in various automotive parts such as exhaust systems, bumpers, wheel covers, bus floors, and other vehicle trims.
Electrical Appliances Industry	- Growth depends on economic conditions	- Used as components in electrical appliances that require rust protection, such as refrigerator doors, microwaves, and washing machines.
Food Industry	- Growth depends on economic conditions	- Used in canned food packaging to replace tinplate and aluminum packaging; developed countries have started using stainless steel for canned food packaging.
Kitchenware and Household Goods Industry	- Growth depends on economic conditions	- Stainless steel products are used as components in household appliances, such as building fittings, sinks, and electrical appliances.
Computer Industry	- Growth depends on economic conditions	- Used for protective covers of external hard disks and CPU casings.
Refrigeration / Cold Storage and Air Conditioning Industry	- Large market with continuous growth	- Stainless steel pipes are used in cooling systems, and stainless steel sheets are used in cold rooms and internal refrigeration equipment.
Construction and Decoration Industry	- Growth depends on economic conditions	- Increasing use of stainless steel products in design and decoration, such as stainless steel pipes for handrails, roadside barriers, and balcony railings in condominiums.
Furniture Industry	- Growth depends on the real estate sector	- Increasingly replacing steel and tinplate products, especially street furniture, such as bus shelters and advertising boards.

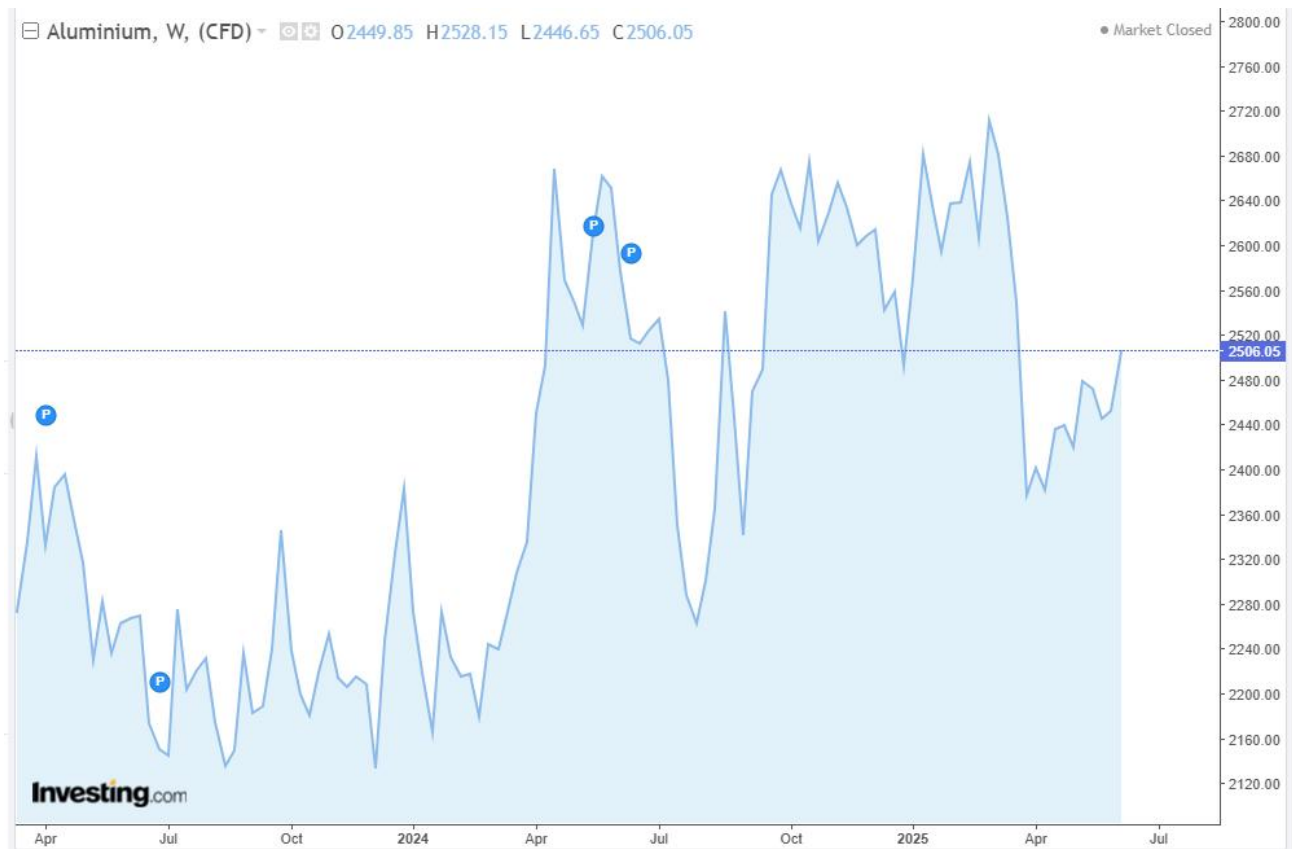
● The Domestic Aluminum Industry Situation

In 2024, the aluminum industry in Thailand faced various challenges and opportunities. One key factor is the trend toward adopting low-carbon aluminum production, which is a crucial material for manufacturing electric vehicles (EVs). In the electrical and electronics sector, aluminum is used to produce various components due to its excellent electrical conductivity and heat dissipation properties. This shift holds significant potential for the expansion of Thailand's aluminum industry.

Although the Thai aluminum industry continues to be affected by China's market dumping, in 2024 the value of aluminum and aluminum product imports grew by 23.5% year-on-year. This growth was driven by increased domestic demand for aluminum in various industries, particularly the import of raw materials for manufacturing finished products such as automotive parts, electrical appliances, and the expansion of the construction sector.

However, the business may still face pressure from declining automobile production due to slowing demand and tighter credit conditions. Additionally, Thai manufacturers may continue to be pressured by China's market dumping, as cheap aluminum is being sent into the Thai market, impacting domestic producers. Meanwhile, Thailand's export market faces risks from trade measures, with the United States announcing an increase in import tariffs on aluminum from all countries, including Thailand, raising the rate from 10% to 25%, effective from March 12, 2025.

Therefore, in 2025, the Thai aluminum industry's automotive market will continue to benefit from the steadily increasing cumulative vehicle registrations in Thailand. This reflects opportunities for the aluminum market in the production of replacement automotive parts (REM) for the growing number of older vehicles. Additionally, the export sector is expected to expand with increasing foreign orders, despite ongoing challenges from low-priced imports and external economic factors.



Domestic Copper Industry Conditions

Currently, Thailand does not have an upstream industry for producing pure copper. The country only has midstream and downstream industries. The midstream industry involves casting copper into various cross-sectional rods for further production. The downstream industry includes products such as copper pipes, wires and cables, copper sheets and foil, as well as copper wire rods and strands. These products are used in important continuous industries, including telecommunications, automotive and parts, electrical equipment and appliances, air conditioning and refrigerators, as well as buildings and construction works.

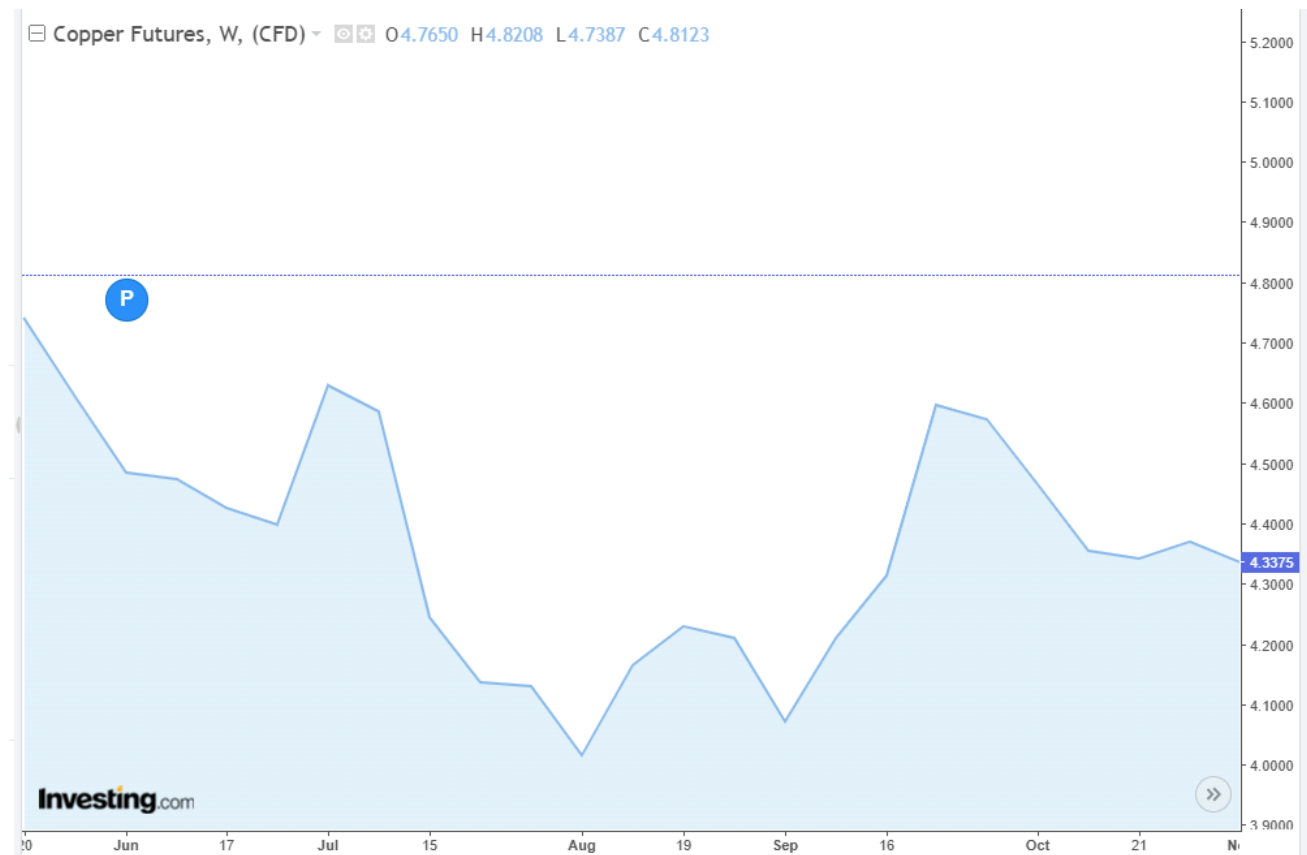
The demand for copper products has been increasing every year, and copper is a widely used metal. Thai manufacturers therefore need to import raw materials for smelting and then rolling into long and flat products, as well as

importing finished goods. This includes copper wire and cable products, which have seen significant growth due to domestic construction and electrical wiring projects. Large-scale construction projects such as the metro system, building developments, and housing continue to expand, alongside growth in the automotive industry. Additionally, copper is a crucial material supporting the production of electric vehicles (EVs). On average, an electric vehicle contains about 130 pounds of copper, compared to only 50 pounds in conventional gasoline-powered vehicles.

In 2024, global copper prices showed a continuous upward trend, mainly driven by increasing demand in the renewable energy industry, particularly for the production of batteries for electric vehicles and renewable energy equipment. Additionally, investments in energy infrastructure in several countries have further boosted the demand for copper.

Fitch Solutions' research unit (BMI) forecasts that global copper prices will surge by more than 75% by 2025 due to the growth trends in the renewable energy industry.

However, in 2024, the U.S. Federal Reserve (FED) cut its policy interest rate by 0.5% in September. This rate reduction lowered borrowing costs, encouraging investment and spending, which in turn stimulated demand for commodities such as copper, driving copper prices higher. In September 2024, copper prices surged to a two-month high, supported by the FED's interest rate cut.



2) Measures Related to the Stainless Steel Industry

- Anti-Dumping Measures (Anti-Dumping: AD)

The Ministry of Commerce has implemented the Anti-Dumping and Countervailing Measures Act B.E. 2542 (1999) to protect domestic industries from damage caused by foreign countries dumping products in Thailand at prices

lower than those sold in their home markets, or lower than the prices exported to other countries, or lower than the calculated cost of production in the exporting country.

The Department of Foreign Trade, Ministry of Commerce, has therefore enacted measures to prevent the dumping of cold-rolled stainless steel coils, sheets, and strips originating from certain foreign countries. This action was taken because the volume of dumped imports from these countries had increased significantly and adversely affected domestic prices, leading to price undercutting, price suppression, and restraint on price increases.

- **Supervision of Steel Products by the Department of Internal Trade**

The Thai steel industry has some capacity to produce steel products to substitute imports. However, reliance on imported raw steel materials results in higher production costs compared to countries with domestic raw material sources. Currently, the price and demand for steel products in Thailand have rapidly increased due to several factors, including global steel prices and demand, rising sea freight costs, an overall improvement in the country's economic conditions, and government policies supporting real estate construction. This situation has broadly impacted stakeholders, especially consumers.

Therefore, the Department of Internal Trade, Ministry of Commerce, as the government agency responsible for overseeing fair and free domestic trade, announced the designation of controlled goods and services on January 31, 2005, including (1) structural steel products such as shafts, (2) steel sheets such as hot-rolled steel sheets/coils, cold-rolled steel coils, hot-dip galvanized steel sheets, cold-rolled stainless steel coils, and (3) steel rods such as round steel bars, billets, deformed bars, and C-shaped steel profiles. These items were placed under the control of the Central Committee on Goods and Services Prices.

The Department of Internal Trade therefore set a maximum price ceiling for stainless steel to control price increases of steel sheets domestically and help stabilize raw material steel prices for downstream industries. However, the Department reserves the right to adjust the price ceiling if global stainless steel prices rise, to prevent raw material shortages domestically due to increased steel raw material exports by local producers.

- **Free Trade Area (FTA)**

A Free Trade Area is an economic group aimed at reducing customs tariffs among member countries to the lowest possible level, often to zero percent, covering a wide range of traded goods within the group while applying higher normal tariff rates to countries outside the group. Historically, FTAs focused primarily on liberalizing trade in goods by reducing or eliminating tariffs and non-tariff barriers. Examples of such agreements include those between Thailand and China, and Thailand and India.

However, more recent FTAs encompass broader areas including the liberalization of services, investment, intellectual property rights, and electronic commerce, often going beyond commitments under the World Trade Organization (WTO). Currently, Thailand is negotiating FTAs with several countries and regions such as China, Japan, India, the Middle East, North America, and South America.

Thailand has also opened up FTAs by reducing import tariffs on steel products, which may impact domestic steel producers by reducing their competitiveness against foreign producers with significantly lower production costs. Nonetheless, trade liberalization benefits companies engaged in import and distribution businesses, as they gain access to cheaper raw materials and multiple sources of supply. This also benefits consumers by increasing product variety and options. Moreover, FTAs are advantageous to companies as they allow purchase goods from abroad at lower prices. The entry of foreign competitors raises domestic competition, leading to a reduction in less competitive local players and pushing competition toward product quality and standards.

3) Competitive Landscape

The company's management policy focuses on providing comprehensive service. The company operates as a combination of a processor and a full-service stainless steel product provider. It emphasizes offering customers a "One Stop Service," meaning the company sources, processes products, and manages inventory systems to deliver goods directly to customers. This approach reduces the risk for customers of incomplete product procurement. The competition faced by the company and its subsidiaries can be categorized into 4 groups as follows:

- **Stainless Steel Product Processing Business**

Currently, there are quite a few businesses in Thailand trading stainless steel sheets, but only 2–3 operators focus primarily on processing stainless steel coils and can provide comprehensive services. Among these 2–3 operators, the company holds a major market share for direct sales to customers in various industrial sectors. Other operators mostly act as stockists, buying and selling without manufacturing or processing capabilities, and do not have complete machinery like the company. Competition in the stainless steel processing business is quite challenging for new entrants due to the high initial investment required for machinery and the substantial working capital needed. Additionally, experience and continuous customer insights are essential, along with readiness to manage necessary quality systems compliant with the standards required by target customer groups. Critically, the company must have the capability to deliver high-quality products and services on time, especially to customers in the electrical appliance, electronics, and automotive industries, which impose stringent product standards. Good marketing and strong, continuous relationships with suppliers and customers are also vital. The company has built customer confidence by consistently delivering quality products according to customer requirements and on schedule. It also holds a competitive advantage over other operators by offering a more diverse range of stainless steel products, such as cold-rolled stainless steel coils, sheets, strips, and stainless steel pipes. Few processors in Thailand provide such a wide variety of products. Moreover, the company operates its own stainless steel processing facilities, allowing it to produce and process certain products in-house immediately when finished goods are not available in inventory.

- **Stainless Steel Pipe Manufacturing Business for the Automotive Industry**

The competition level in the stainless steel pipe manufacturing business for the automotive industry is low due to the limited number of quality producers. The company's subsidiary, Auto Metal Co., Ltd., uses modern machinery for producing automotive industry pipes. The pipe forming process employs a Flexible Forming Mill system, which reduces

the time needed to change rollers (Driven Rollers) and adjust settings (Setting Time) when producing pipes of different sizes compared to conventional mill machinery. The subsidiary uses an Electric Resistance Welding system for rolling and welding, which minimizes changes to the metal structure in the welded area, resulting in stronger products. In addition to this welding method, defects are inspected using Eddy Current Testing, a quality control process that meets the standards of major global industrial pipe manufacturers. In 2006, the company received certification for the automotive quality management system (TS16949:2002), and Auto Metal Co., Ltd. was certified for the same quality system in 2007.

In 2008, the company also had personnel from Mory Industries Inc., a leading automotive pipe manufacturer in Japan, who possessed extensive experience, knowledge, expertise, and a strong understanding of manufacturing technology, join to oversee the production process. Furthermore, in 2010, the company sold a 40% equity stake in its subsidiary, Auto Metal Co., Ltd., to Mory Industries Inc. to form a business partnership aimed at jointly enhancing competitiveness and business value by developing and expanding automotive pipe products in the future. In 2011, the company and Mory Industries Inc. jointly increased capital by 100 million baht to invest and provide working capital for continuous business expansion. The shareholding structure remained unchanged.

- **Business of processing galvanized and electro-galvanized steel sheets**

Currently, there are approximately 10 operators in Thailand engaged in processing galvanized and electro-galvanized steel sheets, with a high level of competition due to the large number of players. However, the company does not focus on selling galvanized steel and electro-galvanized steel as its main products, as its core service is to provide a complete range of products to meet the needs of its customers.

- **Aluminum Processing Business**

Thailand uses aluminum in various industries due to its lightweight and strong properties compared to steel. Industries that use aluminum include electrical and electronics, packaging, construction, and automotive sectors. The aluminum used in Thailand depends on imports from abroad. The use of aluminum in various industries in Thailand has been continuously growing, and competition among operators is high. The company and its subsidiaries distribute processed aluminum used as parts in audio products, boat components, aluminum signage, and others.

- **Business of Distributing Standard and Special Size Copper**

Currently, there are about 20 operators in Thailand involved in importing, producing, and distributing copper, resulting in a high level of competition in the distribution market. However, the subsidiary company, NSC Metal Co., Ltd., has management and staff with extensive knowledge and experience in this business. The company focuses on distributing copper products that meet customer requirements while providing fast service to key customers, mainly in the electrical and electronics industry.

4) Business Strategy

The company and its subsidiaries recognize the important role of managing the differing needs between upstream stainless steel producers and downstream end-users of stainless steel. Therefore, the company and its subsidiaries adopt a business strategy focused on supply chain management, which involves collaboration among (1) suppliers who are raw material manufacturers and distributors, (2) the company and its subsidiaries who procure, process, distribute, and provide related services, and (3) customers who are operators in various industries. The company's business strategy differs from other companies that mostly operate on a buy-and-sell basis without production processes, processing, or inventory management—or only partially perform these functions.

The successful implementation of the Supply Chain Management system has brought benefits to both raw material producers and customers. This success is due to the company's long-standing good relationships with both suppliers and customers. To achieve this business strategy, the company collaborates with customers on production planning in advance and places great importance on quality inspection and control from the stage of raw material ordering to ensure that raw materials meet customer quality requirements at reasonable prices. This helps the company reduce production costs. Furthermore, the company maintains standardized processing procedures that can meet diverse customer demands in terms of quality, service, and reliable on-time delivery. This enables the company to add value to its products. Therefore, the company is not merely a processor and distributor of stainless steel products but also acts as:

1. **A Synergy Plus in the industry** — by collaborating on planning and developing value-added products to fully meet customer needs.
2. **A Solution Integrator in the industry** — serving as a central hub for passing raw materials from producers, processing products, adding value, and delivering to customers on time.
3. **An Industry Database collector** — gathering data from both producers and customers, managing it to maximize benefits for all parties.

5) Marketing Strategy

The company and its subsidiaries focus on providing comprehensive stainless steel coil processing services. Their goal is to achieve continuous and sustainable growth in the future, primarily to meet consumer demands, and to strive to build long-term good relationships with customers. The company and its subsidiaries have the following marketing strategies:

- **Product and Service Strategy**

- **Offering a complete range of products and services at one point (One Stop Service)**

The company has over 20 years of experience and expertise in the stainless steel industry, which enables it to understand the diverse needs of each customer. For example, customers in the automotive industry require stainless steel pipes with consistent quality, while customers in the household appliances industry need stainless steel products with polished and coated surfaces. Therefore, the company focuses on sourcing and processing products to meet customer requirements

and managing inventory systems to deliver goods according to the customers' specified schedules, aligning with their usage plans. This service eliminates the risk for customers of incomplete or insufficient product supply in terms of quantity and quality, while also helping customers reduce their inventory storage costs.

In addition, the company and its subsidiaries place great importance on monitoring delivery performance and product quality to facilitate and impress customers. The company and its subsidiaries assign sales staff to build good relationships with customers, such as providing information, conducting visits, offering consultation and problem-solving, as well as delivering after-sales services.

➤ **Producing quality products that meet recognized standards**

The company and its subsidiaries focus on producing products of high quality that comply with widely accepted standards. They select quality raw materials from reputable suppliers and carry out production and processing using modern technology machinery. Quality inspection and control are performed at every stage according to the standards TIS16949:2002, ISO9002:2000, and ISO14000. This builds customer confidence in purchasing the company's products. To further ensure quality, the subsidiary receives technical support for producing stainless steel pipes for the automotive and motorcycle industries from Mory Industries Inc., Japan, with Japanese engineers stationed at the company and its subsidiaries.

➤ **Expansion of New Products**

The company and its subsidiaries recognize the increasing demand for stainless steel products. Therefore, to respond to business growth, the company plans to distribute new stainless steel products within its key customer industries. Additionally, the company will continue to offer other products that are not stainless steel, such as copper and aluminum products.

➤ **Timely and Reliable Delivery**

The company and its subsidiaries focus on delivering products on time and in line with customer demands. They plan production in advance by consulting customers about their needs and maintain a minimum inventory in the warehouse system according to the customers' production schedules. This helps customers save costs associated with storing inventory themselves. Such collaborative production planning benefits both the company and its subsidiaries, as well as the customers.

● **Pricing Strategy (Price)**

The company and its subsidiaries do not engage in price competition. Instead, product prices are set in line with market prices while maintaining profitability. Emphasis is placed on quality and service to meet customer needs. Pricing depends on the type of product,

order volume, and payment terms acceptable to customers. For each price adjustment, the company and its subsidiaries notify customers in advance about market price conditions.

- **Distribution and Sales Channels Strategy (Place)**

The company and its subsidiaries have direct sales channels as well as sales through wholesalers to customers within the country. For sales abroad, distribution is conducted through overseas agents. Currently, the company has two distribution centers: one at Phra Pradaeng for general customers in the Bangkok metropolitan area, and another at the Amata Nakorn Industrial Estate for automotive industry customers located nearby. This setup helps save time and transportation costs.

- **Promotion Strategy**

Since the company's and its subsidiaries' products are industrial goods, the focus is on adding value to the products and services to maximize benefits for customers. Therefore, the company and its subsidiaries emphasize a promotion strategy centered on acting as educators to provide knowledge and understanding about the products for proper use in terms of quality and cost. They also offer consulting related to the products through sales and quality assurance departments. These efforts aim to deliver maximum value to customers and help build strong, lasting relationships with the company and its subsidiaries. In addition, the company and its subsidiaries regularly visit customers to stay informed about their changing needs. They also participate in domestic and international trade shows on various occasions to increase product awareness.

6) Customer characteristics

The Company and its subsidiaries have several customers. The Company and its subsidiaries have a policy of expanding their customer base and not relying on any one customer or any one business. The Company and its subsidiaries can classify customers into 8 main groups according to the type of industry. The proportion of the Company and its subsidiaries' product sales to total sales to customers in each industry group during the fiscal years 2021, 2022, 2023, 2024 and 2025 is summarized as follows:

Unit: Percent	2021	2022	2023	2024	2025
1. Home Appliance Industry – Domestic	21	25	23	21	22
2. Automotive Industry – Domestic	37	38	44	48	43
3. Construction Industry – Domestic	25	27	25	23	23
4. Computer Industry – Domestic	-	-	-	-	-
5. Food Markers – Domestic	2	-	-	-	-
6. Stockist – Domestic	12	7	5	5	8
7. Export	-	-	-	-	-
8. Other	3	3	3	3	4
Total sales and services of the Company and its subsidiaries	100	100	100	100	100

Remark: Others include retail customers who do not purchase regularly.

The company and its subsidiaries primarily focus on domestic sales, targeting the country's key industries, namely the automotive industry, household electrical appliances, and the construction industry, which together constitute the company's main revenue streams. In 2024, the automotive industry remains the company's primary customer segment, accounting for 48% of total sales and services, an increase from the previous year. This reflects the recovery in export markets, despite continued pressure on the domestic market from household debt levels and tightened credit conditions imposed by financial institutions.

Meanwhile, the household electrical appliances and construction industries account for similar sales proportions at 21% and 23%, respectively, showing a slight decline from the previous year. This reflects a slowdown in domestic consumption and certain segments of the real estate sector.

Other customer groups, such as stockists and the food industry, together account for no more than 10% of total sales. In particular, sales to domestic stockists represent 8%, a decrease compared to the prior year.

The company and its subsidiaries have continued to focus on expanding the domestic market throughout 2022, 2023, and 2024, with domestic sales consistently accounting for over 90% of total sales.

7) Sales and Distribution Channels

The company and its subsidiaries have 3 main distribution channels as follows:

- **Direct Sales to Customers Who Are Operators in Various Industries**

The company and its subsidiaries sell products directly to customers who are operators in various industries. The main customer groups in Thailand include the automotive, electrical appliance, and construction industries, which accounted for approximately [percentage] of total sales in the most recent year.

- **Sales Through Stockists (Wholesalers)**

The Company and its subsidiaries distribute their products through wholesalers. In fiscal years 2023, 2024, and 2025, sales through wholesalers accounted for 7%, 5%, and 8% of total sales, respectively. Wholesalers are responsible for distributing the products to end consumers. The proportion in 2025 increased from the previous year, as the Company continued to exercise caution in this distribution channel, while focusing on expanding sales to existing customers with strong financial stability.

- **Sales Through Overseas Dealers/Agents**

The company sells stainless steel products such as sheets, furniture tubes, and polished tubes to Hong Kong, Singapore, and the Philippines through overseas dealers. The dealers include representatives in Hong Kong and Singapore, who receive commissions as compensation. Additionally, a subsidiary sells automotive industrial pipes through automotive parts manufacturers in India.

1.2.3 Product Procurement

1) **Factories and offices**

At present, the Company and its subsidiaries have 3 factories: the factory in Phra Pradaeng, Suk Sawat Road, Phra Pradaeng District, Samut Prakan, located on an area of 27 rai, 3 ngan, 28 square wah, consisting of an office building, a processing building, a pipe production building, a raw material storage building, a finished goods storage building, a maintenance building, an oil tank storage building, and a joinery. The factory in Amata Nakorn Industrial Estate, Chonburi, consists of 2 factories under the management of Auto Metal Co., Ltd., located on an area of 9 rai, 1 ngan, 45 square wah and on a land area of 5 rai, 3 ngan. Both factories are factories with continuous production processes to produce stainless steel pipes specifically for the automotive industry. In addition, the Company has rented office space on the 16th floor of Thai CC Tower Building, South Sathorn Road, which is the location of the Company's sales and marketing office, accounting and finance department, and a subsidiary has an office on the 1st floor of Si Phraya River Ville Condo, Yotha Road, Talat Noi District, Samphanthawong District, which is the location of the subsidiary's sales and marketing office, accounting and finance department.

2) Raw materials

- **Production and processing capacity** The Company and its subsidiaries have production and processing capacity and actual production and processing volume as follows:

(a) Factory at Phra Pradaeng (operated by the Company)

(Unit: Tons)

Processing Line	Number of machines	Full production and processing capacity (Tons/Year)	Actual production and processing volume (tons/year) For the year ended March 31					
			2023		2024		2025	
			Ton	%	Ton	%	Ton	%
1. Leveler-cutting steel length	3	17,000	4,285	25.2	5,081	29.9	6,419	37.8
2. Slitting steel strips	3	18,000	12,760	70.9	11,914	66.2	12,927	71.8
3. Polishing stainless steel surface	2	12,000	551	4.6	2,337	19.5	3,140	26.2
4. Stainless Pipe ***	15	3,300	1,070	32.4	1,914	58.0	2,194	66.5
Total		50,300	18,666	37.1	21,246	42.2	24,680	49.1

*** Calculated from the original production capacity base per year at the level of 3,300 tons per 16 hours per 248 days from 15 pipe production machines in 2023-2025.

- Remark:**
1. Full production capacity is calculated from production capacity of 1 shift of 8 hours per day, working 248 days per year.
 2. The production of stainless steel pipes is calculated to have a production capacity of 16 hours per day due to the relatively high demand for such products.

(b) Factory in Amata Nakorn Industrial Estate

(Operated by subsidiary company Auto Metal Company Limited)

(Unit: Tons)

Processing Line	Produced by machinery type	Number of machines	Full production and processing capacity (Tons/Year)	Actual production and processing volume (tons/year) For the year ended March 31					
				2023		2024		2025	
				Ton	%	Ton	%	Ton	%
Car exhaust pipes and motorcycle exhaust pipes	ERW	1	10,000	7,818	78.2	7,588	75.9	6,123	61.2
	TIG	6	1,500	639	42.6	726	48.4	885	59.0

Calculated from the base production capacity of ERW machines per year at the level of 10,000 tons per machine per 16 hours per 248 days per year. The company can expand production capacity by adding more shifts or working overtime to increase production capacity from the original ERW machines.

- **Production and processing policy**

The Company and its subsidiaries have a policy of producing and processing according to customer needs as the main principle by planning production together with customers along with managing inventory in order to be able to deliver products on schedule and efficiently. For products that are generally

sold and are in high demand in the market, some production and processing plans are planned to create savings from production and processing costs.

1.2.4 Environmental impact

The Company and its subsidiaries are aware of their social responsibility and therefore place importance on the environment. They comply with the international standard ISO 14001, which is an international environmental management system standard that focuses on the application of an environmental management system to prevent and continuously improve environmental conditions, which reduces environmental impacts.

To dispose of waste such as polishing powder, stainless steel scraps, iron waste, and contaminated waste, the Company and its subsidiaries have hired a company that specializes in the disposal and destruction of these wastes. In addition, the Company arranges for monthly analysis of sound and light intensity values and arranges for regular water quality inspections by experts to ensure compliance with the specified standards. Therefore, all pollutants from factories and offices will be treated in accordance with the regulations and inspected by relevant government agencies, such as the Department of Industrial Works, Ministry of Industry, and the Department of Pollution Control, Ministry of Science and Environment, etc. Since the commencement of operations, the Company and its subsidiaries have not had any environmental disputes and have never received any warnings or fines from government agencies.

1.3 Assets used for business operations

1.3.1 Key characteristics of fixed assets used in business operations

The Company and its subsidiaries' fixed assets are land, buildings and structures, machinery and equipment, decorations and office equipment as of March 31, 2025, with details as follows:

Assets used in the business operations of Lohakit Metal Public Company Limited

Property type	Ownership	Book Value - Net (million baht)	Obligations
Land, Buildings, and Constructions			
1) Land under Title Deed Nos. 28777 and 12592-4, with a total area of 4 rai, 1 ngan, and 96 square wah, including one factory building and one office building, located at 66/1 Soi Suksawat 76, Bang Chak Subdistrict, Phra Pradaeng District, Samut Prakan Province ¹	Own	162.95	The property is pledged as collateral for a credit facility with Siam Commercial Bank Public Company Limited, with a mortgage limit of THB 70 million.
2) Land under Title Deed Nos. 12588, 28772, 238025, 238026, and 238027, with a total area of 23 rai, 0 ngan, and 32 square wah, including one factory building and one office building, located at 66/1 Soi Suksawat 76, Bang Chak Subdistrict, Phra Pradaeng District, Samut Prakan Province ²	Own		The property is pledged as collateral for a credit facility with Siam Commercial Bank Public Company Limited, with a mortgage limit of THB 170 million.
Machinery and Equipment			
1) One unit of machinery, Registration No. 49-326-306-0088, located at 66/1 Soi Suksawat 76, Bang Chak Subdistrict, Phra Pradaeng District, Samut Prakan Province ³	Own	53.52	Assets pledged as collateral for a credit facility with Siam Commercial Bank PCL, with a mortgage amount of THB 180 million.
2) Thirty-nine units of machinery, Registration Nos. 49-326-306-0144 to 49-326-306-0202, located at 66/1 Soi Suksawat 76, Bang Chak Subdistrict, Phra Pradaeng District, Samut Prakan Province ⁴	Own		
Furniture, Fixtures, and Office Equipment	Own	0.62	-
Vehicles	Own	11.36	
Right-of-Use Assets for Buildings	-	1.34	Lease Agreement
Construction in Progress	Own	1.16	
Total		230.95	

Remark

1. Land, buildings, and constructions are insured by Chubb Samaggi Insurance Public Company Limited and Bangkok Insurance Public Company Limited, with an insured amount of THB 140.00 million, with Siam Commercial Bank Public Company Limited as the beneficiary.
2. Thirty-nine units of machinery, Registration Nos. 49-326-306-0144 to 49-326-306-0202, are insured by Chubb Samaggi Insurance Public Company Limited and Bangkok Insurance Public Company Limited, with an insured amount of THB 257.82 million, with Siam Commercial Bank Public Company Limited as the beneficiary.

Assets used in the business operations of Auto Metal Public Company Limited

Property type	Ownership	Book Value - Net (million baht)	Obligations
Land, Buildings, and Constructions	Own	174.17	The property is pledged as collateral for a credit facility with Siam Commercial Bank Public Company Limited, with a mortgage limit of THB 2 2 5 million (partial collateral used for the guarantee).
Machinery and Equipment	Own	9.98	The property is pledged as collateral for a credit facility with Siam Commercial Bank Public Company Limited, with a mortgage limit of THB 1 0 0 million (partial collateral used for the guarantee).
Furniture, Fixtures, and Office Equipment	Own	0.41	-
Vehicles	Own	1.84	-
Right-of-Use Assets for Buildings	-	1.67	Lease Agreement
Construction in Progress	Own	0.21	-
Total		188.28	

Assets used in the business operations of NSC Metal Company Limited

Property type	Ownership	Book Value - Net (million baht)	Obligations
Land, Buildings, and Constructions			
1) Land under Title Deed No. 638, with a total area of 43 square wah, located at 945/1 Charoen Krung Road, Talad Noi Subdistrict, Samphanthawong District, Bangkok.	Own	10.77	-
2) Condominium unit No. 108/8, 1st Floor, Building No. 1, named "Si Phraya Riverview Condominium," located at Charoen Krung Road, Talad Noi Subdistrict, Samphanthawong District, Bangkok.	Own		The property is pledged as collateral for a credit facility with Kasikornbank Public Company Limited, with a mortgage limit of THB 23.40 million.
Furniture, Fixtures, and Office Equipment	Own	0.35	-
Vehicles	Own	0.37	-
Total		11.49	

1.3.2 Contracts

1) Building Lease Agreement

Parties	:	Sri Siam Properties Co., Ltd., a non-related party to the company, as the lessor, leasing the building for use as sales office premises.
Contract Details	:	The company leases unit No. 167-9, 16th floor, Thai CC Tower, with an area of 534 square meters, located at 43 South Sathorn Road, Yannawa Subdistrict, Sathorn District, Bangkok. The lease term is 3 years, from September 1, 2022, to August 31, 2025.
Rental Rate	:	The annual rental and service fee is approximately THB 10.28 million.
Renewal Conditions	:	None

2) Credit Facilities Approval from Financial Institutions (As of March 31, 2025)

Credit Facility Agreements with Financial Institutions

As of March 31, 2025, Lohakit Metal Public Company Limited has obtained credit facilities from multiple financial institutions, secured by collateral, with details as follows:

- Letter of credit, trust receipt, bank guarantees, and short-term loans totaling THB 1,461.7 million; overdraft facility of THB 30 million; and forward foreign exchange contract facility of THB 1,000 million.
- The above-mentioned credit facilities are secured by mortgages on land with buildings, company machinery, and the company's fixed deposits (for more details, refer to the section "Assets Used in Business Operations").

As of March 31, 2025, the subsidiary, Auto Metal Company Limited, has obtained credit facilities from a financial institution secured by collateral, with details as follows:

- Letter of credit, trust receipt, bank guarantees, and short-term loans totaling THB 300 million; overdraft facility of THB 10 million; and forward foreign exchange contract facility of THB 200 million.
- The aforementioned credit facilities are secured by mortgages on land with buildings and machinery of the subsidiary (for more details, refer to the section "Assets Used in Business Operations," item 4.1).

As of March 31, 2025, the subsidiary, Alternative Enmat Company Limited, has obtained credit facilities from a financial institution secured by collateral, with details as follows:

- Letter of credit, trust receipt, bank guarantees, and short-term loans totaling THB 22 million; overdraft facility of THB 5 million; and forward foreign exchange contract facility of THB 30 million.
- The above-mentioned credit facilities are guaranteed by the parent company (for more details, refer to the section "Assets Used in Business Operations," item 4.1).

As of March 31, 2025, the subsidiary, NSC Metal Company Limited, has obtained credit facilities from multiple financial institutions secured by collateral, with details as follows:

- Letter of credit, trust receipt, bank guarantees, and short-term loans totaling THB 506 million; overdraft facility of THB 60 million; and forward foreign exchange contract facility of THB 399 million.
- The above-mentioned credit facilities are secured by mortgages on condominium units, fixed deposits, and guaranteed by the parent company (for more details, refer to the section "Assets Used in Business Operations," item 4.1).

1.3.3 Investment Policy in Subsidiaries and Associated Companies

The Company currently holds shares in three subsidiary companies, which are engaged in businesses related to the Company's core business, namely: (1) Auto Metal Company Limited (59.99 percent), engaged in the business of manufacturing and distributing stainless steel pipes, such as automobile exhaust pipes and motorcycle exhaust pipes; (2) Alternative EnMat Company Limited (99.99 percent), engaged in the business of distributing metal and non-metal products; and (3) NSC Metal Company Limited (99.98 percent), engaged in the business of distributing metal and non-metal products.

The Company has a policy of investing in subsidiaries and associated companies in businesses that complement and are related to the Company's core business operations, considering appropriate returns, depending on the type of business. As for the management policy, the Company will provide independence in operating the subsidiaries and associated companies, considering the benefits of shareholders as a whole. In addition, the Company will consider sending its representatives to join as directors or jointly manage subsidiaries and associated companies on a case-by-case basis.

1.4 Capital Structure

Company Securities

As of March 31, 2025, the Company has a registered capital of 383 million baht, of which 383 million baht has been paid up, divided into 383,000,000 ordinary shares with a par value of 1 baht per share.

Shareholder

The Company has shareholding proportions according to the shareholders' shareholding as of March 31, 2025, as follows:

Thai shareholders	99.81%	Number of Minority shareholders (Free float) 6,209
Foreign Shareholders	0.19%	Shareholding by Minority Shareholders: 24.56 percent
Total	100.00%	

List of the first 10 shareholders, including shareholders holding shares of more than 0.5 percent of the paid-up capital of the listed company:

List name of shareholders	As of March 31, 2025	
	Number of shares	Percentage (%)
1. Mr. Prasert Akarapongpisak	78,854,326	20.58%
2. Mr. Vichaphol Akarapongpisakdi	28,196,560	7.36%
3. Mr. Vicharit Akarapongpisak	22,660,760	5.91%
4. Mrs. Yenjit Ninpai	18,660,760	4.87%
5. Mr. Vittawat Akarapongpisak	15,940,760	4.16%
6. Mr. Sompong Akarapongpisak	15,800,126	4.12%
7. Ms. Wassana Akarapongpisak	15,800,126	4.12%
8. Mr. Pasit Akarapongpisak	15,800,125	4.12%
9. Ms. Sommanee Akarapongpisak	15,800,125	4.12%
10. Mr. Voravaran Akarapongpisak	7,500,000	1.95%
11. Ms. Siriwan Akarapongpisak	5,800,126	1.51%
12. Ms. Meena Akarapongpisak	2,700,000	0.70%
The Akarapongpisak Family	243,513,794	63.52%
13. Mrs. Sumana Wattanopas	12,112,950	3.16%
14. Thai NVDR Company Limited	8,911,272	2.32%

List name of shareholders	As of March 31, 2025	
	Number of shares	Percentage (%)
15. Miss Naphas Wattanopas	6,056,475	1.58%
16. Mr. Thanapoom Pooripunyanich	5,000,000	1.30%
17. Mr. Pakpoom Pooripunyanich	5,000,000	1.30%
18. Mr. Narut Wattanopas	4,056,475	1.05%
19. Miss Taranrat Nitichokmethanon	2,277,400	0.59%
20. Miss Supaporn Nimwatcharasunthorn	2,008,000	0.52%
Total	288,936,366	75.34%

Dividend Policy

The Company has a policy to pay dividends at a rate not less than 40 percent of net profit after corporate income tax. However, the Company may determine the dividend payment rate to be less than the above specified rate if the Company needs to use such net profit to expand the Company's operations.

The 3 subsidiaries, namely Auto Metal Company Limited and Alternative EnMat Company Limited (formerly known as "Stainless alternative Co., Ltd.") and NSC Metal Company Limited (formerly known as "Ngeck Seng Chiang Metal Co., Ltd."), have a dividend payment policy of not less than 40 percent of net profit after corporate income tax. However, the subsidiaries may determine the dividend payment rate to be lower than the above-mentioned rate if the subsidiaries need to use such net profit to expand the subsidiaries' operations. In the past 5 years, the Company has a history of dividend payment as follows:

Annual operating results	Baht / Share	Amount / Baht
Year 2021	0.22	84,260,000
Year 2022	0.38	145,540,000
Year 2023	0.64	245,120,000
Year 2024	0.23	88,090,000
Year 2025	0.23	88,090,000

2. Risk Management

Risk Management Policy and Practices

The Board of Directors of Lohakit Metal Public Company Limited has emphasized the importance of systematic risk management in line with good corporate governance, including adequate and appropriate internal control, and close risk monitoring, which enables the Company to achieve its objectives in implementing the business plan, including emergency plans, crisis management plans, and business continuity plans, in order to build trust, satisfaction for customers, and provide good returns to shareholders and all stakeholders. The Company has adopted COSO (The Committee of Sponsoring Organization of the Treadway Commission) and has specified specific risk management policies as a framework for the Company's risk management, for the Company's business operations to be in line with sustainable development goals. The Company has defined and categorized the organization's risks into 6 areas:

1. Strategic Risk
2. Operational Risk
3. Financial Risk
4. Compliance Risk
5. ESG Risk
6. Emerging Risks

Economic Dimension

Economic and Industrial Risks in Thailand in 2024 and 2025

Thailand's Economic Situation in 2025, Thailand's gross domestic product (GDP) is expected to expand by 2.5%, accelerating from 2.0% growth in 2024. This improvement is primarily supported by the continued expansion in private consumption and government expenditure, which are projected to grow by 4.4% and 2.5%, respectively. Public investment is forecast to rise by 4.8%, while private investment is expected to decline by 1.6%. The value of exports, measured in US dollars, is expected to grow by 5.8%. The average inflation rate is projected at 0.4%, while the current account balance is expected to register a surplus of 2.3% of GDP. On the production side, the economy continues to recover. The agricultural sector recorded growth for the first time in five quarters. In addition, the accommodation and food service sectors, the wholesale and retail trade sector, and the construction sector experienced accelerated growth compared to the previous quarter. The manufacturing sector and the transportation and storage sector also continued to expand from an expenditure perspective, public investment and exports of goods and services showed stronger momentum. Private consumption remained on an upward trend, while government consumption decelerated and private investment continued to contract.

Thailand's economy in 2025 is expected to maintain its growth trajectory, supported by key contributing factors. Public investment expenditure is anticipated to increase in alignment with the expanded government budget framework for the 2025 fiscal year. Private consumption is also projected to grow steadily, bolstered by low unemployment and subdued inflation rates. Additionally, the continued recovery of the tourism sector and related services, as reflected by the sustained increase in international tourist arrivals, is expected to play a crucial role in supporting economic

momentum. Export activities are likely to expand further, driven by the ongoing rise in export value. Furthermore, investment in targeted industries such as electric vehicles (EVs) and advanced technology sectors is expected to gain pace, contributing to long-term structural economic development. Despite these positive outlooks, there remain notable economic risks, particularly from external factors. Global economic volatility, elevated inflation in some regions, and Thailand's persistently high household debt levels may pose challenges to the stability and resilience of the country's economic growth.

Therefore, the Thai economy in 2025 is expected to recover, supported by positive developments across multiple sectors. GDP growth is projected to range between 1.3% and 2.3%, with a midpoint estimate of 1.8%, reflecting an improvement compared to 2024. The growth momentum is likely to continue into 2026. Nevertheless, close monitoring of economic risk factors and long-term investment trends remains essential.

The Company and its subsidiaries place high importance on closely monitoring economic conditions and potential impacts. In line with this, the Company emphasizes risk diversification by expanding its business coverage across various domestic industries. This approach helps mitigate the adverse effects of over-reliance on any single industry sector.

Strategic Risk

2.1 Risk from Dependence on Key Raw Material Suppliers

The Company's primary raw materials include cold rolled stainless steel coils, copper, aluminum, galvanized steel, and electro-galvanized steel. These materials are mainly sourced from domestic manufacturers, with some materials having only one or a few local suppliers. This creates a risk related to the supply of key raw materials due to the Company's reliance on a limited number of domestic producers. The Company procures cold rolled stainless steel coils primarily from Posco-Thainox Public Company Limited, the sole major domestic producer. Given that there is only one major producer of cold rolled stainless steel in the country and that the Anti-Dumping Law imposes duties on imports from several Asian countries, sourcing raw materials internationally often results in higher costs compared to domestic procurement. Additionally, importing cold rolled stainless steel involves extended shipping times, creating a risk of raw material shortages if the domestic producer is unable to deliver materials on schedule. In such cases, the Company may not be able to secure alternative sources of raw materials in time to meet production schedules and fulfill customer orders.

However, the Company has implemented advance raw material procurement planning by adopting a Supply Chain Management system. This enables efficient forecasting of the demand for key raw materials. Based on the Company's historical operations, there has never been an issue of raw material shortages. Moreover, the Company maintains long-standing relationships with various domestic suppliers and has a good rapport with them. In addition, the Company also has the capability to import from major overseas manufacturers if necessary.

2.2 Risk Related to Customers' Relocation of Production Bases in Various Industries

The company and its subsidiaries' stainless steel products are sold to domestic customers, most of whom are foreign operators that have established factories in Thailand. These customers operate in various industries such as

electrical appliances, construction, computers, and automotive industries, among others. In the fiscal year 2025, the company and its subsidiaries recorded domestic sales and services of THB 2,690 million, compared to THB 2,632 million in the fiscal year 2024. The company and its subsidiaries face risks related to the relocation of customers' production bases in various industries to other countries. This includes the continuous decline in export sectors and reduced government spending, which may adversely affect the sales and services of the company and its subsidiaries.

However, Thailand still holds comparative advantages due to its availability of resources, including raw materials and labor force, as well as established infrastructure. The country has favorable investment promotion policies that support and facilitate investments. Overall, the Thai government encourages entrepreneurs to use Thailand as a base for investment, research and development, and the establishment of industries with future potential by granting various special incentives. These incentives include tax benefits and financial support measures.

The Board of Investment (BOI) reported that investment in 2025 continues to surge in both the number of projects and total investment value. There were more than 820 promotion applications with a total investment exceeding THB 431 billion, led by industries such as digital, electronics, and automotive. Foreign investment surged to over THB 260 billion, with Hong Kong ranking first, followed by China and Singapore. This reflects Thailand's strong potential and underscores investor confidence, who recognize Thailand's readiness in terms of infrastructure, industrial zones, stable electricity supply, clean energy capabilities, skilled workforce, comprehensive supply chains, reasonable business costs, government support measures, as well as the incentives and services provided by the BOI.

Top 5 Target Industry Groups by Highest Investment Value

1. **Digital Industry** – THB 94,735 million from 40 projects. Most investments are in data centers and cloud services by leading companies from the United States, China, Hong Kong, Japan, India, Australia, and Thailand. These businesses focus on software development, platforms providing digital services, and digital content.
2. **Electronics and Electrical Appliances Industry** – THB 87,814 million from 122 projects. High-investment activities include the production of printed circuit boards (PCBs) and PCB raw materials. Additionally, there are projects for chip (wafer) manufacturing, integrated circuit (IC) design, semiconductor assembly and testing, production of smart electronic devices, and smart appliances.
3. **Automotive and Auto Parts Industry** – THB 23,499 million from 72 projects. Investments cover electric vehicle (EV) and internal combustion engine (ICE) vehicle manufacturing by Japanese, Chinese, and European companies, production of automotive tires and aircraft tires, intelligent automotive systems, and various auto parts.
4. **Renewable Energy Power Generation** – THB 17,517 million from 102 projects.
5. **Petrochemical and Chemical Industry** – THB 13,942 million from 81 projects. Most projects involve the production of chemicals, specialty polymers, plastics for industrial use, and multilayer packaging.

Regarding existing customers, if they plan to relocate their production bases, such moves require long-term advance planning. The company and its subsidiaries are informed in advance, enabling them to adjust their production plans accordingly. The company and its subsidiaries continuously monitor the investment policies of customers

operating in various industries to utilize this information for business policy formulation and production planning to accommodate such changes. At the same time, the company and its subsidiaries have diversified their business across key industries in the country to reduce risks associated with reliance on any single domestic industry. Additionally, they provide customers with quality raw materials in various grades, including value-added processing through high-quality manufacturing processes for example, the subsidiary Auto Metal Co., Ltd. mitigates risks by distributing stainless steel pipes and exhaust pipes to the automotive and motorcycle industries. Another subsidiary, Alternative Enmat Co., Ltd., supplies aluminum to the shipbuilding and construction industries. Meanwhile, NSC Metal Co., Ltd., a subsidiary, acts as a distributor of copper, brass, stainless steel, and aluminum to operators in the construction, electronics, automotive, and electrical appliance industries.

2.3 Risk Related to the Entry of New Competitors

Currently, the company's business in stainless steel processing—including sourcing, processing, manufacturing, and distributing stainless steel products—faces competition from approximately 2 to 3 domestic operators engaged in similar businesses. Additionally, the subsidiary Auto Metal Co., Ltd. operates in the production and distribution of stainless steel exhaust pipes for the automotive industry and is the first in Southeast Asia to use Japan's FFX machinery technology. The company and its subsidiaries face risks from the entry of new competitors, which may adversely affect their sales and market share.

The operations of the company and its subsidiaries rely on several supporting factors, which include:

- (1) Specialized expertise and extensive experience in developing high-quality products that meet the needs of target customers operating in various industries. This is evidenced by the companies over 30 years of business experience.
- (2) Personnel with strong knowledge, expertise, deep understanding of changing market demands, and extensive business experience.
- (3) Good and continuous business relationships with raw material manufacturers, suppliers, and target customers.
- (4) Efficient machinery and production equipment are essential for the company and its subsidiaries. Therefore, machinery maintenance is conducted to ensure continuous operability, along with strict control of production standards to deliver quality products and prompt services.
- (5) The company and its subsidiaries manufacture and distribute a wide range of metal and non-metal products, varying in raw materials, types, and sizes. This diversity enables effective management and planning of raw materials and production with competitive quality and cost efficiency.
- (6) The company and its subsidiaries receive technical support in production and marketing to ensure quality assurance and facilitate new product expansion, thereby broadening the company's customer base. This support comes from an investor in the subsidiaries, Mory Industries Inc., Japan.

As a result of the factors mentioned above, the company and its subsidiaries possess readiness and competitive advantages over new market entrants.

Operational Risk

2.4 Risk from Volatility in Global Market Prices of Nickel, Copper, and Aluminum

Stainless steel, copper, and aluminum are key raw materials and products with high turnover volumes for the company and its subsidiaries. Domestic price movements tend to follow global market prices, which are determined by the supply and demand dynamics of producers and consumers worldwide. In the case of stainless steel, its main components include chromium, nickel, and carbon. Therefore, the price of nickel, as a major constituent, plays a significant role in causing fluctuations in stainless steel prices.



However, the company closely monitors prices to assess market conditions and price trends, which are used to inform purchasing and distribution decisions. The company manages a diverse range of raw materials from multiple sources and controls inventory price levels to remain appropriate and responsive to global market prices. This approach aims to mitigate the impact of raw material price volatility on inventory and stock levels.

2.5 Specific Business Risks

The company and its subsidiaries primarily operate a comprehensive stainless steel coil processing business. One of the subsidiaries serves as a distributor of copper, brass, and aluminum. A significant asset of the company and its subsidiaries is inventory. As of March 31, 2025, the company and its subsidiaries had net inventories totaling THB 640.53 million, representing 30.41% of total assets. Therefore, the company faces risks related to inventory if turnover is not maintained at an appropriate level or if there are inventories that cannot be sold under normal circumstances.

In addition, the company and its subsidiaries have net accounts receivable totaling THB 576.65 million, representing 27.38% of total assets. Therefore, the company faces risks if trade debtors are unable to settle their debts as scheduled, which may impact on the liquidity and financial position of the company and its subsidiaries.

However, regarding inventory, the company and its subsidiaries have implemented a Supply Chain Management system and have continuously developed it to enable purchasing raw materials in the required quantities, producing products that meet customer demands, and delivering goods on schedule. This has allowed the company and its subsidiaries to manage costs and inventory efficiently, maintaining an appropriate turnover rate and proportion of inventory to total assets. As a result, the company has incurred average raw material costs consistent with market prices and maintained adequate financial liquidity regarding accounts receivable, the company and its subsidiaries closely monitor and manage this by regularly meeting with customers to conduct in-depth assessments. For customers identified as potentially problematic, the company adjusts sales terms by reducing credit periods, switching to cash sales, or requesting additional collateral from customers to mitigate the risk of payment defaults.

2.6 Risk from Cybersecurity Threats and Personal Data Protection

Since information is critical to business operations, important data of the company, partners, customers, and all stakeholders may be misused unlawfully, potentially causing various adverse impacts that could disrupt the company's operations. Therefore, the company has established policies and measures to prevent leakage of critical information, and has developed information security systems as follows:

1. Developing plans to procure and upgrade systems that sufficiently support business operations, including long-term system procurement plans to accommodate the company's expansion. The company also enters into maintenance contracts with vendors or system developers, with management approval, and prepares an annual maintenance schedule for system operations.
2. Implementing information system security by assigning user IDs and passwords for system and central data access, defining appropriate and lawful internet usage rights, and maintaining systems to prevent external threats. This includes data backup storage and creating contingency plans to restore systems from backup data in case of data loss.

Moreover, the company has issued a Personal Data Protection Notice to inform data owners about the collection, use, and disclosure of their data to prevent personal data violations. To date, the company has not been affected by cybersecurity threats or personal data breaches.

Financial Risk

2.7 Risk from Thai Baht exchange rate fluctuations

In 2024–2025, the fluctuation of the Thai Baht was influenced by various domestic and international factors, including global economic uncertainty and monetary policy decisions by major central banks, such as the U.S. Federal Reserve. Although the Thai economy has shown signs of recovery, the exchange rate movement during the year remained within a broad range, reflecting high volatility and an unpredictable direction.

The Thai Baht exchange rate during 2024–2025 exhibited considerable volatility. The USD/THB exchange rate fluctuated within a broader range compared to 2023. Based on daily exchange rate data, the difference between the strongest point of the Baht in 2024 (THB 32.15/USD) and the weakest point (THB 37.18/USD) was approximately 5.03 Baht, wider than the 4.67 Baht spread observed in 2023. This reflects an increase in exchange rate volatility. Although such fluctuations had limited impact on export pricing mechanisms—most of which are typically denominated in U.S. dollars—it is evident that Baht appreciation can affect exporters whose revenues are primarily in foreign currencies. When converted back into Thai Baht, such revenues decline in value. The impact is particularly pronounced for exporters who rely heavily on domestic raw materials (i.e., have low import content), as they are less able to mitigate currency risks through natural hedging. Industries likely to be significantly affected include rubber and plastic, automotive, and manufacturing sectors.

In 2025, the Thai Baht is expected to weaken further, particularly in the second half of the year, as the U.S. Federal Reserve approaches the end of its interest rate cutting cycle. There are three key factors to monitor: (1) the impact of policies under Donald Trump, (2) the slowdown in China's economic growth, and (3) the weakening fundamentals of the Thai economy. It must be acknowledged that uncertainty surrounding U.S. economic policy will be a critical variable in 2025.

Nonetheless, the depreciation of the Thai Baht can be managed through appropriate risk mitigation strategies. The Company has been consistently monitoring the potential impacts of exchange rate movements. Both the Company and its subsidiaries, some of which import raw materials from abroad—have increased their proportion of domestic purchases. In addition, purchases are increasingly made in foreign currencies with lower volatility. To further mitigate foreign exchange risks, especially for U.S. dollar-denominated imports, the Company has entered into forward foreign exchange contracts.

Compliance risks

2.8 Risks from Changes in Laws, Regulations, and Legal Enforcement in the Industrial Sector

Changes in government laws and regulations, as well as the Company's expansion into new business areas, each potentially governed by specific legal requirements—pose a risk to operations. To address this, the Company has established procedures for regularly reviewing and assessing relevant laws and regulations, particularly when significant changes occur. In addition, policies have been developed to proactively respond to legal changes and prevent non-compliance, which could otherwise result in reputational damage, penalties, or fines imposed by regulatory or industry-related authorities.

The Company actively evaluates legal risks, monitors regulatory changes, and assigns responsibility to its legal and safety compliance departments to oversee adherence to applicable laws, rules, and regulations. These departments also ensure company-wide compliance and are responsible for communicating relevant legal updates and fostering understanding among employees.

Environmental Dimension

2.9 Environmental Risk

Risks from Production Processes

The Company is engaged in stainless steel coil processing through cutting, drilling, and surface polishing, which may generate environmental pollution in the form of noise, dust, and chemical substances. To mitigate these impacts, the Company has implemented pollution control measures throughout its production processes, including proper disposal of waste materials such as polishing dust, stainless steel scraps, metal shavings, and contaminated waste, as well as the treatment of wastewater in compliance with environmental laws and regulations. The Company has established the following management measures to prevent and control environmental risks:

- Established policies on occupational health, safety, and environmental protection.
- Conducted environmental risk assessments and implemented preventive measures to minimize environmental impacts on stakeholders.
- Strictly complied with all applicable environmental laws, regulations, and standards, including implementation of ISO 14001 Environmental Management System and ISO 9001/IATF 16949 Quality Management Systems.
- Carried out waste management and preventive measures to ensure that by-products or residuals from the production process do not adversely affect the external environment or workplace conditions.

Types of waste	Management
Metal scraps from the production process	Sold to licensed parties for recycling
Polishing dust contaminated with chemicals	Delivered to licensed parties for disposal
Wood scraps from wooden supports used for metal products	Sold to licensed parties for recycling
Sawdust from the production of wooden supports	Used as absorbent material
Used engine oil and hydraulic oil	Delivered to licensed parties for disposal
Coolant fluid	Delivered to licensed parties for disposal
Oil- and chemical-contaminated waste	Delivered to licensed parties for disposal
Wastewater discharge	Treated and quality-checked in the treatment pond before final discharge into public waterways

Risk from Climate Change and Natural Disasters

Many regions around the world are currently facing crises caused by natural disasters, including the most severe floods and droughts in decades. These disasters are largely driven by climate change. Recognizing the seriousness of this issue, the Company places strong emphasis on monitoring greenhouse gas emissions and environmental changes.

In alignment with national policies aimed at reducing greenhouse gas emissions, the Company has taken steps to manage its own emissions. In 2023, the Company began developing its organizational greenhouse gas emissions inventory, following the guidelines and methodology outlined in the Carbon Footprint of Organization (CFO) framework by the Thailand Greenhouse Gas Management Organization (Public Organization). The base year was set

as 2019, with a target to reduce greenhouse gas emissions by 10% from the base year level by 2030. The Company is also committed to regularly reporting its greenhouse gas emissions as part of its ongoing climate action efforts.

Social dimension

2.10 Human Rights Risk

Conducting business responsibly within the framework of international human rights standards is crucial for maintaining the trust and confidence of customers, business partners, and all stakeholders, enabling sustainable long-term collaboration. The Company has reviewed its business processes throughout the entire value chain to ensure that no adverse impacts or violations of human rights occur to partners, business allies, employees, or any stakeholder group. The Company has established a Human Rights Policy reflecting its commitment to conducting business based on respect for human rights. Key focus areas include non-discrimination throughout recruitment processes and risk assessment practices addressing critical issues such as forced labor and child labor. The policy requires that the Board of Directors, management, and employees at all levels treat all related parties with equality. Additionally, channels have been established to receive feedback and suggestions from employees and stakeholders. In 2024, the Company received no complaints related to human rights issues.

Emerging Risk

Emerging risks refer to losses that may arise from risks that have not yet materialized but could potentially occur in the future due to changing environments. These emerging risks often result from shifts in political, legal, social, technological, physical environmental factors, or natural changes. In some cases, the impacts of such risks may not be identifiable at present.

Risk Management

- The Company continuously collects and analyzes relevant information regarding emerging risks to better understand them and identify appropriate methods to mitigate their potential impact on the organization.
- The Company has developed an Emergency and Disaster Response Manual to ensure that all departments can effectively respond and operate during crises or emergencies, whether caused by natural disasters, accidents, or equipment failures—without allowing such situations to disrupt ongoing business operations.

2.11 Risks from Transition to Electric Vehicles

Currently, the automotive industry is undergoing a significant transition from vehicles powered by Internal Combustion Engines (ICE) to Electric Vehicles (EV). This transition has widespread impacts on the automotive parts industry, as EV technology requires components that differ fundamentally from those used in conventional gasoline-powered vehicles, particularly the exhaust system.

However, some components remain compatible between EVs and ICE vehicles, such as the vehicle body and chassis structures, as well as the suspension system. To mitigate risks associated with this transitional phase, the

Company is actively seeking customers within the EV industry, such as those producing charging equipment, to diversify its customer base and continue maintaining its market share in the automotive sector.

2.12 Risk of Market Share Loss

The influx of Chinese products entering the Thai market has impacted the local manufacturing sector. Due to the ongoing economic challenges in China, manufacturers there have maintained production levels to keep costs low. Consequently, excess products are exported to ASEAN markets, including Thailand, competing directly with domestic producers, especially in the electrical appliances segment. Currently, customers in the electrical appliances sector face significant pressure from imported Chinese goods, leading to a decline in stainless steel usage in this segment to mitigate the risk of losing market share, the Company is actively seeking new customers in other industries, such as industrial goods and vending machines, to diversify its customer base and better respond to a wider range of market demands.

3. Sustainable Development

Lohakit Metal Public Company Limited has prepared a sustainability report, which is a part of the 2024 annual report (Form 56-1 One Report), to demonstrate its commitment to operating in a sustainable manner that creates value for society and the environment, along with conducting business with morality and ethics, by reporting impacts in all dimensions, including the economy, society, and the environment, under the good corporate governance of the company. This report shows the specific performance of Lohakit Metal Public Company Limited for the period from April 1, 2024, to March 31, 2025.

3.1 Policy and Overview

The Board of Directors has a policy for the Company and its subsidiaries to operate their businesses with responsibility towards society, the environment and stakeholders in accordance with the 8 principles that are implemented in the working process of the Company's principles to lead to sustainability in business operations.

1. The operation with fairness.
2. Anti-corruption
3. Respect for human rights.
4. Treating employees fairly.
5. Responsibilities to consumers.
6. Environmental care
7. The development of a community or society.
8. The innovation and dissemination of innovations derived from operations with responsibility to society, environment and stakeholders

In addition to conducting business ethically, which is an important principle that the company has instilled in its employees until it has become a clear corporate culture, the company has also set a commitment to demonstrate social responsibility by continuously implementing various public benefit projects in a tangible manner to create awareness of being a giver and contributing to society by giving all employees the opportunity to participate in various public benefit activities. Each social activity has a working group to take responsibility and operate to achieve the set objectives according to the operating policy that focuses on creating sustainable value for the community and society.

Details of the "Sustainability Policy" are published on the website <https://www.lohakit.co.th> (Investor Relations/Sustainability Policy section).

Key Sustainability Performance Results 2024

Sustainability Strategy	Indicators	Goal	Performance in 2023	Performance in 2024
Economic	Raw material efficiency (Actual work weight) x100 (Total work weight)	\geq 98.70%	98.35%	98.65%
	Reduce waste in the production process (Total lost work weight) x100 (Total work weight)	\leq 1.00%	0.18%	0.15%
	Customer satisfaction level	> 90%	94.58%	94.02%
	Supplier assessment scores for quality and delivery	> 89%	99.31%	99.34%
Social	Number of complaints from communities surrounding the company	0	0	0
	Work-related fatalities	0	0	0
	Lost Time Injury Frequency Rate (LTIFR)	0	0.49	0
	Number of complaints regarding human rights violations	0	0	0
Environmental	Proportion of greenhouse gas emissions per production unit (Scope 1+2) (carbon intensity)	30% decrease compared to the base year (2019) By 2027	25.97% decrease	36.00% decrease
	Proportion of energy consumption per production unit (energy intensity)	\geq 10% decrease compared to the base year (2019)	10.98% decrease	19.76% decrease
	Proportion of water consumption per person (water intensity)	\geq 40% decrease compared to the base year (2019)	45.89% decrease	32.59% decrease
	The ratio of hazardous waste to production tons	Not exceeding 0.20 tons Per 1 ton production	0.19	0.10
Corporate Governance	Number of complaints or disputes regarding to unfair competition	0	0	0
	Number of complaints or incidents of corruption.	0	0	0

3.2 Managing the impact on stakeholders in the business value chain

3.2.1 Value Chain

Activity	Business Value Chain				
	Inputs	operation	Distribute products and services	After-sales service	Marketing and sales
Provides services, provides processing and distributes cold rolled stainless steel in coils and sheets. Produces and distributes stainless steel pipes, including stainless steel pipes for decorative purposes, stainless steel pipes for the automotive industry. Processes and distributes galvanized steel and galvanized steel in coils and sheets. Provides services in cutting, drilling and polishing stainless steel according to customer needs.					
	<ul style="list-style-type: none"> Main raw materials Supporting raw materials 	<ul style="list-style-type: none"> Quality Inspection Standardized production Packing Stock (Inventory Control) 	<ul style="list-style-type: none"> Delivery Plan Loading/ Unloading Delivery 	<ul style="list-style-type: none"> Customer Storage Service Check and troubleshoot product issues 	<ul style="list-style-type: none"> Product Test Reasonable and negotiable pricing
Infrastructure	Source of funding / Maintenance of vehicles / machinery / Solar Electric Systems				
Purchase	Main raw materials/ Supporting raw materials /Outsourcing				
HR	HR Development / HR Management /Labor supply (Outsource)				
IT	Internet /Intranet /ERP / Program Business plus /Sim Pro (Repair) /GIS (Transportation Management) / Humanica (payroll)				

3.2.2 Stakeholder Analysis in the Business Value Chain

The Company is committed to creating fairness and giving importance to the rights of all stakeholders, whether they are internal stakeholders such as shareholders, employees, or external stakeholders such as business partners, customers, etc. The Company realizes that support and opinions from all stakeholders will be beneficial to the Company's operations and business development. Therefore, the Company will comply with relevant laws and regulations to ensure that the rights of such stakeholders are well taken care of. In addition, the Company considers the rights of all stakeholders in accordance with the following guidelines:

Stakeholders	Stakeholder needs/expectations	Responding to Expectations	Communication Channels
Employees	<ul style="list-style-type: none"> - Paying appropriate compensation and receiving good benefits - Consideration of human rights and fair treatment of employees does not discriminate - Safety and good working environment - Promoting and maintaining good health - Stability and opportunities for career advancement 	<ul style="list-style-type: none"> - Compliance with the ethical code of conduct for executives and employees of the company - Compliance with human rights policy - Policy for accepting complaints - Implementation of standard systems IATF16949, ISO9001 	<ul style="list-style-type: none"> - Various announcements from the company - Training and Orientation - Various activities of the company - Complaints through the Whistleblowing Channel

Stakeholders	Stakeholder needs/expectations	Responding to Expectations	Communication Channels
	<ul style="list-style-type: none"> - Development of knowledge and abilities 	<ul style="list-style-type: none"> and ISO14001 - Annual health check - Group life insurance - Personnel training and development plan 	
Customers	<ul style="list-style-type: none"> - On-time, location, number and continuous delivery - Deliver quality products that meet the needs of customers. - Low price products 	<ul style="list-style-type: none"> - Delivery is planned - Products are inspected before delivery. - Products are inspected according to specified specs before delivery. - Follow APQP PPAP MSA FMEA (Automotive Group) - Make a Contingency Plan - Make an Emergency Plan - Conduct customer satisfaction surveys - Dealing with complaints quickly and efficiently 	<ul style="list-style-type: none"> - Telephone E-mail, company website, brochures, business cards - Online communication channels such as Line, WhatsApp - Annual meeting on market situations or various projects - Regularly meeting with customers to know their needs. - Complaints through the Whistleblowing Channel - Customer Satisfaction Survey
Business Partners	<ul style="list-style-type: none"> - Maintain lasting relationships - Receive fair and transparent price competition. - Fulfill the contractual agreement in full. - Get paid on time 	<ul style="list-style-type: none"> - A meeting with sellers is arranged to request bids and bids are given without discrimination. - There is an evaluation of main sellers every month. Procurement policies and practices (Supplier Manual) - Develop business partners to have good practices, such as anti-corruption policies. - No gift policy letter - There is a document to set a payment date for the partner. 	<ul style="list-style-type: none"> - Online / Onsite Meeting with Partners - Email - Complaints through the Whistleblowing Channel
Government Sectors	<ul style="list-style-type: none"> - Production/Processing - Quality Inspection 	<ul style="list-style-type: none"> - Report business performance and performance to relevant 	<ul style="list-style-type: none"> - Annual Report (Form 56-1 One Report)

Stakeholders	Stakeholder needs/expectations	Responding to Expectations	Communication Channels
	<ul style="list-style-type: none"> - Distribution & Service - Logistics 	<ul style="list-style-type: none"> government agencies. - Continuous participation in activities and projects of government agencies. 	<ul style="list-style-type: none"> - Company Visits - Report on the performance of professional occupational safety officers.
Shareholder	<ul style="list-style-type: none"> - Good returns - Good Corporate Governance - Disclosure of sufficient information to support investment decisions - Full disclosure of relevant information that may affect investor decisions 	<ul style="list-style-type: none"> - Proper dividend payment - Compliance with the SEC's CG Code - Member of Thai Private Sector Anti-Corruption (CAC) Project - Responding to inquiries in a timely manner. 	<ul style="list-style-type: none"> - Shareholders' Meeting - Annual Report (Form 56-1 One Report) - the information disclosure via the Stock Exchange of Thailand and on the Company's website - Quarterly Opportunity Day - Investor Relations via Email and Telephone - Direct contact
Community, Society	<ul style="list-style-type: none"> - Health & Safety and occupational health - Resource Support - Organizing events for the community 	<ul style="list-style-type: none"> - Provide educational opportunities, such as scholarship programs. - Employees and communities are safe, such as promote vaccinations - Wellbeing and better health for people, such as blood donation activities 	<ul style="list-style-type: none"> - Community Dialogue
Financial Institution	<ul style="list-style-type: none"> - Ability to repay loans and interest as scheduled. - Regular use of credit line services 	<ul style="list-style-type: none"> - Repay the loan as scheduled. - Consistent credit lines are used. - The use of deposit services and other financial transactions. 	<ul style="list-style-type: none"> - email - telephone
Mass media	<ul style="list-style-type: none"> - Disclose clear, accurate and timely information - Executive interviews 	<ul style="list-style-type: none"> - Build confidence by providing accurate and transparent information 	<ul style="list-style-type: none"> - Quarterly Opportunity Day - Investor relations contact channels via email and

Stakeholders	Stakeholder needs/expectations	Responding to Expectations	Communication Channels
			telephone
Competitors	<ul style="list-style-type: none"> - Fair competition - Refrain from seeking confidential information about the business competitors - Refrain from discrediting competitors 	<ul style="list-style-type: none"> - Discussing with competitors the market situation and trends in prices. 	<ul style="list-style-type: none"> - the information disclosure via the Stock Exchange of Thailand and on the Company's website - Telephone & Email

Sustainability Materiality Analysis

1. Identification of key issues

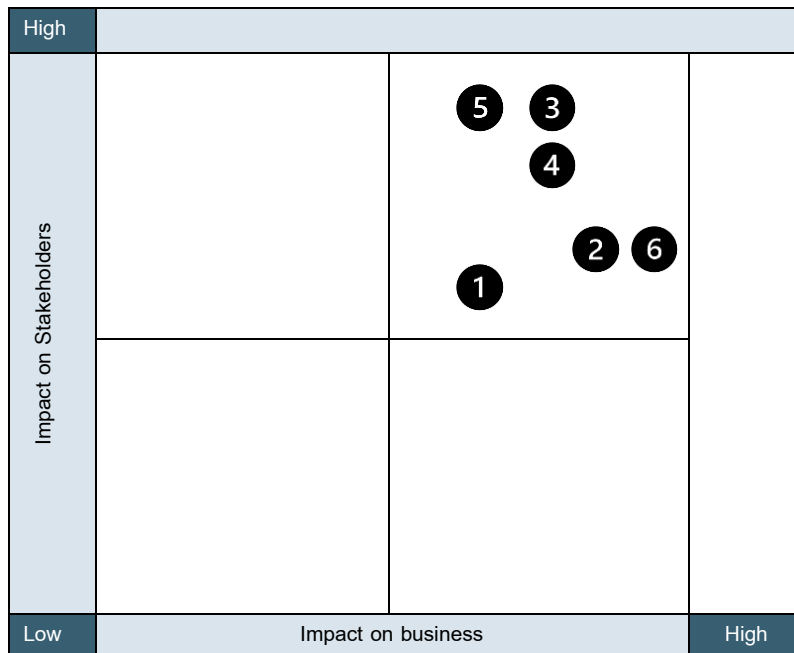
Consideration is given to the analysis of external factors, sustainability issues that are important or have an impact on stakeholders and the business (economy, society, environment), as well as the analysis of internal factors, including strengths and weaknesses of the company, risk factors, and performance.

2. Prioritization

Consider the importance of issues by measuring their importance from the perspective of the company and external stakeholders, both in terms of the opportunity and impact of each issue on economic, social and environmental impacts.

3. Review of issues

The Sustainability Committee and Working Group present the issues raised from prioritization and take into consideration the accuracy and completeness of the significant issues to obtain issues covering economic, social and environmental dimensions through the process of analyzing stakeholders in the business value chain and use it as information for setting policies, strategies/operational plans and goals for the management of important sustainability issues appropriately. In 2024, the significant issues are as follows:



From the results of the preparation of key issues, the Company has organized various issues into groups and planned sustainability operations to be consistent with the Company's business strategies and goals in 2024, covering economic, social, environmental dimensions and all key stakeholders as follows:

Environmental Dimension	Social Dimension	Governance and Economic Dimension
1. Reduce greenhouse gas emissions	2. Occupational health, safety and working environment	3. Compliance with law
		4. Risk Management and Contingency Plan
		5. Compliance with regulations and international standards
		6. Corruption

Management of key sustainability issues

Risk Management

Policy and Regulation

The Board of Directors of Lohakit Metal Public Company Limited has given importance to risk management to be carried out systematically and in line with good corporate governance, including adequate and appropriate internal control, and closely monitoring risks, which enable the Company to achieve its objectives in implementing the business plan, including emergency plans, crisis management plans, and business continuity plans, in order to build confidence, satisfaction among customers, and provide good returns to shareholders and all stakeholders.

Strategies/Operational Plans

The Company has adopted COSO (The Committee of Sponsoring Organization of the Treadway Commission) and has specified specific risk management policies as a framework for the Company's risk management for the Company's business operations to be in line with sustainable development goals. The

Company has defined and divided the types of corporate risks into 6 areas: 1. Strategic Risk 2. Operational Risk 3. Financial Risk 4. Compliance Risk 5. ESG Risk 6. Emerging Risks all risks cover sustainability risks.

Objectives/Goals

The objectives and goals are as follows: The results of the risk assessment are at an acceptable risk level (Risk Appetite), and there must be controls to prevent risks from moving to unacceptable levels.

Operations

Risk Factors	Risk Level	Risk Management
Economic and Industrial Risks in Thailand	Moderate	The Company and its subsidiaries have a policy to give importance to closely monitoring the economic situation and any impacts that may occur. The Company and its subsidiaries emphasize diversifying business risks to cover various industries in the country to reduce the impact from relying too much on any one industry.
Risks of relying on manufacturers and distributors of primary raw materials	Low	The Company plans to order raw materials in advance by using the Supply Chain Management system, which enables efficient estimation of the order amount of various main raw materials in advance because of the Company's past operations, the Company has never experienced a shortage of raw materials. In addition, the Company has ordered raw materials from various manufacturers for a long time and has a good relationship with such manufacturers. The Company also can import from various main manufacturers abroad.
Risks related to relocation of production bases of customers who are operators in various industries	Low	On the part of old customers, if they wish to move their production base, they will need to plan for a long period of time. The Company and its subsidiaries will know in advance, which will enable them to plan for production adjustments. The Company and its subsidiaries have continuously monitored the investment policies of customers who are entrepreneurs in various industries to use such information in planning business policies and production plans to accommodate various changes.
Risks related to the entry of new competitors	Low	The company's current stainless steel processing business includes sourcing, processing, manufacturing and distributing stainless steel products. There are approximately 2 -3 domestic operators doing business similar to the company. In addition, a subsidiary company, Auto Metal Co., Ltd., is engaged in the business of manufacturing and distributing stainless steel exhaust pipes for the automotive industry, using Japanese FFX technology machinery, the first in Southeast Asia.
Risk from fluctuations in world market prices of nickel, copper and aluminum	Moderate	The Company closely monitors prices to assess the situation and price trends to be used in making decisions on purchasing and distributing by managing a variety of raw materials from various sources and controlling inventory prices to be appropriate and rapid in line with world market prices. This is to reduce the impact of raw material price

Risk Factors	Risk Level	Risk Management
		fluctuations that may affect raw materials and inventory.
Risks related to the entry of new competitors	Low	At present, the Company's stainless steel processing business includes sourcing, processing, manufacturing and distributing stainless steel products. There are approximately 2 -3 domestic operators doing business similar to that of the Company. In addition, a subsidiary, Auto Metal Co., Ltd., is engaged in the business of manufacturing and distributing stainless steel exhaust pipes for the automotive industry, using Japanese FFX technology machinery, the first in Southeast Asia. The Company and its subsidiaries are at risk from the entry of new competitors, which may affect the Company and its subsidiaries' sales and market share.
Risk in associating with liquidity	Low	The Company and its subsidiaries have efficient cost management and inventory management and maintain appropriate turnover levels and proportions of inventory to total assets. As a result, in the past, the Company had average raw material costs that were in line with market prices and had appropriate financial liquidity. As for trade receivables, the Company and its subsidiaries have closely monitored the situation by visiting customers regularly and continuously to be able to assess in-depth information. In cases where problems may arise, the Company will change to selling under terms that reduce credit periods or sell for cash or may request additional collateral from customers to manage and reduce the risk of default.
Risk of Cyber Threat and Personal Information Protection	Low	<ol style="list-style-type: none"> 1. Develop a development plan and procurement of systems to support sufficient usage and develop a long-term plan to procure appropriate systems that will support the company's expansion, including making a system maintenance contract with the vendor or system developer for management approval and preparing an annual system maintenance schedule. 2. Providing an information system security system by specifying usernames and passwords for accessing the system and central data, including specifying appropriate and legal internet usage rights, including providing a system to prevent threats from external parties, storing backup data, creating an emergency plan in case the company needs to replace lost data with backup data, and the company has prepared a personal data protection announcement to explain to data owners the details of the collection, use, and disclosure of data owners to prevent violations of personal data. In the past, the company has not been affected by cyber threats and personal data.
Risk of depreciation in Baht Currency	Low	The Company has been continuously monitoring the impact of this issue. The Company and its subsidiaries, which import some raw

Risk Factors	Risk Level	Risk Management
		materials from abroad, have increased the proportion of domestic purchases, including purchases in other currencies with less fluctuation, and have hedged the exchange rate risk of importing raw materials from abroad in dollars by entering forward foreign exchange contracts.
<u>Corporate Governance Risk</u> Risks from changes in laws, regulations and enforcement related to the industry sector	Low	The Company has assessed legal risks (Legal Risk), monitored changes in relevant laws, and has a safety department and a law department responsible for supervising, monitoring and following up on compliance with relevant rules, regulations and laws, as well as overseeing the Company's operations (Compliance), including disseminating knowledge and creating understanding among personnel in the organization.
<u>Environmental risks</u> Production process risks	Low	<ul style="list-style-type: none"> - Institutes the Occupational Health Safety and Environment policy - Prevention and mitigation of environmental impact on stakeholders. - Strictly complies with laws and standards including ISO 14001, ISO 9001, IAFT16949 - The Company manages waste or scrape from steel production process so that there would be no impact on environment and workplace
Climate Change and Natural Disasters Risks	Moderate	In 2023, the Company will start the process of preparing the organization's greenhouse gas emissions account based on the framework and procedures of the Carbon Footprint of Organization (CFO) assessment guidelines of the Greenhouse Gas Management Organization (Public Organization) and set the base year as 2019 to set a target to reduce greenhouse gas emissions by 30% from the base year by 2027, including reporting the organization's greenhouse gas emissions results regularly.
<u>Social Risks</u> Human Rights Risks	Low	The Company has established a human rights policy, which reflects the organization's commitment to conducting business based on respect for human rights. Key issues include non-discrimination, from the recruitment process to risk assessment practices on key issues such as forced labor and child labor. The Company's directors, executives, and employees at all levels are required to treat all relevant people equally, and there are channels to receive opinions and suggestions from employees and all stakeholders. In the past year, the Company has not received any complaints regarding human rights issues.
<u>Emerging Risk</u> Risks for the Emerging EV (Electric Vehicle)	Moderate	The company is seeking customers in the EV industry, such as products in the charge group, to respond to a wider range of customers and maintain its market share in the automotive sector.
Risk of losing market share	Low	The company is seeking customers in new industries such as

Risk Factors	Risk Level	Risk Management
		industrial products and vending machines to respond to a wider range of customers.

Performance Results

- All risks are within acceptable risk levels
- No business disruption
- There are no complaints or disputes that affect the operations and performance of the organization

Corruption

Policy and Regulation

The Board of Directors of Lohakit Metal Public Company Limited has set the guidelines for conducting business with the principles of good governance, adhering to the responsibility for the impacts of all dimensions of business operations and has always given importance to the fight against corruption. The Company has therefore set the anti-corruption policy, assessed the risk of corruption, and communicated to create awareness and instill consciousness in the directors, executives, and employees at all levels, starting from the new employee orientation and annual knowledge review process, as well as communicating the anti-corruption policy to the Company's business partners.

Objectives/Goals

- Number of corruption complaints: 0
- Number of employees passing the annual knowledge review: 100%
- Communicate anti-corruption policy to more than 50% of the company's business partners and business ethics.

Operations

1. The Company conducts corruption risk assessments alongside its organizational risk assessments. Each department analyzes its activities to identify potential or actual risk events that may impact operations. According to the 2024 corruption risk assessment, it was found that certain risks are inherent to normal business operations. The assessment identified 24 risks at a medium level and 5 risks at a low level. A total of 29 risks have been addressed with appropriate preventive measures implemented by the relevant departments.
2. The Company has communicated and disseminated the anti-corruption and corruption policies and guidelines for anti-corruption and corruption to all stakeholders.
3. The Company provides channels for reporting clues or complaints to all directors, executives, employees of the Company and subsidiaries, including stakeholders, through various channels, such as orientation for new directors and employees, announcements on the public relations board, the

campaign against accepting gifts (No Gift Policy) during the New Year festival, email, the Company website, etc.

Performance

- The Company has been certified as a member of the Private Sector Collective Action Coalition Against Corruption (CAC) for the 3rd consecutive time. The certification is valid for 3 years, expiring on December 31, 2025
- No complaints and no cases of corruption were found
- 100% of employees have passed the annual knowledge review and signed an acknowledgement of compliance with the policy
- Number of business partners who are aware of policy communication: 85.10 percent

Compliance with laws, regulations and international standards

Policy and Regulation

Lohakit Metal Public Company Limited realizes the importance of compliance with laws, regulations and international standards to drive the company's business. We are committed to supporting business operations and developing long-term business operations to make the company an efficient organization with sustainable growth.

Objectives/Goals

The Company must comply with the law, regulations and international standards, and not have any complaints from any stakeholders.

Operations

The Company has established guidelines for controlling and complying with laws and regulations to ensure operational efficiency and has defined clear responsibilities of those responsible for laws, regulations, and complaints that can be implemented according to the specified plan to prevent risks that may severely affect business operations and to build confidence among all stakeholders that the Company operates in accordance with laws and external regulations, the Company has therefore established a main unit to coordinate and inspect compliance with laws, divided into 2 main duties:

- Safety and law enforcement agencies are responsible for supervising, monitoring and following up on compliance with relevant rules, regulations and laws, as well as overseeing the company's operations (Compliance), as well as disseminating knowledge and creating understanding among personnel in the organization.
- Independent external internal auditors are responsible for reviewing the internal control system, including compliance with the organization's policies, regulations and operating manuals.

1. Fair treatment of workers

The company recognizes the importance of treating all employees fairly as the most valuable resource that will jointly drive towards success and business sustainability in line with the set goals. We therefore take care of and treat all employees equally and fairly, respecting basic human rights according to international principles under the framework of labor law by stipulating that:

- Occupational Safety, Health and Work Environment Committee and appointing Occupational Safety Officers (OSH) at each level: Supervisor Occupational Safety Officer , Administrative Occupational Safety Officer , Professional Occupational Safety Officer.
- Welfare committee in the workplace to represent employees in presenting welfare to employers to enhance fairness for employees.
- Establish a senior energy officer to be responsible for energy in accordance with the law.
- Participated in the White Factory Project to help prevent and suppress drug use in workplaces.

2. Contractor safety control measures

The company prioritizes the safety of its employees and has measures to control the safety of contractors. This includes providing knowledge on practices, creating awareness, and conducting safety assessments for all contractors.

3. Compliance with various standards

The company has established ISO IATF 16949:2016, ISO 9001:2015 and TIS systems to serve as operating standards and to assure customers of the quality of the products. The company has also established ISO 14001:2015 to assure customers and communities of environmentally friendly production processes.

Performance

- Implement internal auditing and compliance supervision systems covering all departments of the Company.
- There are no significant incidents of non-compliance in the Company, subsidiaries and from any group of stakeholders.

Reduce greenhouse gas emissions

Policy and Regulation

Lohakit Metal Public Company Limited realizes and places importance on conducting business that is friendly to the environment and focuses on managing the use of natural resources efficiently, including adapting, preparing and reducing the impacts of climate change by using appropriate technology to prevent impacts on the environment, including promoting awareness of environmental care for employees.

Objectives/Goals

Collect data for calculating the Company's greenhouse gas emissions according to the criteria of the Chief Financial Officers (CFO), including setting 2019 as the base year to be the target for reducing the Company's greenhouse gas emissions.

Operations

The Company aims to reduce Scope 1 and Scope 2 greenhouse gas emissions per ton of production (Carbon Intensity) by 30% by 2027 compared to 2019 (base year) and aims to develop business processes to respond to greenhouse gas reduction operational targets, including the application of ISO 14001 environmental management system standards in the organization, processes and products. In 2024, the Company implemented greenhouse gas management as follows:

1. Establish environmental management policies and greenhouse gas emission reduction targets.
2. Identify and analyze greenhouse gas emission sources throughout the business chain.
3. Develop and improve production processes and create innovations to reduce greenhouse gas emissions, such as reducing dust problems.
4. Use renewable energy in the production process.
5. Improving the efficiency of electrical appliances, such as changing air conditioners, changing light bulbs, and implementing various energy-saving measures.
6. Create projects that focus on changing organizational behavior to reduce energy use and initiate environmentally friendly activities, such as reducing waste by reducing use, reusing, recycling, reducing and eliminating the use of hazardous chemicals.

Performance

- From the operation in 2024, the Company can assess the organization's greenhouse gas emissions (Scope 1 + 2) equal to 725 tonCO₂eq and the organization's greenhouse gas emissions (Scope 1 + 2) in the base year 2019 equal to 1,140 tonCO₂eq, which is a decrease from the base year 2019 equal to 19.57%.
- The amount of greenhouse gas emissions per ton of production (Carbon Intensity) was equal to 0.029 tonCO₂ eq/ton, which was a decrease of 19.57% compared to 2019 (base year).

Year	Greenhouse gas emissions (tonCO ₂ e)			Production volume (tons)	Carbon Intensity per production unit (tonCO ₂ e/ton)	% change compared to base year
	Scope 1 (Direct Emissions)	Scope 2 (Indirect Emissions)	Scope 1 + 2			
Year 2019 (base year) 1 Apr 19 - 31 Mar 21	479	661	1,140	24,522.01	0.046	
2023 1 Apr 22 - 31 Mar 23	378	462	849	22,904.79	0.037	decrease 36.96%
2023 1 Apr 23 - 31 Mar 24	349	379	728	21,152.83	0.034	decrease 26.09%
2024 1 Apr 24 - 31 Mar 25	352	373	725	24,633.56	0.029	decrease 36.95%

Remark : The information has not been verified by an external agency and the Company plans to continue its greenhouse gas emission data verification program.

Occupational health, safety and working environment

Policy and Regulation

Lohakit Metal Public Company Limited gives importance to the operation of safety, occupational health and working environment of employees, customers and visitors, those who come to work within the company, including the community and society because it is aware that safety, occupational health and working environment are important to the company's stakeholders and are an important part of sustainable business development.

Objectives/Goals

The company operates in terms of safety, occupational health and working environment to prevent accidents that result in death from work and accidents that result in work stoppage or a rate of such incidents to be zero, including taking care of the working environment to meet the criteria set by law.

Operations

1. Implementation of safety plans
2. Management of unsafe behavior (Unsafe Act)
 - Creating safe work standards (Safety Standard Operation Process) to reduce unsafe behavior during operations.
3. Management of Unsafe Conditions
 - Safety inspection of the workplace, both at the inspection level by the Safety Committee and the owner of the area, to detect unsafe conditions and take corrective action to maintain a safe condition.
 - Safety training, such as fire extinguishing and evacuation drills.

4. Implementation of occupational health plans
 - Occupational health training to enhance skills, knowledge and understanding, and self-protection from occupational diseases, such as basic first aid.
 - Annual employee health check-up to monitor the health of all employees, including specific examinations for risk factors from work.
5. Implementation of the Work Environment Plan
 - The company has been certified with the ISO 14001:2015 environmental quality system to ensure systematic environmental and work environment care.

Performance

In 2024 according to the fiscal calendar year (April 2024 to March 2025)

- Not exceeding accidents that lead to work stoppage, which is in line with the company's set goals.
- The results of the employee health examination for the year 2024 did not find any employees with abnormal health examination results due to risk factors in the employees' work.
- The results of the work environment inspection found noise levels exceeding legal standards in 2 areas. The company has fully implemented the criteria and methods of the Department of Labor Protection and Welfare's hearing conservation project to reduce the possible impact on employees. The results of the work environment inspection in other areas were in accordance with the criteria set by law.

3.3 Sustainability management in the environmental dimension

Environmental Policy and Regulation

Lohakit Metal Public Company Limited realizes and places importance on environmentally friendly business operations and focuses on efficient natural resource management. It is committed to improving the company's working methods and activities that may impact on the environment and continuously seek ways to prevent pollution in all aspects. The company has been certified with ISO 14001 (Environmental Management System), indicating that the company has a good environmental management system. Since its inception, the company and its subsidiaries have not had any environmental disputes and have never received any warnings or fines from government agencies. The following actions have been taken:

- Strictly comply with laws, regulations, agreements and customer requirements regarding the environment.
- Set environmental objectives and targets to use resources efficiently and maximize benefits, including continuous review.
- Create a procedure as a document, implement it, maintain it, provide training, transfer and advise employees to gain knowledge, understanding and environmental awareness.
- Committed to continuous improvement and pollution prevention.
- Promote activities to reduce resource usage and activities to reuse resources (Reused)

- Committed to and aware of the prevention of hazardous substances, contaminants in products and contamination in the production process.

(1) Energy Management

The Company is aware and committed to controlling the use of fuel and electricity for maximum efficiency by using natural resources in a worthwhile manner, reducing the impact on the environment as much as possible, and be able to reduce the Company's energy costs by taking the following actions:

1.1) Fuel energy management

- Campaigning for employees to switch to using the transportation system provided by the company to facilitate and save on travel expenses for employees, as well as to preserve the environment and reduce air pollution.
- Managing product transport routes to reduce transport trips or the number of vehicles that need to be delivered by arranging routes so that one vehicle can deliver products to more than one customer in order to reduce fuel usage.

Performance

In 2024, the Company has operating results from fuel energy management operations as follows:

Fuel consumption	Unit	<u>Base Year</u> 2019 (1 Apr 19 – 31 Mar 20)	2023 (1 Apr 22 – 31 Mar 23)	2024 (1 Apr 23 – 31 Mar 24)	2025 (1 Apr 24 – 31 Mar 25)
Diesel	liter	166,472.80	125,002.87	120,324.57	120,494.32
Benzyl	liter	32,406.65	18,227.53	19,531.45	17,702.38
Total Fuel consumption	liter	198,879.45	143,230.40	139,856.01	138,196.70

1.2) Electric Power Management

- Campaign to turn off electricity and computer screens during lunch break between 12.00 - 13.00 hrs. This is to allow employees to practice energy saving and apply it in their daily lives, including disseminating energy saving methods in their own communities.
- Installation of a rooftop solar cell power generation system for energy saving and renewable energy use, reducing environmental impacts. This project has also received investment promotion (BOI) on investment promotion measures to improve production efficiency. The company has proposed an investment plan for energy saving, renewable energy use in business, or reducing environmental impacts. Rights and benefits received from the project are as follows:
 1. Exempt from import duty on machinery.
 2. To be exempted from corporate income tax for a period of 3 years, equivalent to 50 percent of the investment, excluding the cost of land and working capital for renovation. In this regard, the company shall be exempted from corporate income tax on the income of the existing business.
 3. The period of corporate income tax exemption shall be counted from the date of income after receiving the promotion certificate.

The company has applied for investment promotion and received an investment promotion card for this project on April 17, 2018, and has started the process of installing a rooftop solar power generation system.

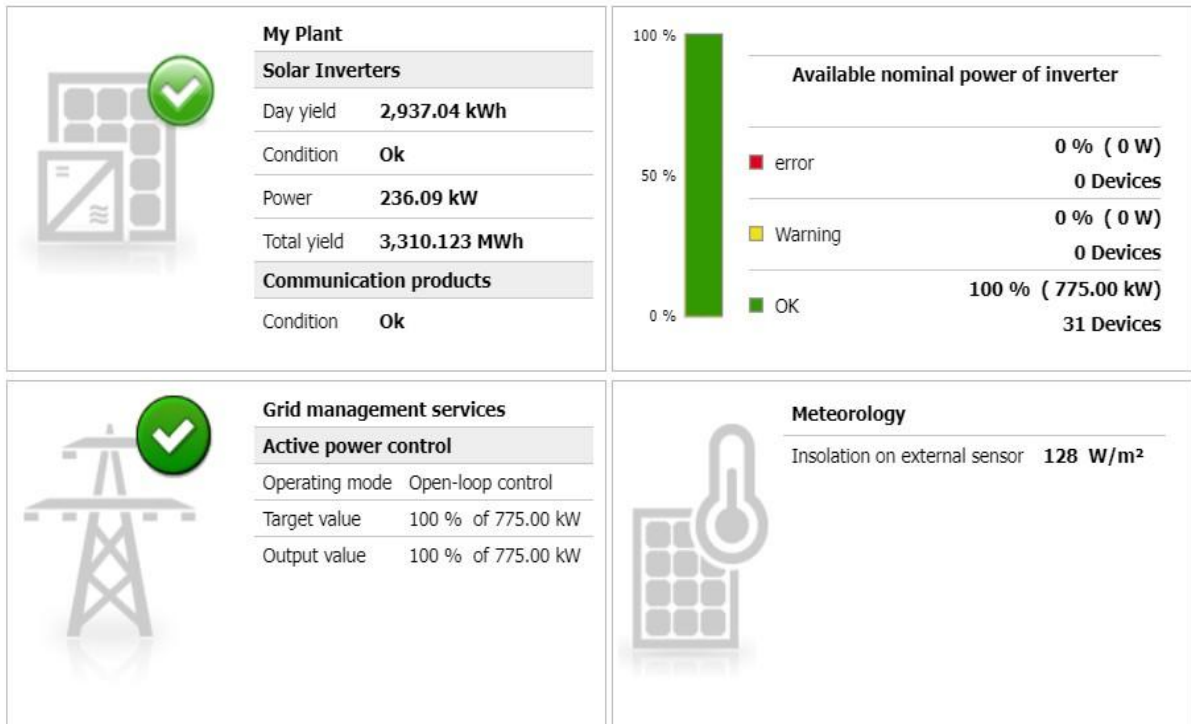
The company has been licensed by the government agency ERC and the Provincial Electricity Authority has already parallel the generators into the electricity system. The company has now been producing electricity for business use in 2019.



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Since the installation of the solar power system, the Company has generated more than 4,080 MWh of clean energy. This renewable energy generation contributes to reducing environmental impact and helps lower greenhouse gas emissions.

Changing electrical equipment to save more electricity by starting with a project to change light bulbs from fluorescent lamps and mercury vapor lamps to LED lamps to reduce electricity usage.

Performance

In 2024, the Company set a goal from its energy management operations to reduce the proportion of energy use per ton of production (energy intensity) by more than 10% compared to the base year data (2019).

Power Management	Unit	Base Year 2019 (1 Apr 19 – 31 Mar 20)	2023 (1 Apr 22 – 31 Mar 23)	2024 (1 Apr 23 – 31 Mar 24)	2025 (1 Apr 24 – 31 Mar 25)
Fuel consumption					
Diesel	Kwh	1,684,149.83	1,264,612.32	1,217,283.53	1,219,000.91
Benzyl	Kwh	283,378.15	159,389.66	170,791.64	154,797.46
Total fuel consumption	Kwh	1,967,527.98	1,424,001.98	1,388,075.16	1,373,798.37
Electricity consumption					
Electrical Energy Usage (PEA)	Kwh	1,321,834.17	723,430.75	757,052.67	745,103.00
Renewable energy consumption	Kwh	313,985.00	626,731.03	634,895.40	785,436.72
Total electricity consumption	Kwh	1,635,819.17	1,350,161.78	1,391,948.06	1,530,539.72
Proportion of renewable energy use	%	19.19%	46.42%	45.61%	51.32%
Total energy consumption (fuel + electricity)	Kwh	3,603,347.14	2,774,163.76	2,780,023.23	2,904,338.09
Production volume	ton	24,522.01	20,279.03	21,152.83	24,633.56
Energy intensity per ton of production	Kwh/ton	146.94	136.80	131.43	117.90
% Change	%		decrease 6.90%	decrease 10.56%	decrease 19.76%

The Company's total energy consumption in 2024 was 2,904,338.09 kilowatt-hours, consisting of 52.70% electricity consumption and 47.30% fuel consumption, a decrease of 699,009.05 kilowatt-hours from 2019, and an energy consumption per ton of production of 117.90 kilowatt-hours/ton, a decrease of 29.04 kilowatt-hours/ton or 19.76% from 2019, in line with the set target.

(2) Water management

The company has systematically managed tap water, emphasizing efficient management and campaigning to raise awareness among employees to use water to its full potential and maximize its benefits, with a goal set for 2024 of reducing water intensity by more than 40% compared to the base year data (2019).

Performance

The results of the company's water usage operations

	Unit	Base Year 2019 (1 Apr 19 – 31 Mar 20)	2023 (1 Apr 22 – 31 Mar 23)	2024 (1 Apr 23 – 31 Mar 24)	2025 (1 Apr 24 – 31 Mar 25)
Water consumption	Cubic Meter	6,213	3,379	3,249	3,565
Number of employees*	People	179	146	152	152
Water intensity per person	Cubic Meter / People	34.71	23.12	21.38	23.44
% Change		-	decrease 33.52%	decrease 38.53%	decrease 32.59%
Percentage of wastewater treated before disposal		100%	100%	100%	100%

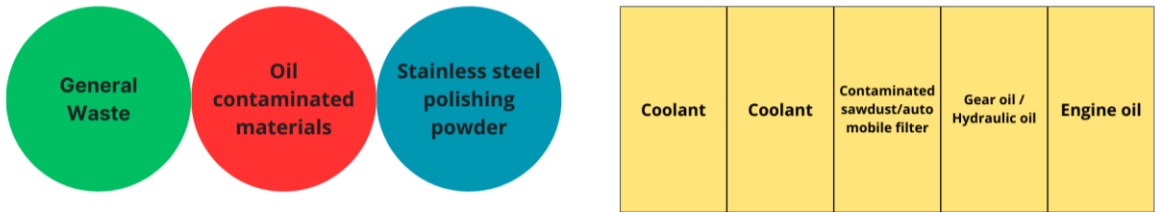
Remark: Calculated from the number of employees at the business premises, excluding employees at the sales office as it is a shared bathroom.

The company used 3,565 cubic meters of tap water in 2024, a decrease of 2,648 cubic meters from 2019, and used 23.44 cubic meters of water per person, a decrease of 11.33 cubic meters from 2019, or a decrease of 32.59%, which is in line with the set target.

(3) Waste Management

To dispose of waste such as polishing powder, stainless steel scraps, iron waste, and contaminated waste, the Company and its subsidiaries have hired a company that specializes in the disposal and destruction of these wastes. In addition, there are monthly sound and light intensity analysis tests and regular water quality inspections by experts to ensure compliance with the specified standards. Therefore, all pollutants from factories and offices will be treated in accordance with the requirements and have been inspected by relevant government agencies, such as the Department of Industrial Works, Ministry of Industry, and the Pollution Control Department, Ministry of Science and Environment, etc.

Waste Plan Management Chart



3.1) Waste management

Waste disposal from production must strictly comply with relevant industrial standards and laws. The company has been certified with the ISO 14001 environmental management standard, which requires systematic waste management within the factory. Waste is separated into non-hazardous waste, hazardous waste, and recyclable waste to facilitate management and proper disposal, and to separate waste for reuse or recycling. There are also measures to reduce the use of consumables (Supplies) used in production to reduce the amount of hazardous waste that follows. The target in 2024 is the ratio of hazardous waste to 1 ton of production not exceeding 0.20 tons.

Performance

Waste management performance results

	Unit	2023 (1 Apr 22 – 31 Mar 23)	2024 (1 Apr 23 – 31 Mar 24)	2025 (1 Apr 24 – 31 Mar 25)
Non-hazardous waste (recyclable waste)	kilogram	187,500.00	332,117.00	465,973.00
Hazardous waste	kilogram	54,920.00	40,964.00	23,410.00
Total amount of garbage	kilogram	242,420.00	373,081.00	489,383.00
Production unit	Tons	20,279.03	21,152.83	24,633.56
Proportion of hazardous waste per production unit	Tons/Tons	0.27	0.19	0.10
Recyclable waste	kilogram	187,500.00	332,117.00	465,973.00
The proportion of recyclable waste to the total amount of waste	%	77.35%	89.02%	95.02%

Remark: Not included in general waste sent for disposal by the municipality

The company has a waste volume in 2024 of 489.383 kilograms, divided into 465,973 kilograms of non-hazardous waste and 100% recyclable, and 23,410 kilograms of hazardous waste that must be disposed of, accounting for 4.78% of the total waste volume. The ratio of hazardous waste volume is 0.10 tons per 1 ton of production, with the ratio not exceeding 0.20 tons, which is in line with the set target. This is because the company has methods to reduce the amount of hazardous waste by reducing the use of gloves and contaminated cloth and increasing the efficiency of using sand wheels and jute wheels to reduce the amount of industrial waste such as stainless steel polishing powder.

3.2) Wastewater management

The company is aware of the impact of wastewater discharge from various processes and activities. Before releasing wastewater into public canals, the water must be treated to meet the standards set by law. A certified external agency will inspect the quality of wastewater at the final pond every 3 months. This is an environmental responsibility that the company has continuously implemented, with the goal of not having any complaints about wastewater discharge from surrounding communities.

Wastewater quality analysis results for 2024

Inspection list	Unit	Analyzed values	Standard value	Results	Method of analysis
pH	-	6.8	5.5 – 9.0	Pass	SM 4500–H+ B.
Color at original pH	ADMI	11	≤ 300	Pass	SM 2120 F.
Color at pH 7.0	ADMI	14	≤ 300	Pass	SM 2120 F.
BOD ₅	mg/l	2.2	≤ 20	Pass	SM 4500-O G & 5210 B
COD	mg/l	<40(29)	≤ 120	Pass	SM 5220 C.
TSS	mg/l	N.D.(0.5)	≤ 50	Pass	SM 2540 D.
TSD	mg/l	1,600	≤ 3,000	Pass	SM 2540 C.
Oil & Grease	mg/l	3.2	≤ 5	Pass	SM 5520 D.
Sample water conditions		Light yellow with sediment			

(4) Air pollution management

The Company places importance on air quality management from the production process that may create air pollutants that may affect employees and the surrounding community. It has created a management plan to control air quality to be within the standard criteria. It has set a goal of not having any complaints about air pollution from the surrounding community. It also regularly measures and monitors air quality 2 times a year to ensure that air quality complies with the law.

Performance**Dust measurement value (TSP)**

Unit mg/m3

Station	2023		2024		2025	
	1st	2nd	1st	2nd	1st	2nd
HL-3 machine	2.8	4.1	6.5	13.4	7.1	6.2
Pipe rolling machine 1	6.9	18.4	7.4	12.6	6.1	5.6
Pipe rolling machine 2	6.2	8.9	7.7	13.7	9.2	10.1
Pipe rolling machine 3	5.8	16.6	17.4	14.3	12.2	14.6
Pipe polishing machine	6.1	16.4	6.6	10.8	7.1	10.4
Average	5.56	12.88	9.12	12.96	8.34	9.38
	9.22		11.04		8.86	

(5) Reduction in Natural Resource Usage

As the company recognizes the importance of reducing the use of natural resources, a study was conducted on the consumption of such resources within the organization. The study found that a significant amount of rubberwood was used in product packaging in 2024. Consequently, the company initiated a shift toward using steel pallets as an alternative to rubberwood in some areas of packaging. Specifically, the company developed 10 Steel Coil Pallets and 9 Steel Sheet Pallets as part of the trial. Based on trial implementation, the following operational results were obtained.

Type	Usage Frequency (Times)	Amount of Wood Replaced	Cost Savings
Steel Coil Pallet	61	5.58	8,906
Steel Sheet Pallet	30	0.54	5,550
Total	91	6.12	17,456



3.4 Sustainability management in social dimensions

(1) Human rights

Social and human rights policies and practices

The Company has a policy to comply with laws and regulations related to employees and the principles of basic human rights according to international standards, without discrimination based on place of birth, race, gender, age, skin color, religion, disability, status, nationality, family, educational institution or any other status not directly related to the work, including respect for individuality and human dignity, as well as the assessment of human rights risks. In addition, the Company encourages employees to realize the importance of and understand human rights and to comply with human rights principles correctly by organizing annual refresher training. In 2024, there were never any complaints about human rights violations.

Scope of human rights risk assessment

Employee	Community and Environment	Partners and Contractors	Customer
<ul style="list-style-type: none"> ● Discrimination against employees ● Employee health and safety ● Employee data privacy ● Working conditions ● Freedom of association and collective bargaining ● Illegal employment 	<ul style="list-style-type: none"> ● Community health and safety ● Community living standards ● Environmental conditions of the community 	<ul style="list-style-type: none"> ● Discrimination against business partners ● Business partner health and safety 	<ul style="list-style-type: none"> ● Discrimination against customers ● Customer service ● Privacy of customer data

(2) Treatment of employees and labor

Lohakit Metal Public Company Limited realizes the importance of employees and considers them as valuable resources to drive the company's business. By recruiting employees, motivating and retaining quality employees, the company also emphasizes developing employees to have the ability to support business operations and be able to develop new business operations in the long term to make the company an efficient organization with sustainable growth.

In terms of employment, performance and career advancement, the Company has set clear and standard practices based on the principle of non-discrimination and in compliance with relevant laws, providing equal opportunities to everyone regardless of gender, race, religion, origin, age, disability, socio-economic status or educational qualifications. In 2024, there were no labor disputes or complaints regarding unfair labor practices.

Employment information

Number of employees	Female	70	Men	123
Categorize employees by nationality	Thai	191	Japanese	2

Number of employees classified by area

Domicile	Men	Quantity	Female	Quantity	Average (%)
Central		58		49	55.44
Northern		3		1	2.07
Western		2		5	3.63
Southern		0		1	0.52
Eastern		4		2	3.11
Northeastern		56		12	35.23

Remark: This information is as of March 31, 2025

Number of employees classified by position level

	2023 (1 Apr 22 - 31 Mar 23)	2024 (1 Apr 23 - 31 Mar 24)	2025 (1 Apr 24 - 31 Mar 25)
Man			
Number of male employees, operational level	112	112	114
Number of male employees at management level	11	6	5
Number of male employees, senior executives	4	4	4
Female			
Number of Female employees, operational level	45	60	64
Number of Female employees at management level	5	5	6
Number of Female employees, senior executives	0	0	0
Ratio of male employees to total employees (%)			
Operational level	59.07%		
Executive level	2.59%		
Senior Executives	2.07%		
Ratio of Female employees to total employees (%)			
Operational level	33.16%		
Executive level	3.11%		
Senior Executives	0.00%		

Categorize employees by age

	2023 (1 Apr 22 - 31 Mar 23)	2024 (1 Apr 23 - 31 Mar 24)	2025 (1 Apr 24 - 31 Mar 25)
Number of male employees classified by age			
Under 30 years old	19	25	33
Age 30-50 years	96	90	79
Over 50 years old	12	7	11
Number of Female employees classified by age			
Under 30 years old	5	15	16
Age 30-50 years	40	43	46
Over 50 years old	5	7	8

Employment of disabled persons

	2023 (1 Apr 22 - 31 Mar 23)	2024 (1 Apr 23 - 31 Mar 24)	2025 (1 Apr 24 - 31 Mar 25)
Male	2	2	2
Female	0	0	0

The company received the Outstanding Award of “Thai Capital Market Sustainability Model Organization in Supporting Persons with Disabilities” in 2022 by the Securities and Exchange Commission (SEC) in collaboration with the Ministry of Labor, Department of Skill Development, Department of Employment, Department of Employment Promotion and Development of Persons with Disabilities, Thai Listed Companies Association, and the Council of Persons with Disabilities of Thailand. The company aims to help develop careers and create opportunities for people with disabilities to participate and reduce inequality equally and sustainably.



Employee compensation

In terms of payroll management, compensation and various benefits, management considers the principle of motivating employees to work to their full potential, with fairness, in accordance with legal requirements and with a standard practice system. There is an evaluation and analysis of work values to ensure they are current, appropriate for the level of responsibility, consistent with business operations and at a level that is competitive or equivalent to the compensation rates of other companies in the same business.

Employee Remuneration

Remunerations to non-executive personnel

Remunerations (Unit : Baht)	2023 (1 Apr 22 – 31 Mar 23)	2023 (1 Apr 23 – 31 Mar 24)	2025 (1 Apr 24 – 31 Mar 25)
Salary/wages	56,503,022	55,597,758	47,724,689
Bonus	5,217,243	5,087,354	6,444,816
Employee welfare expenses	7,707,543	8,505,455	9,864,537
Total	69,427,808	69,190,567	64,034,041

Other monetary compensation

The company and employees have jointly registered a provident fund, with the company contributing 5 percent of the salary.

Information about employee provident funds

	2023 (1 Apr 22 - 31 Mar 23)	2024 (1 Apr 23 - 31 Mar 24)	2025 (1 Apr 24 - 31 Mar 25)
Number of employees who are members of the provident fund (people)	119	125	125
Proportion of employees participating in provident funds (%)	67.23	66.84	64.77
The amount of money the company contributes to the provident fund (baht)	2,105,367.40	2,277,597.06	2,353,914.85

Gender pays gap

Lohakit Metal Public Company Limited gives importance to employment with fair and equal criteria based on respect for human rights. We set employment standards and compensation which are divided equally according to experience and line of work regardless of **Gender** or **Nationality** without discrimination. We provide opportunities to women, the disabled or other disadvantaged groups and oppose the use of child labor or illegal foreign labor to be used as guidelines for the operations of the workers. All employees will receive benefits and welfare according to Thai labor laws that they should receive.

In terms of employee development

Development related plans or activities

The company supports and develops the potential of its employees because employees are a key force driving the company's business. Therefore, the company has set up a program to develop the potential of employees so that they can expand their own capabilities and co-create.

The purpose of employee development

1. To enable employees in the organization to develop their skills , work skills , and have better knowledge so that they can apply it to their work to work more efficiently.
2. To reduce various defects that cause malfunctions and to fix various defects to improve work efficiency.
3. To be a part of the tools used to measure employee performance, evaluate work performance, and predict the organization's potential.
4. To be used for planning work, planning business, and setting the organization's future direction.
5. To make employees loyal to the organization and to retain employees who want to work with the organization in the long term.

The company has a plan to develop employees to focus on employee performance, divided into 2 topics: internal and external training , which is training by lecturers from inside and outside the organization who see that employees are important in working in the company that must go hand in hand with the company's business operations to progress together. Therefore, the company has arranged lecturers with knowledge and ability to provide knowledge, create ideas, enhance skills in conversation, communication, and contact both inside and outside the company for employees as follows:

- **In-house training**

The various departments in the organization have organized training in important topics related to employee work, or OJT (On the job training) , by trainers who are experts in their field, including supervisors and experts within the organization, or experts from external institutions who come to give lectures in the company.

- **Outsourcing training**

Lohakit Metal Public Company Limited has sent employees to participate in training with external institutions to increase knowledge development and make work more efficient.

Course	Number of hours
1. Efficient warehouse management	6
2. Transportation Safety Management (TSM) personnel	8
3. Preparation of TP Documentation	6
4. Leadershit Reinvented :Driving Exceptional Results Throug Strategic Insight	12
5. CFO 2025 (accounting)	7
A total of 5 courses	39 hours

Average training hours of employees (Unit: hours/person/year)

	2023	2024	2025
Total training hours (hours)	427	493	289
Average number of hours of employee training	2.41	2.64	1.50

In 2024, the Company provided knowledge training to employees, which was calculated to be equal to 1.90 hours / person / year (number of employees 193 people).

Employee training and development expenses (Unit: Baht)

The Company has expenses for developing skills and knowledge for executives and employees in the organization as follows:

	2023 (1 Apr 22 - 31 Mar 23)	2024 (1 Apr 23 - 31 Mar 24)	2025 (1 Apr 24 - 31 Mar 25)
Training costs and develop employees	121,650.00	45,120	75,281.54

Employee development plans are part of the annual employee performance appraisal

Lohakit Metal Public Company Limited measures employee performance to develop individual capabilities. Since Lohakit Metal Public Company Limited aims to develop employee skills, the company sets goals for evaluating individual employee performance and the company will use the employee performance evaluation results to process and analyze the development plan to the annual employee training plan so that employees can continuously improve and develop.

Fostering employee relationships and engagement

Internal Relationships

Lohakit Metal Public Company Limited has always organized various activities to strengthen good relationships within the organization between executives and employees because we believe that good relationships between teams will lead to efficient work results and help create employee engagement, satisfaction and quality of life for employees to take care of employees who are valuable resources to stay with the organization by conducting the following activities:

Buddha Bathing and Blessing Ceremony during the Songkran Festival



Lunch Treat for Employees during the Safety Win Activity



New Year Celebration Activity



Developing employee engagement and retention

Number of employees who voluntarily resigned

	2023 (1 Apr 22 – 31 Mar 23)	2024 (1 Apr 23 – 31 Mar 24)	2025 (1 Apr 24 – 31 Mar 25)
Total number of employees who voluntarily resigned	30	23	42
Number of male employees who voluntarily resigned	22	18	32
Number of female employees who voluntarily resigned	9	5	10
Total number of employees	177	187	193
Employee turnover rate (%)	16.9%	12.2%	21.76%
Labor disputes (cases)	0	0	0

Employee Engagement Assessment Results

Lohakit Metal Public Company Limited conducted a survey on employee engagement to assess employee satisfaction and commitment to the organization. The survey considered various aspects such as job satisfaction, work environment, activities organized by the company, considering satisfaction, stability, and the purpose of each activity or project to use the information from the survey results to develop work.

A gathering of employees to discuss with the company employee benefits and welfare.

Lohakit Metal Public Company Limited recognizes the importance of all personnel as the most valuable resource that will drive together towards success and sustainability. In addition, the Welfare Committee in the workplace or Welfare Committee in the workplace or Welfare Committee in accordance with the Labor Protection Act according to Thai Labor Standards (TLS 8001-2553) and human rights principles according to international standards. In the Welfare Committee, there are 5 members representing all employees who have the authority to negotiate welfare with the company.

(3) Community/Social Responsibility**Policy on development and participation with communities/society that may be affected by business**

The Company also cares and supports the health, safety, security and environment of local communities, and supports basic human rights by emphasizing participation and creating value for stakeholders. The Company has performed well in terms of community and social development participation. In 2024, there were no disputes regarding violations of community rights and no complaints from communities on social or environmental issues. In addition, the Company also plays a part in developing the quality of life and promoting community participation as follows:

Plan to promote development and participation with communities/society that may be affected by business

Framework	Impact
Education	The company recognizes the importance of education as a factor affecting national development. Therefore, the company has initiated various projects to support and promote educational development in general, such as providing scholarships, etc.
Development of religion and local traditions	The company has supported religious activities every year to help preserve Buddhism. It also organizes water pouring ceremony for the elderly during the Songkran Festival to preserve culture and traditions and build good relationships with the community.
Community quality development	The company also cares and supports health, safety, security, and basic human rights by conducting community development activities such as local employment and career support for people in the community.
Environmental care and promotion	The Company realizes and places importance on conducting business that is environmentally friendly and focuses on managing the use of natural resources efficiently and reducing the impact on the environment as much as possible.

Community and social development and participation activities

Activity: Donating Sandpaper for Educational Purposes

- Samut Prakan Provincial Skill Development Office
- Phra Dabos School



Community Engagement Activity through Football Tournament Participation



Participation in Blood Donation with the Thai Red Cross Society



3.5 Management and Economics and Corporate Governance

(1) Sustainable supply chain management

Sustainable Supply Chain Management Policy and Regulation

The Company has established a sustainable supply chain management policy in line with the social responsibility policy, established and strictly complied with the Code of Conduct for Business Partners and Competitors to promote business partners in conducting business sustainably and in line with the Company's business operations, and prevented monopoly, unfair competition, prevented corruption, and developed new sellers by establishing guidelines for the organization's work and selecting business partners who are socially responsible, such as not using child labor, forced labor, or slave labor, not violating human rights, hiring fairly, and participating in environmental care, including promoting knowledge and understanding for business partners to be socially responsible by conducting supplier assessments covering all aspects of society, including labor, human rights, environment, community, and society as a whole.

Sustainable Supply Chain Management Plan

The Company has a sustainable supply chain management plan by recruiting and selecting new vendors by communicating to partners the Company's policies and expectations, and setting criteria for assessing the potential and qualifications for selecting new partners, covering important social and environmental issues as follows:

Criteria for evaluating and selecting new business partners

Product Quality	Appropriate Cost
Delivery & Service	Sustainable Operations (ESG)

Suppliers who have passed all assessments and have an assessment score of 60% or more must sign to accept the "Code of Conduct for Business Partners" as a guideline for conducting business in accordance with the Company's Supplier Code of Conduct. There will be a summary of the percentage of new suppliers who sign up each year.

The Company has a plan to assess the quality of its suppliers in collaboration with other departments, such as the Quality Assurance Department, according to the annual vendor development plan, and conducts at least one assessment per year. The assessment of suppliers based on ESG criteria will begin in 2025 (from April 1, 2025, onwards).

(2) Development of organizational innovation**Corporate Innovation Development Policy and Regulation**

Lohakit Metal Public Company Limited emphasizes developing and promoting innovations that help create added value for products and services to deliver the best value to customers and all stakeholders and create business competitiveness by promoting and supporting the development of innovations in various areas to be included in every work process to increase operational efficiency in time for the changes that will occur.

Strategy/Operational Plan

- Study and understand customer needs
- Use technology as a tool to increase efficiency in improving and developing work processes
- Promote a work culture that encourages continuous learning and development

Objectives / Goals

- Efficiency of raw material use 98.70% reduction in waste rate in the production process 1.00%

Operations**1. Using technology to help increase efficiency in developing work processes**

The company emphasizes the use of innovation to develop the quality of products and services, create value in both the production process and management to best meet customer needs, create opportunities and increase business competitiveness, create a safe working environment and reduce environmental impacts on society and surrounding communities by using Kaizen activities and other activities to promote a work culture that supports continuous improvement and development, and is open to employees to express new ideas so that they can further develop ideas into innovations.

2. Expenses for research and innovation development, in which the Company has allocated a budget to support the development of work processes and innovations continuously, with expenses over the past 3 years as follows:

Business innovation development expenses 2022 - 2024

2022 (1 Apr 22 - 31 Mar 23)	2023 (1 Apr 23 – 31 Mar 24)	2024 (1 Apr 24 – 31 Mar 25)
0	25,000	0

The expenses are for designing and developing to increase convenience, speed, accuracy and precision in work and creating labor-saving machines to increase efficiency and safety in the production process.

Performance

- Efficiency of raw material use, target 98.70% , achieved 98.65% , able to achieve the set target.
- Reduce the defect rate in the production process. Target \leq 1.00 % . The actual result is 0.15%.
Able to achieve the set target.

(3) Cybersecurity and Personal Data Protection

Cybersecurity and Personal Data Protection Policy and Regulation

The Company has established a Cyber Security and Information Management Policy and promotes its employees and related people to comply with it to prevent violations of information laws, copyright infringement laws, and regulations regarding the Company's operations, as well as establishing a contingency plan to support cyber threats.

In addition, the collection of personal data requires proper consent under the Personal Data Protection Act (PDPA) and other relevant laws to avoid human rights violations. The Company has established a personal data protection policy to cover and protect all stakeholders.

Measures and practices regarding the use of personal data

The Company shall establish measures and practices that comply with laws, regulations, criteria and personal data protection policies for the Company's employees and other related people. The Company should support and promote employees to have knowledge and awareness of their responsibilities in collecting, compiling, using and disclosing personal data of data owners, and should be ready to protect the personal data of related people. Employees shall comply with the personal data protection policies and practices set by the Company.

Details of the "Personal Data Protection Policy" are published on the website <https://www.lohakit.co.th> [Subject Investor Relations / Personal Data Protection Policy].

Performance

In 2024, there were no incidents of cyber-attacks such as computer virus infections or malware installations, and no cases of personal data breaches.

(4) Customer Responsibility and Product Recall Plan

Customer Privacy Policy and Regulation

The Company has established a Code of Ethics or Statement, which stipulates the confidentiality of customer data and the guidelines for using data received from customers. All levels of employees must comply with the various requirements. The customer data that employees and the Company must keep confidential includes personal information of customers, such as ID cards, telephone numbers, addresses, or complaints. If the Company receives suggestions or complaints from customers, the recipient will inquire for permission to disclose the customer's personal information to the relevant agency. The customer's personal information will be concealed in cases where the customer does not wish to disclose personal information. In 2024, the Company did not have any incidents of violation of customer privacy or loss of customer data.

Customer Complaint Channels

The company has prepared a marketing plan to maintain relationships with existing customers and create a new customer base to build trust and meet the highest customer satisfaction. The company has various approaches to customer relationship management, such as organizing activities to strengthen customer relationships, receiving suggestions and complaints from customers through the system on various channels, such as sales representatives, the company's website www.lohakit.co.th, telephone and email, including annual customer satisfaction surveys. The company also has a system for recording customer complaints, a system for tracking, checking, resolving, and responding to customer complaints within a reasonable time, using the quality management system standard (ISO 9001) to determine the steps for receiving and resolving complaints. In 2024, the proportion of evaluation results after resolving complaints was 91.66 percent.

Customer Satisfaction Development Plan

- Conduct data analysis through market and customer product and service needs, including customer satisfaction survey results, to be used for improving, developing, and defining customer satisfaction development plans.
- Establish strategic plans and marketing plans and customer relationship management to maintain relationships with existing customers and create new customer bases, as well as build brands to make customers confident in quality and good service.
- Promote customer engagement by organizing relationship-building activities to listen to needs and exchange product information, including creating channels to receive customer suggestions and complaints to continuously improve operational efficiency.

Customer Satisfaction Development Goals

Satisfaction level (Customer Satisfaction Score) more than 90 percent

Customer Satisfaction Assessment Results

The company places importance on customer service and conducts customer satisfaction surveys annually to use the evaluation results to improve and develop work efficiency through the survey method. The evaluation results are divided into 3 topics.

1. Service of staff / sales staff
2. Product quality and after-sales service
3. Service regarding product delivery

Years	2022 (1 Jan 22 - 31 Dec 22)	2023 (1 Jan 23 - 31 Dec 23)	2024 (1 Jan 24 - 31 Dec 24)
Customer Satisfaction	94.54%	94.58%	94.02%

4. Management Discussion and Analysis

(a) Operating Results

Operating results for the fiscal year ended March 31, 2025, the Company and its subsidiaries recorded a net profit attributable to equity holders of the parent company in the amount of THB 105.81 million, an increase of THB 26.80 million or 33.9%, due to an increase in sales and net profit compared to the same period of the previous year, which recorded a net profit of THB 79.01 million. This was driven by the continuously declining and subsequently stabilizing market prices, resulting in a lower average cost of raw materials to an appropriate level, leading to higher and stable profit margins throughout the year. In addition, although the international economic situation and policy interest rates remained stable in 2024 and the policy rate was cut in the first quarter of 2025, it has not yet stimulated the overall economy. Export volumes in the electrical appliances sector and tourism remained steady, while high household debt levels in the country affected the approval of commercial vehicle loans, resulting in a continuous and significant decline in the production and sales volumes of this segment in the domestic automotive market.

Earnings before interest and income tax increased by THB 36.74 million, and income tax expenses increased by THB 6.52 million due to the increase in operating profit of the Company and its subsidiaries. Financial expenses during the year increased by THB 0.12 million, while the share of net profit attributable to non-controlling interests of subsidiaries increased by THB 3.05 million in the current year.

Operating results for the fiscal year ended March 31, 2024, the Company and its subsidiaries recorded a net profit attributable to equity holders of the parent company in the amount of THB 79.01 million, a decrease of THB 27.51 million or 25.8%, due to a decline in sales and net profit compared to the same period of the previous year, which recorded a net profit of THB 106.52 million. This was driven by a continuous decline and subsequent stabilization in market prices, resulting in a decrease in the average cost of raw materials to a more appropriate level, which led to improved profit margins in the second half of the year. In addition, the global economic conditions began to recover, and policy interest rates had reached their peak, leading to improved export volumes in the electrical appliances and tourism sectors. However, high levels of household debt within the country affected the approval of commercial vehicle loans, resulting in a significant decline in the production and sales volumes of vehicles in this segment. At the same time, several government construction projects remained stalled due to delayed budget planning.

Earnings before interest and income tax decreased by THB 43.17 million, and income tax expenses decreased by THB 7.63 million due to the decline in operating profit of the Company and its subsidiaries. Financial expenses during the year decreased by THB 1.28 million, while the share of net profit attributable to non-controlling interests of subsidiaries decreased by THB 6.57 million in the current year.

Operating results for the fiscal year ended March 31, 2023, the Company and its subsidiaries recorded a net profit attributable to equity holders of the parent company in the amount of THB 106.52 million, a decrease of THB 105.16 million or 49.7%, as net profit declined despite a slight increase in sales when compared to the

same period of the previous year, which recorded a net profit of THB 211.68 million. This was due to a downward trend in market prices in line with the global economic slowdown, as central banks in many countries began raising policy interest rates to curb inflation, resulting in weakened purchasing power both in domestic and export markets. These are industries with relatively high profit margins, and the decline in purchasing power had a short-term impact on production capacity, leading to a contraction in supply and a reduction in profit margins during this quarter. At the same time, the shortage of chips or semiconductors in the automotive industry began to ease, allowing for an expansion of purchasing power in both domestic and export markets compared to the same period of the previous year.

The decline in net profit was primarily impacted during the third and fourth quarters of the year, due to the domestic economic slowdown and the contraction in international purchasing power.

EBIT (Earnings Before Interest and Taxes) decreased by 123.86 million baht, and income tax expenses decreased by 26.21 million baht due to the decline in operating profit of the Company and its subsidiaries. Meanwhile, finance costs during the year increased by 2.50 million baht, and the share of net profit attributable to non-controlling interests of the subsidiaries increased by 5.46 million baht in the current year.

Revenue

Revenue for the fiscal year ended March 31, 2025, the Company and its subsidiaries reported sales and service revenue of THB 2,690.38 million, compared to THB 2,631.62 million for the same period last year, an increase of 2.2%. The increase in sales volume was mainly from stainless steel, aluminum, and galvanized steel products. However, the average selling prices across all main product groups continued to decline in line with the commodity metal price trend during the current fiscal year. This was due to sufficient production capacity in the region to meet demand, while purchasing power continued to contract both domestically and in export markets. Meanwhile, the automotive exhaust pipe segment saw a decline, impacted by the continued restrictive commercial loan policies.

Most of the Company's sales come from stainless steel, copper, and aluminum product groups, while the subsidiaries primarily generate sales from metal products such as stainless steel and non-metal products including copper and aluminum. These sales are mainly made to various industries, with the automotive, electrical appliances, and construction industries being the primary customer segments.

Revenue for the fiscal year ended March 31, 2024, the Company and its subsidiaries recorded sales and service revenue of 2,631.62 million baht, compared to 2,790.79 million baht in the same period of the previous year, representing a decrease of 5.7 percent. This decline was impacted by a reduction in sales volume due to lower production activities in most industries, resulting in a decrease in stainless steel, copper, and aluminum strip and sheet products, which are the main product groups, in line with the reduced production activities.

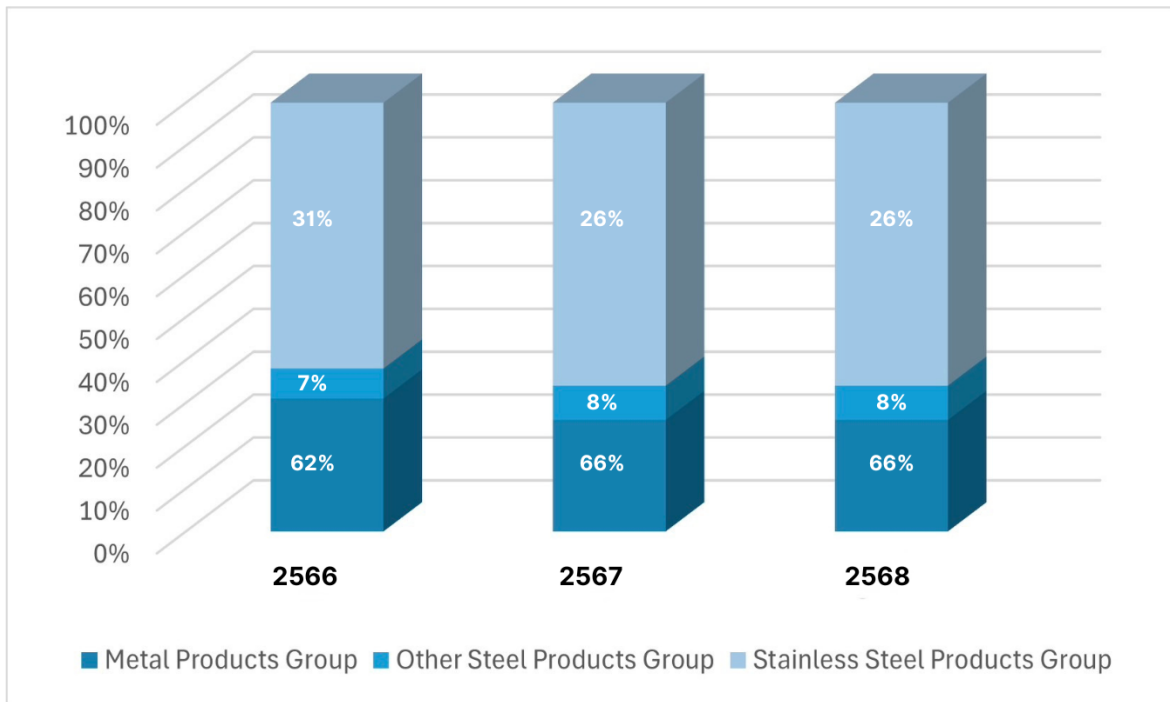
Most of the Company's sales revenue is derived from stainless steel, copper, and aluminum product groups. Meanwhile, the majority of sales revenue of its subsidiaries comes from metal products such as stainless steel, and non-metal products such as copper and aluminum. These products are primarily sold to

various industrial sectors, with the automotive, home appliance, and construction industries being the main customer groups.

Revenue for the fiscal year ended March 31, 2023, of the Company and its subsidiaries totaled 2,790.79 million baht, compared with 2,761.24 million baht in the same period of the previous year, representing a slight increase of 1.1%. The increase occurred despite a decrease in sales volume, which was affected by lower production activity across most industries. This led to a decline in the sales of key product groups such as stainless steel, copper, and aluminum strip and sheet products, in line with the reduced industrial production activities.

The majority of the Company's sales revenue came from stainless steel, copper, and aluminum products. Meanwhile, the majority of the subsidiaries' revenue was derived from the sale of metal products such as stainless steel and non-metal products such as copper and aluminum. These products were primarily sold to various industrial sectors, with key customers being in the automotive, home appliance, and construction industries.

Revenue from Sales and Services by Product Category



The Company and its subsidiaries have service income and other income as follows:

- (1) **Service Income** includes cutting, drilling, surface polishing, round pressing, and forming services for stainless steel products for the fiscal years 2023, 2024, and 2025, amounting to THB 7.28 million, THB 8.18 million, and THB 6.89 million, respectively.
- (2) **Other Income** includes interest income and income from scrap metal sales for the fiscal years 2023, 2024, and 2025, amounting to THB 26.12 million, THB 25.65 million, and THB 27.85 million, respectively. Details are as follows:

Other Income	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Interest Income	0.17	0.44	0.60
Dividend Income	0.19	0.19	0.19
Income from Scrap Metal Sales	24.53	23.18	18.39
Gain on Sale of Assets	0.85	1.57	2.34
Other Income	0.38	0.27	6.35
Total Other Income	26.12	25.65	27.85

It can be observed that a significant portion of other income derives from the sale of stainless steel scrap. This originates from the Company and its subsidiaries processing raw materials such as cold-rolled stainless steel coils, sheets, and strips according to customer orders—for example, cutting to specified widths

and lengths. The leftover scrap from these processing activities is sold by the Company and its subsidiaries and recorded in the accounts as other income.

The Company's total revenue was THB 2,816.91 million, THB 2,657.27 million, and THB 2,718.23 million in the fiscal years 2023, 2024, and 2025, respectively.

Cost of Sales and Services

For the fiscal years 2023, 2024, and 2025, the Company and its subsidiaries recorded cost of sales and services of THB 2,452.20 million, THB 2,341.31 million, and THB 2,361.17 million, respectively, representing 87.05%, 88.11%, and 86.86% of total revenue, respectively. The majority of the cost of sales and services is attributable to the cost of raw materials, primarily cold-rolled stainless steel coils and sheets, as well as specialty-grade stainless steel. These materials are processed by the Company and its subsidiaries into various types of stainless steel products.

In the fiscal year 2025, the Company and its subsidiaries experienced a 0.8% increase in the cost of sales, which rose at a slower rate compared to the 2.2% increase in sales revenue from the previous year.

In the fiscal year 2024, the Company and its subsidiaries recorded a 4.5% decrease in cost of sales, which declined at a slower rate than the 5.7% decrease in sales revenue compared to the previous year.

In the fiscal year 2023, the Company and its subsidiaries saw a 6.3% increase in cost of sales, which rose at a higher rate than the 1.1% slight increase in sales revenue compared to the previous year.

The cost of sales and services comprises the following components: (1) Raw material costs, accounting for approximately 92.57% to 92.92% of the total cost of sales and services (2) Salaries and wages, representing approximately 3.08% to 3.58% of the total cost of sales and services (3) Depreciation, accounting for approximately 1.51% to 1.60% of the total cost of sales and services (4) Other production expenses, representing approximately 2.27% to 2.42% of the total cost of sales and services. Details are as follows:

(Percentage)

Details	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024
Raw Materials	92.92	92.69	92.57
Salaries and Wages	3.08	3.44	3.58
Depreciation	1.58	1.60	1.51
Other Production Expenses	2.42	2.27	2.34
Total Cost of Sales and Services	100.00	100.00	100.00

Selling Expenses

For the fiscal year ended March 31, 2025, key selling and distribution expenses included sales personnel expenses, transportation costs, and promotional expenses. The Company and its subsidiaries recorded selling expenses of THB 52.38 million, compared to THB 52.59 million in the same period of the previous year, representing a decrease of 0.4%. The majority of these expenses were related to employee costs and delivery expenses.

The ratio of selling and distribution expenses to revenue from sales and services for the fiscal year ended March 31, 2025, was 1.95%, which is comparable to the ratio of 2.0% recorded in the same period of the previous year.

Selling Expenses for the fiscal year ended March 31, 2024, key selling and distribution expenses consisted of sales personnel expenses, transportation costs, and promotional expenses. The Company and its subsidiaries recorded selling expenses of THB 52.59 million, compared to THB 60.30 million in the same period of the previous year, representing a decrease of 7.71%. The majority of these expenses were related to employee costs and product delivery expenses.

The ratio of selling and distribution expenses to revenue from sales and services for the fiscal year ended March 31, 2024, was 2.00%, a decrease from 2.16% in the same period of the previous year.

Selling Expenses for the fiscal year ended March 31, 2023, key selling and distribution expenses included sales personnel expenses, transportation costs, and promotional expenses. The Company and its subsidiaries recorded selling expenses of THB 60.30 million, compared to THB 53.97 million in the same period of the previous year, representing an increase of 11.7%. The majority of these expenses were related to employee costs and product delivery expenses.

The ratio of selling and distribution expenses to revenue from sales and services for the fiscal year ended March 31, 2023, was 2.16%, an increase compared to 1.95% in the same period of the previous year.

Administrative Expenses

For the fiscal year ended March 31, 2025, significant administrative expenses comprised executive expenses, employee expenses for departments other than sales, office rental expenses, and various management expenses. The Company and its subsidiaries recorded administrative expenses of THB 115.66 million, compared to THB 111.09 million in the same period of the previous year, representing an increase of 4.1%.

The ratio of administrative expenses to total revenue for the fiscal year ended March 31, 2025, was 4.3%, showing a slight increase compared to 4.2% in the same period of the previous year.

Administrative Expenses for the fiscal year ended March 31, 2024, significant administrative expenses included executive expenses, employee expenses for departments other than sales, office rental expenses, and various management expenses. The Company and its subsidiaries recorded administrative expenses of

THB 111.09 million, compared to THB 108.96 million in the same period of the previous year, representing an increase of 2.17%.

The ratio of administrative expenses to total revenue for the fiscal year ended March 31, 2024, was 4.18%, representing an increase compared to 3.87% in the same period of the previous year.

Administrative Expenses for the fiscal year ended March 31, 2023, significant administrative expenses included executive expenses, employee expenses for departments other than sales, office rental expenses, and various management expenses. The Company and its subsidiaries recorded administrative expenses of THB 108.96 million, compared to THB 110.83 million in the same period of the previous year, representing a decrease of 1.7%, mainly due to the retirement of a company executive in the prior year.

The ratio of administrative expenses to total revenue for the fiscal year ended March 31, 2023, was 3.87%, representing a decrease compared to 3.97% in the same period of the previous year.

Profit (Loss) Before Interest and Income Tax and Net Profit

For the fiscal year ended March 31, 2025, the Company and its subsidiaries reported operating profit before interest and income tax of THB 189.02 million. After deducting finance costs of THB 3.68 million, income tax of THB 37.55 million, and the net profit share attributable to minority shareholders of subsidiaries amounting to THB 44.19 million, together with the share of profit from investments in joint ventures of THB 2.21 million, the Company and its subsidiaries recorded net profit attributable to the parent company's shareholders of THB 105.81 million and total net profit of THB 150.00 million. In comparison, for the same period of the previous year, the Company reported operating profit before interest and income tax of THB 152.28 million and net profit of THB 120.15 million, representing an increase in net profit of 24.8%.

For the fiscal year ended March 31, 2024, the Company and its subsidiaries reported operating profit before interest and income tax of THB 152.28 million. After deducting finance costs of THB 3.56 million, income tax of THB 31.03 million, and the net profit share attributable to minority shareholders of subsidiaries amounting to THB 41.14 million, together with the share of profit from investments in joint ventures of THB 2.46 million, the Company and its subsidiaries recorded net profit attributable to the parent company's shareholders of THB 79.01 million and total net profit of THB 120.15 million. In comparison, for the same period of the previous year, the Company reported operating profit before interest and income tax of THB 195.45 million and net profit of THB 106.52 million, representing a decrease in net profit of 22.1%.

For the fiscal year ended March 31, 2023, the Company and its subsidiaries reported operating profit before interest and income tax of THB 195.45 million. After deducting finance costs of THB 4.84 million, income tax of THB 38.66 million, and the net profit share attributable to minority shareholders of subsidiaries amounting to THB 47.71 million, together with the share of profit from investments in joint ventures of THB 2.28 million, the Company and its subsidiaries recorded net profit attributable to the parent company's shareholders of THB 106.52 million and total net profit of THB 154.23 million. In comparison, for the same period of the previous

year, the Company reported operating profit before interest and income tax of THB 319.31 million and net profit of THB 253.93 million, representing a decrease in net profit of 39.3%.

Profitability

Based on the operating results mentioned above, when considering the profitability ratios of the Company and its subsidiaries for the fiscal years 2023, 2024, and 2025, the Company and its subsidiaries recorded gross profit margins of 12.13%, 11.03%, and 12.24%, respectively.

The operating profit margins for the fiscal years 2023, 2024, and 2025 of the Company and its subsidiaries were 6.07%, 4.81%, and 5.99%, respectively.

The net profit margins for the fiscal years 2023, 2024, and 2025 of the Company and its subsidiaries were 3.78%, 2.97%, and 3.89%, respectively.

Return to Equity (ROE)

Considering the return on equity for the fiscal years 2023, 2024, and 2025, the return on equity was 7.43%, 5.81%, and 7.76%, respectively.

Dividend Payment

On May 29, 2025, the Company's Board of Directors resolved to propose to the Annual General Meeting of Shareholders the approval of dividend payment to shareholders from the operating results for the year ended March 31, 2025, at a rate of 0.25 Baht per share, totaling 95.75 million Baht. According to the resolution of the Board of Directors meeting on November 13, 2024, an interim dividend payment of 0.12 Baht per share, totaling 45.96 million Baht, was approved and already paid on December 9, 2024. Therefore, the remaining dividend to be paid is at a rate of 0.13 Baht per share, totaling 49.79 million Baht.

On May 30, 2024, the Company's Board of Directors resolved to propose to the Annual General Meeting of Shareholders the approval of dividend payment to shareholders from the operating results for the year ended March 31, 2024, at a rate of 0.25 Baht per share, totaling 95.75 million Baht. According to the resolution of the Board of Directors meeting on November 13, 2023, an interim dividend payment of 0.14 Baht per share, totaling 53.62 million Baht, was approved and already paid on December 7, 2023. Therefore, the remaining dividend to be paid is at a rate of 0.11 Baht per share, totaling 42.13 million Baht.

On May 29, 2023, the Company's Board of Directors resolved to propose to the Annual General Meeting of Shareholders the approval of dividend payment to shareholders from the operating results for the year ended March 31, 2023, at a rate of 0.28 Baht per share, totaling 107.24 million Baht. According to the resolution of the Board of Directors meeting on November 11, 2022, an interim dividend payment of 0.19 Baht per share, totaling 72.77 million Baht, was approved and already paid on December 8, 2022. Therefore, the remaining dividend to be paid is at a rate of 0.09 Baht per share, totaling 34.47 million Baht.

(b) Financial position**Assets**

For the fiscal years 2023, 2024, and 2025, ended March 31, the company and its subsidiaries reported total assets of 2,066.45 million baht, 1,996.03 million baht, and 2,106.20 million baht, respectively. This is because the company and its subsidiaries operate a comprehensive stainless steel coil processing business, which includes sourcing, processing, manufacturing, and distributing stainless steel products. Additionally, one of the subsidiaries is engaged in the distribution of metals and non-metals. Therefore, the majority of the assets are held in the form of inventories, trade receivables, and land, buildings, and equipment. The details are as follows:

- (1) **Inventories:** As of March 31, for fiscal years 2023, 2024, and 2025, the company and its subsidiaries had net inventories amounting to 632.73 million baht (representing 30.62% of total assets), 518.52 million baht (25.98% of total assets), and 640.53 million baht (30.41% of total assets), respectively.
- (2) **Trade Receivables – Other Companies (Net):** As of March 31, for fiscal years 2023, 2024, and 2025, the company and its subsidiaries had net trade receivables from other companies of 606.36 million baht (29.34% of total assets), 503.18 million baht (25.98% of total assets), and 576.65 million baht (27.38% of total assets), respectively.
- (3) **Other Current Financial Assets:** As of March 31, 2023, and 2024, the company and its subsidiaries had temporary investments of 2.56 million baht (0.12% of total assets) and 14.64 million baht (0.73% of total assets), respectively. For the fiscal year 2025, there were no remaining temporary investments. The temporary investments are from a subsidiary's investment in mutual fund units due to cash and liquidity balances.
- (4) **Land, Buildings, and Equipment:** This includes land and land improvements, buildings and installations, machinery and equipment, furniture and office equipment, vehicles, and construction in progress. As of March 31, for fiscal years 2023, 2024, and 2025, the company and its subsidiaries had net land, buildings, and equipment of 494.81 million baht (23.94% of total assets), 459.67 million baht (23.03% of total assets), and 437.41 million baht (20.77% of total assets), respectively.
- (5) **Restricted Bank Deposits:** As of March 31, 2023, 2024, and 2025, the amounts were 46.18 million baht, 46.18 million baht, and 46.18 million baht, representing 2.23%, 2.31%, and 2.19% of total assets, respectively. These mainly represent deposits held in financial institutions of the company and one subsidiary as collateral for credit facilities from financial institutions.
- (6) **Deferred Tax Assets:** As of March 31, 2023, 2024, and 2025, the company and subsidiaries had deferred tax assets of 13.14 million baht, 12.94 million baht, and 12.79 million baht, accounting for 0.64%, 0.65%, and 0.61% of total assets, respectively. The company and subsidiaries continue to apply accounting standards related to deferred tax assets on temporary differences between the

amounts of assets and liabilities in the financial statements and their tax bases, using the tax rates effective at the reporting end.

- (7) **Current Assets:** As of March 31, 2023, 2024, and 2025, the company and its subsidiaries had current assets totaling 1,486.29 million baht (71.92% of total assets), 1,456.10 million baht (72.95% of total assets), and 1,585.17 million baht (75.26% of total assets), respectively.

Asset Management Efficiency

The company and its subsidiaries had trade receivables and other receivables as of March 31, 2023, 2024, and 2025, with outstanding balances of such trade receivables and other receivables classified by the ageing of outstanding debts from the due date as follows:

(Unit: Thousand Baht)

Trade Receivables - Unrelated Companies	As of March 31, 2023	As of March 31, 2024	As of March 31, 2025
Not yet due	496,263	376,434	462,342
Overdue			
Not over 3 months	110,521	127,387	112,375
Over 3 months up to 6 months	-	-	2,357
Over 6 months up to 12 months	457	-	-
Over 12 months	5,952	2,967	2,967
Total	613,193	506,788	580,041
Less allowance for doubtful accounts	(7,068)	(3,731)	(3,670)
Net trade receivables – Other companies	606,125	503,057	576,371
Other receivables			
Net other receivables – Other companies	206	72	205
Accrued interest receivable	27	56	44
Investment disposal receivables	-	-	307
Total	233	128	556
Less Allowance for expected credit losses	-	-	(277)
Total other receivables	233	128	279
Total trade and other receivables – net	606,358	503,185	576,650

As of March 31, 2023, 2024, and 2025, the company and its subsidiaries had no outstanding net trade receivables from related parties.

On average, the company and its subsidiaries grant credit terms to trade with customers for approximately 30 to 120 days. For the fiscal years 2023, 2024, and 2025, the average collection periods were 83 days, 77 days, and 73 days, respectively. The company's policy is to collect receivables according to the established credit terms.

The company and its subsidiaries have a policy to set aside an allowance for doubtful accounts for potential uncollectible receivables. This allowance is generally determined based on historical collection experience and an aging analysis of receivables. As of March 31, 2023, 2024, and 2025, the company and its

subsidiaries had set aside allowances for doubtful accounts for trade receivables – other companies amounting to 7.07 million baht, 3.73 million baht, and 3.67 million baht, respectively. The allowance for doubtful accounts was as follows:

- (1) Trade receivables overdue more than 3 months up to 6 months have an allowance for doubtful accounts at a rate of 20%.
- (2) Trade receivables overdue more than 6 months up to 12 months have an allowance for doubtful accounts at a rate of 50%.
- (3) Trade receivables overdue more than 12 months have an allowance for doubtful accounts at a rate of 100%.

The Group applies a simplified approach to calculate expected credit losses for trade receivables. Therefore, at the end of each reporting period, the Group does not track changes in credit risk but instead recognizes a loss allowance based on lifetime expected credit losses. This is determined using historical credit loss experience, adjusted for forward-looking information regarding the specific receivable and the overall economic environment. The Group estimates expected credit losses based on potential default events over the next 12 months for trade receivables as follows:

Customer Group	Credit Loss Allowance (Time Period) Percentage Rate		
	1 - 6 months	7 - 9 months	10 - 12 months
End-Users	0.0	2.5	5.0
Stockists	1.0	45.0	90.0

The Company and its subsidiaries had net inventories as of March 31, 2023, 2024, and 2025 in the amounts of Baht 632.73 million, Baht 518.52 million, and Baht 640.53 million, respectively. The details are as follows:

(Unit: Thousand Baht)

Inventories	As of March 31, 2023	As of March 31, 2024	As of March 31, 2025
Raw materials	193,854	95,554	193,511
Finished goods	440,742	401,948	452,929
Goods in transit	7,226	27,683	-
Supplies	24,614	22,405	20,068
Total	666,436	547,590	666,508
<u>Less:</u> Allowance for inventory obsolescence	(33,703)	(29,067)	25,978
Net inventories	632,733	518,523	640,530

For the fiscal years 2023, 2024, and 2025, the Company and its subsidiaries recorded average inventory turnover periods of 60 days, 65 days, and 65 days, respectively. The Company and its subsidiaries have implemented a supply chain management system, enabling them to plan raw material procurement in a timely

manner and to accelerate inventory turnover. This helps mitigate risks associated with raw material price fluctuations and maintain inventory at an appropriate level, sufficient to meet customer delivery schedules. The Company and its subsidiaries have a policy to set aside an allowance for inventory obsolescence, based on considerations such as damaged goods, long storage periods, obsolescence, and a decline in product value.

Land, Buildings, and Equipment

As of March 31, 2023, 2024, and 2025, the Company and its subsidiaries had fixed assets presented at book value with the following details:

(Unit: Baht)

Details	As of March 31, 2023	As of March 31, 2024	As of March 31, 2025
Land and land improvements	194,022	194,022	194,022
Buildings and installations	193,600	177,108	160,872
Right-of-use assets – buildings**	7,774	5,852	3,012
Machinery and equipment	86,078	73,922	63,602
Furniture and office equipment	2,480	1,893	1,387
Vehicles	9,695	5,712	13,153
Construction in progress	1,158	1,158	1,366
Total	522,492	494,807	437,414

As of March 31, 2025, the Company and its subsidiaries had certain machinery and equipment that were fully depreciated but still in use, with the original cost of such assets amounting to approximately Baht 959 million. In the fiscal year 2024, the amount was approximately Baht 942 million, and in the fiscal year 2023, it was approximately Baht 964 million.

Investment

On December 24, 2015, the Extraordinary General Meeting of Shareholders of Alternative Enmat Co., Ltd. resolved to increase the registered capital from 1 million baht (10,000 common shares with a par value of 100 baht per share) to 10 million baht (100,000 common shares with a par value of 100 baht per share) by issuing 90,000 new common shares with a par value of 100 baht per share and a paid-up amount of 50 baht per share. The subsidiary registered the capital increase with the Ministry of Commerce on January 4, 2016. However, the company invested an additional 65,002 shares with a par value of 100 baht per share, paid-up at 50 baht per share, totaling 3.25 million baht. As a result, the company's shareholding proportion changed from 100% to 75%.

On November 7, 2017, the company's Board of Directors passed a resolution approving the purchase of 25,000 common shares of Alternative Enmat Co., Ltd. (a subsidiary) from non-controlling interest shareholders. The shares have a par value of 100 baht each (2 shares fully paid-up and 24,998 shares paid-up at 50%). The purchase amount was 1.25 million baht. This acquisition increased the company's investment proportion to 100% of the subsidiary's registered capital.

On January 31, 2013, the company purchased all common shares of Ngek Seng Chiang Metal Co., Ltd. ("NSCM") totaling 2.3 million shares at a price of 107.37 baht per share, amounting to a total of 246.96 million baht. This acquisition resulted in the company holding 100.00% of NSCM's shares. Subsequently, the company increased its registered capital from 320 million baht (320 million common shares with a par value of 1 baht each) to 383 million baht (383 million common shares with a par value of 1 baht each) by issuing 63 million new common shares with a par value of 1 baht per share to a private placement. These 63 million newly issued shares were allocated to the existing shareholders of NSCM as consideration for the purchase of NSCM's common shares. Both the company and NSCM have completed these transactions, and the company registered the change of paid-up capital on February 1, 2013.

On April 1, 2014, Ngek Seng Chiang Metal Co., Ltd. registered a change of its name and registered address to NSC Metal Co., Ltd.

Liquidity

(Unit: Thousand Baht)

Details	As of March 31, 2023	As of March 31, 2024	As of March 31, 2025
Net cash flows from (used in) operating activities	235,307	352,095	46,393
Net cash flows used in investing activities	(3,365)	(11,684)	(4,334)
Net cash flows from (used in) financing activities	(280,719)	(163,925)	(96,616)
Effect of exchange rate changes on cash and cash equivalents	(35)	162	(261)
Net increase (decrease) in cash and cash equivalents	(48,812)	176,648	(54,819)

For the year ended March 31, 2025, the company and its subsidiaries had net cash flows from operating activities of 46.39 million baht. This cash inflow was primarily from earnings of 194.79 million baht, partly offset by a decrease in net working capital of -148.40 million baht. Most of the net working capital cash flow came from the rapid short-term increase in accounts receivable, inventories, and accounts payable to sufficiently support customer orders.

Regarding cash flows from investing activities, there was a net decrease of -4.33 million baht. This mainly consisted of a net return of temporary investments amounting to 14.41 million baht from one subsidiary, offset by net payments of -21.89 million baht for the purchase of vehicles, various equipment, and computer software. Additionally, other income of 3.15 million baht was received.

Regarding financing activities, there was a net cash outflow of -96.62 million baht. This included net short-term loan proceeds from financial institutions amounting to 35.26 million baht, lease liabilities payments of -3.94 million baht, and dividend payments totaling -127.93 million baht. Overall, the company and its subsidiaries experienced a net decrease in cash of -54.82 million baht.

For the year ended March 31, 2024, the company and its subsidiaries had net cash flows from operating activities amounting to 352.10 million baht. This consisted of an increase in cash flows from operating results

of 156.48 million baht and an increase in net working capital of 195.61 million baht. The majority of the remaining cash from working capital came from the rapid short-term management of accounts receivable, inventories, and accounts payable to sufficiently support customer orders.

In investing activities, there was a net cash outflow of 11.68 million baht, mainly due to a net investment of 12.00 million baht in short-term investments by one subsidiary, payments for the purchase of various equipment and computer software totaling 13.37 million baht, dividend income received amounting to 11.52 million baht from investments in associates, and other income received of 2.17 million baht.

In the financing activities, there was a net cash outflow of -163.93 million baht, consisting of net repayment of short-term loans from financial institutions amounting to -24.59 million baht, and lease liabilities payments of -3.73 million baht, while dividends paid totaled -135.61 million baht. Overall, the company and its subsidiaries had a net increase in cash of 176.65 million baht.

For the year ended March 31, 2023, the company and its subsidiaries had net cash flow from operating activities of 235.31 million baht, consisting of cash generated from operations of 192.71 million baht and a net increase in working capital of 42.60 million baht. The majority of the cash flow from working capital came from decreases in trade receivables, inventories, and trade payables.

In the investing activities section, there was a net cash outflow of -3.36 million baht, mainly due to net investments in short-term investments amounting to 5.83 million baht by one subsidiary, and payments for the purchase of machinery and equipment totaling -10.39 million baht.

In the financing activities section, there was a net cash outflow of -280.72 million baht, consisting of a net increase in short-term loans from financial institutions of 12.40 million baht and lease liabilities payments of -3.36 million baht, while dividends paid amounted to -289.76 million baht. Overall, the company and its subsidiaries had a net decrease in cash of 48.81 million baht.

Liquidity Ratios

Liquidity ratios for fiscal years 2023, 2024, and 2025 are 2.93 times, 3.21 times, and 2.93 times, respectively. The slight decrease in the liquidity ratio is due to net profit performance, with current assets exceeding current liabilities by approximately 34.10%. Key current assets include cash and bank deposits, temporary investments, long-term investments, accounts receivable, and inventory. Major current liabilities consist of short-term bank loans and trade payables.

Quick ratios for fiscal years 2023, 2024, and 2025 are 1.67 times, 2.03 times, and 1.74 times, respectively.

For fiscal years 2023, 2024, and 2025, the average collection periods were 83 days, 77 days, and 73 days respectively. The average inventory turnover periods were 60 days, 65 days, and 65 days, while the average payment periods were 77 days, 69 days, and 70 days respectively. These resulted in cash cycles of 66 days in 2023, 73 days in 2024, and 68 days in 2025, showing a trend of increase. This is attributed to the company and its subsidiaries implementing a Supply Chain Management system, enabling timely raw material purchasing and efficient inventory management to maintain adequate stock levels for on-time delivery to customers. The

average collection period slightly improved due to changes in sales terms, reducing credit sales or increasing cash sales amid a slow economic recovery led by the government. Additionally, the company carefully plans raw material purchases in advance using the Supply Chain Management system, allowing effective forecasting based on past operations. The payment period to suppliers was shortened to align with the global economic downturn and cost control measures, which caused the cash cycle to increase due to faster raw material turnover from increased domestic purchases.

Sources of Funds

Liabilities

The total liabilities of the company and its subsidiaries as of March 31, 2023, 2024, and 2025 amounted to 507.27 million baht, 453.43 million baht, and 540.49 million baht, respectively, with net increases in current liabilities and total liabilities due to increased purchases to support short-term market expansion.

As of March 31, 2023, 2024, and 2025, the company and its subsidiaries had overdrafts, trust receipt creditors, and short-term loans from financial institutions amounting to 69.42 million baht, 44.83 million baht, and 80.09 million baht, respectively.

The loan details of the company as of March 31, 2023, 2024, and 2025.

Type of liability	Interest rate (percent per annum)			Consolidated financial statements		
	2023	2024	2025	2023	2024	2025
Short-term loans from banks	1.45 - 1.60	1.95 - 2.75	1.80	13,179	-	14,868
Trust receipt creditors	3.35 - 4.02	4.70 - 4.75	4.40 - 4.55	56,240	44,833	65,223
Total				69,419	44,833	80,091

The bank overdraft limit, short-term bank loans, and trust receipt creditors are secured by a mortgage on land along with the buildings on that land, units in the condominium building, machinery, and fixed deposits of the company and its subsidiaries, and are also guaranteed by the company.

Shareholders' Equity

As of March 31, 2023, 2024, and 2025, the shareholders' equity from the consolidated financial statements amounted to 1,525.34 million baht, 1,508.29 million baht, and 1,530.45 million baht, respectively.

As of March 31, 2025, shareholders' equity from the consolidated financial statements increased by 22.16 million baht from 1,508.29 million baht as of March 31, 2024. This increase was mainly due to total comprehensive income for the period of 150.09 million baht, partially offset by dividend payments totaling 127.93 million baht. The shareholders' equity attributable to the company's shareholders and the minority interest of subsidiaries amounted to 1,371.65 million baht and 158.80 million baht, respectively.

The debt-to-equity ratios as of March 31, 2025, and March 31, 2024, were 0.38 and 0.32, respectively.

As of March 31, 2024, the shareholders' equity from the consolidated financial statements amounted to 1,508.29 million baht, a decrease of 17.05 million baht from 1,525.34 million baht as of March 31, 2023. This change was due to total comprehensive income for the period of 118.55 million baht and dividend payments totaling 135.61 million baht. The shareholders' equity attributable to the company and the minority interests of the subsidiaries amounted to 1,353.95 million baht and 154.34 million baht, respectively.

The debt-to-equity ratios as of March 31, 2024, and March 31, 2023, were 0.32 and 0.35, respectively. The slight decrease in the ratio was due to a reduction in current liabilities reflecting lower reserved trading volumes.

As of March 31, 2023, the shareholders' equity from the consolidated financial statements amounted to 1,525.34 million baht, a decrease of 135.77 million baht from 1,661.11 million baht as of March 31, 2022. This change was due to total comprehensive income for the period of 153.99 million baht and dividend payments totaling 289.76 million baht. The shareholders' equity attributable to the company and the minority interests of the subsidiaries amounted to 1,364.32 million baht and 161.03 million baht, respectively.

The debt-to-equity ratios as of March 31, 2023, and March 31, 2022, were 0.35 and 0.40, respectively. The slight decrease in the ratio was due to a reduction in current liabilities reflecting lower reserved trading volumes.

Capital Structure Appropriateness

The debt-to-equity ratios at the end of the fiscal years 2023, 2024, and 2025 were 0.35, 0.32, and 0.38 times, respectively.

The company and its subsidiaries operate a comprehensive stainless steel coil processing business, which includes sourcing, processing, manufacturing, and selling stainless steel products, metals, and non-metals of a new subsidiary. Most of the significant assets are in the form of inventories, trade receivables, and land, buildings, and equipment. The proportions of current assets and non-current assets to total assets are as follows:

Details	As of March 31, 2023		As of March 31, 2024		As of March 31, 2025	
	Million Baht	% of Total Assets	Million Baht	% of Total Assets	Million Baht	% of Total Assets
Current Assets	1,486.29	71.92	1,456.10	72.95	1,585.17	75.26
Non-Current Assets	580.16	28.08	539.93	27.05	521.03	24.74
Total Assets	2,066.45	100.00	1,996.03	100.00	2,106.20	100.00

The company and its subsidiaries source funding in alignment with their asset structure. Most of the funding sources consist of current liabilities, shareholders' equity, and non-current liabilities. The details are as follows:

Details	As of March 31, 2023		As of March 31, 2024		As of March 31, 2025	
	Million Baht	% of Total Assets	Million Baht	% of Total Assets	Million Baht	% of Total Assets
Current liabilities	507.27	24.55	453.43	22.73	540.49	25.67
Non-current liabilities	33.83	1.64	34.31	1.71	35.26	1.67
Total liabilities	541.11	26.19	487.47	24.44	575.75	27.34
Paid-up capital	383.00	18.53	383.00	19.19	383.00	18.18
Total shareholders' equity	1,525.35	73.81	1,508.29	75.56	1,530.45	72.66

Commitments and Contingent Liabilities

As of March 31, 2025, the group incurred capital expenditures related to software system development totaling 1.2 million baht; in the fiscal year 2024, it was 2.5 million baht; and none in the fiscal year 2023.

As of March 31, 2025, the company and its subsidiaries had commitments under technical assistance agreements and other service contracts amounting to approximately 4 million baht, the same amount as in fiscal years 2024 and 2023.

As of March 31, 2025, the company had outstanding commitments related to uncalled capital investments in one subsidiary totaling 4.5 million baht, unchanged from fiscal years 2024 and 2023.

Events after the reporting period for the year 2025

On May 28, 2025, the Board of Directors meeting of Auto Metal Co., Ltd. (a subsidiary) resolved to propose to the Annual General Meeting of Shareholders to approve the payment of dividends to shareholders from the operating results for the year ended March 31, 2025, at the rate of 42 baht per share, totaling 100.80 million baht. According to the resolution of the subsidiary's Board of Directors meeting on November 12, 2024, the interim dividend payment was approved at the rate of 21 baht per share, amounting to 50.40 million baht, which the subsidiary already paid on December 9, 2024. Therefore, the remaining dividend payment is at the rate of 21 baht per share, totaling 50.40 million baht.

On May 26, 2025, the Board of Directors meeting of NSC Metal Co., Ltd. (a subsidiary) resolved to propose to the Annual General Meeting of Shareholders to approve the payment of dividends to shareholders from the operating results for the year ended March 31, 2025, at the rate of 5.40 baht per share, totaling 12.42 million baht. According to the resolution of the subsidiary's Board of Directors meeting on November 11, 2024, the interim dividend payment was approved at the rate of 3 baht per share, amounting to 6.90 million baht, which the subsidiary already paid on December 9, 2024. Therefore, the remaining dividend payment is at the rate of 2.40 baht per share, totaling 5.52 million baht.

On May 29, 2025, the Board of Directors of the company resolved to propose to the Annual General Meeting of Shareholders the approval of dividend payment to shareholders from the operating results for the year ended March 31, 2025, at the rate of 0.25 baht per share, totaling 95.75 million baht. According to the resolution of the Board of Directors meeting on November 13, 2024, the interim dividend payment was approved at the rate of 0.12 baht per share, totaling 45.96 million baht, which the company already paid on

December 9, 2024. Therefore, the remaining dividend to be paid is at the rate of 0.13 baht per share, totaling 49.79 million baht.

Management's Discussion and Analysis

1. Operating Results

Lohakit Metal Public Company Limited would like to report on the operating results and financial position for the fiscal year ended March 31, 2025, of the Company and its subsidiaries as follows:

(Unit: Million Baht)

Consolidated Financial Statements	For the Years Ended March 31			
	Apr 2024 – Mar 2025	Apr 2023 – Mar 2024	Change	% Change
Revenue from Sales and Services	2,690.38	2,631.62	58.76	2.2%
Other Income	27.85	25.65	2.20	8.6%
Total Revenue	2,718.23	2,657.27	60.96	2.3%
Cost of Sales and Services	2,361.17	2,341.31	19.86	0.8%
Selling and Distribution Expenses	52.38	52.59	-0.21	-0.4%
Administrative Expenses	115.66	111.09	4.57	4.1%
Total Expenses	2,529.21	2,504.99	24.22	1.0%
Profit Before Interest and Income Tax	189.02	152.28	36.74	24.1%
Finance Costs	-3.68	-3.56	-0.12	3.4%
Share of Profit from Investment in Associate	2.21	2.46	-0.25	-10.2%
Income Tax	-37.55	-31.03	-6.52	21.0%
Net Profit	150.00	120.15	29.85	24.8%
Net Profit Attributable to Non-controlling Interests	-44.19	-41.14	-3.05	7.4%
Net Profit Attributable to Equity Holders of the Parent Company	105.81	79.01	26.80	33.9%

For the fiscal year ended March 31, 2025, the Company and its subsidiaries reported a net profit attributable to equity holders of the parent company of THB 105.81 million, an increase of THB 26.80 million or 33.9% compared to the same period of the previous year, which recorded a net profit of THB 79.01 million. This improvement was driven by an increase in sales and higher net profit, resulting from the continued decline and subsequent stabilization in market prices. This trend led to a reduction in the average cost of raw materials to a more favorable level, thereby enhancing and stabilizing the profit margin throughout the year. In addition, although global economic conditions and policy interest rates remained stable in 2024 and the policy interest rate was reduced in the first quarter of 2025, such measures have yet to stimulate the overall economy. Export volumes in the electrical appliances sector and tourism have remained stable. However, the persistently high level of household debt in the country has impacted on the approval of commercial vehicle loans. Consequently, both production and sales volumes of vehicles in this segment have continued to decline significantly.

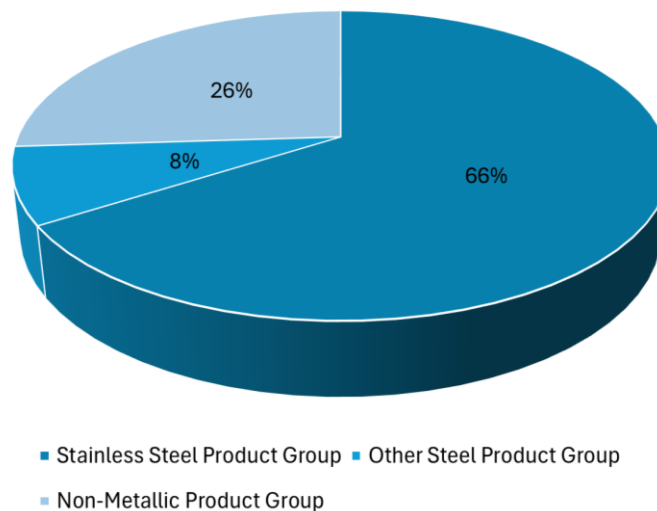
Earnings before interest and income tax increased by THB 36.74 million, while income tax expenses rose by THB 6.52 million due to higher operating profits generated by the Company and its subsidiaries. Financial

expenses during the year increased by THB 0.12 million. Additionally, the share of net profit attributable to non-controlling interests of the subsidiaries increased by THB 3.05 million in the current year.

1.1 Revenue

Revenue for the fiscal year ended March 31, 2025, the Company and its subsidiaries reported sales and service revenue of THB 2,690.38 million, compared to THB 2,631.62 million for the same period last year, representing an increase of 2.2%. This growth was supported by higher sales volume in the stainless steel, aluminum, and galvanized steel product groups. However, the average selling prices of all main product groups continuously declined in line with the commodity metal price trend during the current period. This was due to sufficient production capacity in the region to meet demand, while purchasing power continued to contract both domestically and in export markets. On the other hand, sales in the automotive exhaust pipe segment declined, impacted by the continued tightening of commercial loan approvals, with no easing policies in place.

Sales and Services by Product Group



The majority of the Company's sales come from the stainless steel, copper, and aluminum product groups. Meanwhile, the majority of the subsidiaries' sales are from metal product groups, specifically stainless steel, and non-metallic product groups such as copper and aluminum. These sales are primarily made in various industries, mainly the automotive, electrical appliances, and construction sectors.

1.2 Other Income

Other income includes interest income, gains from the sale of old unused assets, and revenue from the sale of scrap metal. For the fiscal year ended March 31, 2024, other income amounted to THB 25.65 million, representing a slight decrease of 0.47% compared to the same period last year.

A significant portion of the other income comes from the sale of scrap metal. This arises from the Company and its subsidiaries processing raw materials such as cold-rolled stainless steel coils, sheets, and strips

according to customer orders, including cutting to specified widths and lengths. The leftover scraps from this process are sold by the Company and its subsidiaries. Additionally, profits from the sale of old equipment and machinery that are no longer in use are recorded as other income.

1.3 Cost of Sales and Services

The majority of the cost of sales and services for the Company and its subsidiaries comes from the cost of raw materials, specifically cold-rolled stainless steel coils, sheets, and pipes. These raw materials are processed into various stainless steel products. For the fiscal year ended March 31, 2025, the Company and its subsidiaries reported a cost of sales amounting to THB 2,361.17 million, representing 86.86% of total revenue. In comparison, for the fiscal year ended March 31, 2024, the Company and its subsidiaries had a cost of sales of THB 2,341.31 million, or 88.11% of total revenue. The cost of sales decreased by 1.25%, which is a smaller rate of decline compared to the 2.2% increase in sales revenue over the same period.

1.4 Selling and Distribution Expenses

Significant selling and distribution expenses include sales personnel expenses, transportation costs, and promotional expenses. For the fiscal year ended March 31, 2025, the Company and its subsidiaries recorded selling expenses of THB 52.38 million, compared to THB 52.59 million for the same period last year, representing a slight decrease of 0.4%. The majority of these expenses were related to personnel costs and product delivery expenses.

The ratio of selling and distribution expenses to sales and service revenue for the fiscal year ended March 31, 2025, was 1.95%, which remained nearly the same compared to the same period last year, where the ratio was 2.0%.

1.5 Administrative Expenses

Key administrative expenses consist of executive expenses, staff expenses for departments other than sales, office rental, and various management expenses. For the fiscal year ended March 31, 2025, the Company and its subsidiaries recorded administrative expenses totaling THB 115.66 million, compared to THB 111.09 million for the same period last year, representing an increase of 4.1%.

The ratio of administrative expenses to total revenue for the fiscal year ended March 31, 2025, was 4.3%, showing a slight increase compared to the same period last year, when the ratio was 4.2%.

1.6 Profit (Loss) Before Interest and Income Tax and Net Profit

For the fiscal year ended March 31, 2025, the Company and its subsidiaries reported operating profit before interest and income tax of THB 189.02 million. After deducting finance costs of THB 3.68 million, income tax expenses of THB 37.55 million, and the share of net profit attributable to non-controlling interests of subsidiaries amounting to THB 44.19 million, together with the share of profit from investments in associates of THB 2.21 million, the Company and its subsidiaries recorded net profit attributable to the parent company's shareholders of

THB 105.81 million and total net profit of THB 150.00 million. In comparison, for the same period last year, the Company and its subsidiaries had operating profit before interest and income tax of THB 152.28 million and net profit of THB 120.15 million, representing an increase in net profit of 24.8%.

1.7 Share of Profit from Investments in Associates

In April 2009, the Company invested in common shares of Mori Lohakit (Thailand) Co., Ltd., holding a 49% equity interest. For the fiscal years ended March 31, 2025, and March 31, 2024, the Company recognized its share of profit in the consolidated financial statements using the equity method amounting to THB 2.21 million and THB 2.46 million, respectively.

1.8 Income Tax

For the fiscal year ended March 31, 2025, the Company and its subsidiaries recorded income tax expenses of THB 37.55 million, representing a decrease of 21.0% due to the increased operating profit of the Company and its subsidiaries.

1.9 Share of Net Profit Attributable to Non-Controlling Interests of Subsidiaries

On October 1, 2010, the parent company sold its investment in a subsidiary to its business partner from Japan, Mory Industrial Inc. As a result, the Company recognizes the share of net profit attributable to non-controlling interests in the subsidiaries based on their ownership percentage. For the current fiscal year ended March 31, 2025, the share of net profit attributable to non-controlling interests amounted to THB 44.19 million, an increase from THB 41.14 million in the previous year, representing an increase of 7.4%. This increase in profit share is due to higher net profit from the subsidiary manufacturing automotive exhaust pipes.

1.10 Profitability

The Company and its subsidiaries had a gross profit margin of 12.24% for the fiscal year ended March 31, 2025, showing a slight increase compared to 11.03% in the same period last year. The main reason for this improvement was increased sales in the stainless steel, copper, and aluminum segments, along with a higher gross profit margin due to a slight decrease in average raw material costs. Additionally, the automotive exhaust pipe segment experienced higher gross profit margins relative to its increased proportion of total sales.

The Company and its subsidiaries had a net profit margin attributable to the parent company's shareholders of 3.89% for the fiscal year ended March 31, 2025, representing an increase compared to 2.97% for the same period last year.

(Unit: Million Baht)

Consolidated Financial Statements	As of March 31, 2025		As of March 31, 2024	
	Amount	%	Amount	%
Assets				
Current Assets				
Cash and Cash Equivalents	361.44	17.16%	416.26	20.85%
Other Current Financial Assets	-	-	14.64	0.73%
Trade and Other Receivables	576.65	27.38%	503.18	25.21%
Inventories	640.53	30.41%	518.52	25.98%
Other Current Assets	6.55	0.31%	3.50	0.18%
Total Current Assets	1,585.17	75.26%	1,456.10	72.95%
Non-current Assets				
Pledged Bank Deposits	46.18	2.19%	46.18	2.31%
Investments in Associates	10.23	0.49%	8.02	0.40%
Other Non-current Financial Assets	2.56	0.12%	2.59	0.13%
Property, Plant and Equipment	437.41	20.77%	459.67	23.03%
Intangible Assets	8.30	0.39%	7.01	0.35%
Deferred Tax Assets	12.79	0.61%	12.94	0.65%
Other Non-current Assets	3.56	0.17%	3.52	0.18%
Total Non-current Assets	521.03	24.74%	539.93	27.05%
Total Assets	2,106.20	100.00%	1,996.03	100.00%
Liabilities and Shareholders' Equity				
Current Liabilities				
Short-term bank borrowings	80.09	3.80%	44.83	2.25%
Trade and other payables	431.26	20.48%	382.75	19.18%
Current portion of lease liabilities	1.91	0.09%	3.63	0.18%
Corporate income tax payable	19.93	0.95%	14.10	0.71%
Other current liabilities	7.30	0.35%	8.12	0.41%
Total current liabilities	540.49	25.67%	453.43	22.73%
Non-current Liabilities				
Lease liabilities – net of current portion	1.26	0.06%	2.47	0.12%
Provision for long-term employee benefits	34.00	1.61%	31.82	1.59%
Deferred tax liabilities	-	-	0.02	-
Total non-current liabilities	35.26	1.67%	34.31	1.71%
Total liabilities	575.75	27.34%	487.47	24.44%
Shareholders' equity				
Share capital				
Registered capital	383.00		383.00	
Issued and paid-up capital	383.00	18.18%	383.00	19.19%
Share premium	519.67	24.67%	519.67	26.03%
Retained earnings				
Appropriated - legal reserve	38.30	1.82%	38.30	1.92%
Equity attributable to owners of the company	430.68	20.45%	412.98	20.69%
Non-controlling interests	158.80	7.54%	154.34	7.73%
Total equity	1,530.45	72.66%	1,508.29	75.56%
Total liabilities and equity	2,106.20	100.00%	1,996.03	100.00%

2. Financial Position

2.1 Assets

As of March 31, 2025, and March 31, 2024, the company and its subsidiaries had total assets of 2,106.20 million baht and 1,996.03 million baht, respectively. The company and its subsidiaries primarily operate a comprehensive stainless steel coil processing business, which includes sourcing, processing, manufacturing, and selling stainless steel products. Additionally, one subsidiary is engaged in supplying and selling finished metal and non-metal products. Therefore, the majority of significant assets are held in the form of cash, inventories, trade receivables, land, buildings, and equipment. The details are as follows:

- 2.1.1 **Inventories:** As of March 31, 2025, and 2024, the company and its subsidiaries had net inventories amounting to 640.53 million baht (representing 30.41% of total assets) and 518.52 million baht (representing 25.98% of total assets), respectively.
- 2.1.2 **Trade and Other Receivables:** As of March 31, 2025, and 2024, the company and its subsidiaries had trade and other receivables amounting to 576.65 million baht (representing 27.38% of total assets) and 503.18 million baht (representing 25.21% of total assets), respectively.
- 2.1.3 **Other Current Financial Assets:** As of March 31, 2025 (no remaining investment balance) and March 31, 2024, the company and its subsidiaries had investments totaling 14.64 million baht (representing 0.73% of total assets), respectively. The temporary investments come from subsidiaries investing in units of mutual funds with available cash and liquidity remaining.
- 2.1.4 **Land, Buildings, and Equipment:** This category includes land and land improvements, buildings and installations, machinery and equipment, fixtures and office equipment, vehicles, and construction in progress. As of March 31, 2025, and 2024, the company and its subsidiaries had net land, buildings, and equipment amounting to 437.41 million baht (representing 20.77% of total assets) and 459.67 million baht (representing 23.03% of total assets), respectively.
- 2.1.5 **Bank Deposits with Guarantees:** As of March 31, 2025, and 2024, the company and its subsidiaries had bank deposits with guarantees totaling 46.18 million baht (representing 2.19% and 2.31% of total assets, respectively). These deposits are held at financial institutions by the company and one of its subsidiaries as collateral for credit facilities from financial institutions.
- 2.1.6 **Deferred Tax Assets:** As of March 31, 2025, and 2024, the company and its subsidiaries had deferred tax assets amounting to 12.79 million baht and 12.94 million baht, respectively, representing 0.61% and 0.65% of total assets.

2.2 Liabilities

The total liabilities of the company and its subsidiaries as of March 31, 2025, and 2024 were 540.49 million baht and 453.43 million baht, respectively. The increase in current liabilities and total liabilities was mainly due to higher purchases to support short-term market expansion.

2.3 Shareholders' Equity

As of March 31, 2025, the total shareholders' equity from the consolidated financial statements amounted to 1,530.45 million baht, increasing by 22.16 million baht from the shareholders' equity as of March 31, 2024, which was 1,508.29 million baht. This increase was due to comprehensive profit for the period amounting to 150.09 million baht, partially offset by total dividend payments of 127.93 million baht. The equity attributable to the company's shareholders and non-controlling interests of subsidiaries amounted to 1,371.65 million baht and 158.80 million baht, respectively.

The debt-to-equity ratio as of March 31, 2025, and 2024 were 0.38 and 0.32, respectively.

3. Cash Flow

(Unit: Million Baht)

Detail	As of March 31, 2025	As of March 31, 2024
Net cash flow from (used in) operating activities	46.39	352.10
Net cash flow used in investing activities	(4.33)	(11.68)
Net cash flow from (used in) financing activities	(96.62)	(163.93)
Effect of exchange rate changes on cash and cash equivalents	(0.26)	0.16
Net increase (decrease) in cash and cash equivalents	(54.82)	176.65

For the years ended March 31, 2025, and 2024, the Company and its subsidiaries had net cash flows from operating activities of 46.39 million Baht. This was primarily driven by operating profits of 194.79 million Baht and a net decrease in working capital of -148.40 million Baht. The remaining cash from working capital mainly stemmed from a significant short-term increase in trade receivables, inventories, and trade payables, which was necessary to support the rising volume of customer orders.

Net cash used in investing activities amounted to -4.33 million Baht. This was primarily due to net proceeds from short-term investments of 14.41 million Baht from one of the subsidiaries, and net payments for the purchase of vehicles, equipment, and computer software totaling -21.89 million Baht. In addition, the Company received other income totaling 3.15 million Baht.

Net cash used in financing activities totaled -96.62 million Baht, consisting of net proceeds from short-term borrowings from financial institutions of 35.26 million Baht, payments of lease liabilities of -3.94 million Baht, and dividend payments totaling -127.93 million Baht.

Overall, the Company and its subsidiaries had a net decrease in cash of -54.82 million Baht.

5. General information and other important information

Lohakit Metal Public Company Limited (the “Company”) and its subsidiaries, consisting of Auto Metal Company Limited and Alternative EnMat Company Limited (formerly known as “Stainless alternative Ltd.”, registered to change its name on January 4, 2016) and NSC Metal Company Limited (formerly known as “Ngeck Seng Chiang Metal Company Limited”, registered to change its name and address on April 1, 2014) and Mory Lohakit (Thailand) Company Limited (Associated Company), are engaged in the core business of fully integrated stainless steel coil product processing by applying the Supply Chain Management system in the procurement of raw materials, processing, distribution and services to customers.

Head office	66/1 Moo 6 Soi Suksawad 76, Suksawad Rd., Bangjak, Prapradang, Samutprakarn 10130 Telephone 0-2463-0158 Fax. 0-2463-7299 Homepage: www.lohakit.co.th The registration number 0107548000315
The Company branch	43 Thai CC Tower, room no 167-169, 16th floor, South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Telephone 0-2673-9559 Fax. 0-2673-9579
Auto Metal Company Limited (Subsidiary Company)	Head Office 700/650 Moo 1, Panthong subdistrict, Panthong district, Chonburi, 20160 Telephone 0-3821-0270-77 Fax. 0-3821-0268-9 (Branch) 700/608 Moo7, Donhualo subdistrict, Chonburi district, Chonburi, 20000 Telephone 0-3821-0270-77
Alternative EnMat Company Limited (Subsidiary Company) (Formerly known as Stainless alternative Ltd., registered name changed on January 4, 2016)	66/1 Moo 6, Soi Suksawas 76, Suksawas Road, Bangjak, Prapradang, Samutprakarn 10130 Telephone 0-2463-0158 Fax 0-2463-7299
Mory Lohakit (Thailand) Company Limited (Associated Company)	43 Thai CC Tower, room no 167-169, 16th floor, South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Telephone 0-2673-9559 Fax 0-2673-9579

NSC Metal Company Limited (Subsidiary Company) (Formerly known as Ngeck Seng Chiang Metal Company Limited, registered name and address changed on 1 April 2014)	108/8 Yotha Road, Talan Noi, Samphanthawong, Bangkok Thailand 10100 Telephone 0-2693-4151 Fax 0-2693-4159
Registrar :	Thailand Securities Depository Company Limited The Stock Exchange of Thailand building, 93 Ratchadapisek Road, Dindaeng, Dindaeng, Bangkok 10400 Telephone 0-2009-9000 Fax. 0-2009-9991
Accounting Auditor :	EY Office Limited 33rd floor, Lake Ratchada building, 193/136-137, Ratchadapisek Road, Klongtoey, Bangkok 10110 Telephone 0-2264-0777 Fax. 0-2264-0789-90
Legal Advisor :	Seri, Manop and Doyle Company Limited 21 Suthisarn-Ratchadapisek Road, Samsennok, Huaykwang, Bangkok 10320 Telephone 0-2693-2036 Fax. 0-2693-4189
Company secretary	43 Thai CC Tower, room no 167-169, 16th floor, South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Telephone 0-2673-9559 Fax 0-2673-9579 E-mail : vittawat@lohakit.co.th
Investor Relation officer	43 Thai CC Tower, room no 167-169, 16th floor, South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Telephone 0-2673-9559 Fax 0-2673-9579 E-mail : vittawat@lohakit.co.th

Part 2

Corporate Governance

6. Corporate Governance Policy

Overview of Corporate Governance Policies and Regulation

The Company places importance on operating under the principles of good governance. The Board of Directors is committed to complying with good corporate governance measures by adhering to the best practices for directors of listed companies as specified by the Stock Exchange of Thailand in the Code of Best Practice for Directors of Listed Companies.

In addition, the Company has complied with the 5 categories of good corporate governance principles (Principle of Good Corporate Governance) according to the guidelines of the Stock Exchange of Thailand for the benefit of the Company's business operations and to enhance the transparency and efficiency of the management, which will create confidence for shareholders, investors and all relevant parties as follows:

(1) Rights of shareholders

The Company places importance on treating all shareholders equally. In each shareholders' meeting, the Company sends a meeting invitation letter with supporting information for the various agendas to shareholders at least 21 days in advance. In the meeting, shareholders are given equal opportunities to inspect the Company's operations and express their opinions and suggestions. The meeting minutes are recorded correctly and completely so that shareholders can inspect them.

In addition, the Company has a policy to provide more options to shareholders by allowing shareholders who are unable to attend the meeting to authorize independent directors and audit committee members to be their representatives to attend the meeting and vote at the shareholders' meeting.

In the shareholders' meeting, the chairman of the meeting gave every shareholder an equal opportunity to examine the company's operations, ask questions, and express opinions and suggestions.

- **Before the shareholders' general meeting**

1.1 The Company adheres to the principles of supervision of shareholders' rights, aiming to protect and promote the exercise of shareholders' rights as follows:

- Shareholders have the right to ownership by controlling the company through appointing a board of directors to act on their behalf.
- Shareholders have the right to decide on important changes to the company.
- Shareholders should have the opportunity to propose agenda items and have the right to appoint others to attend the meeting on their behalf.
- Shareholders should have the opportunity to ask questions from directors both at the meeting and by submitting questions in advance.
- Shareholders should receive documents and details or information sufficient for consideration of each agenda item prior to the meeting at an appropriate time.

- Shareholders should be informed of the rules and procedures for attending the meeting in a timely manner.
- The company should promote the exercise of shareholders' rights and not violate or infringe the rights of shareholders.

1.2 Therefore, in addition to the basic rights or legal rights of shareholders, the Company has also considered the rights and equality of all shareholders by taking action in various matters that promote the exercise of shareholders' rights as follows:

- In order for all shareholders to receive necessary and sufficient information about the meeting date and agenda in advance, the Company has communicated documents and information related to the shareholders' meeting via the Company's website at www.lohakit.co.th / Investor Relations / Shareholder Information from 25 June 2024 onwards, which is 30 days before the shareholders' meeting (AGM) (shareholder meeting on 24 July 2024) such information is the same set of information as the documents that the Company sent along with the meeting invitation to shareholders by post in advance of the meeting date.
- In the meeting, the invitation contains information about the meeting agenda, along with reasons and opinions of the committee on the proposed matters, the date, time and place of the meeting, along with rules, procedures and supporting documents for registering to attend the meeting.
- For the benefit of the shareholders' meeting, the Company also provides an opportunity for shareholders to submit questions, propose matters for consideration as agenda items, and propose persons to be considered for appointment as directors in advance at www.lohakit.co.th / Investor Relations / Shareholder Information. The criteria and clear procedures will be announced to shareholders via the Stock Exchange of Thailand and posted on the Company's website from April 4, 2024, to May 8, 2024.

- **On the day of the shareholders' general meeting**

In the shareholders' meeting in 2024, the meeting proceeded according to the agenda specified in the invitation letter that was notified to shareholders in advance. There was no addition of agenda items or change of important information without prior notice to shareholders. Shareholders were given the opportunity to express their opinions and ask questions related to each agenda item. The Company's directors and senior executives attended the meeting in unison to answer questions from shareholders at the meeting, the details of which were recorded in the shareholders' meeting report.

1.3 Before the meeting began, the Chairman assigned the Investor Relations Officer to clearly explain to the shareholders the voting method, the vote counting inspectors, and the shareholders' rights as follows:

- One share has one vote. For agendas requesting resolution, it must be passed by a majority vote. Agenda items for acknowledgement do not require a vote. Agenda items for reducing registered capital, increasing registered capital, amending the memorandum of association, and amending

the regulations must be passed with a vote of not less than three-quarters of the total number of votes of shareholders attending the meeting and having the right to vote. The agenda item for determining directors' remuneration must be passed with a vote of not less than two-thirds of the total number of votes of shareholders attending the meeting.

- As for the voting for the election of directors, each shareholder has the right to use all of his/her votes as mentioned above to elect one or more people as directors, but he/she cannot divide his/her votes to any person in any amount.
- Shareholders who have given proxies and voted, the officers will collect the votes on the computer. Proxies who attend the meeting do not have to vote. The company has assigned the legal counsel and internal audit department, which are independent agencies, to act as counters or inspectors of votes at the shareholders' meeting to ensure transparency and compliance with the law and regulations.
- Any ballot with the following characteristics will be considered as invalid and will not be counted as a vote.
 - (1) If the ballot contains votes that do not correspond to the agenda for which voting was made.
 - (2) If a voter does not mark anything in the voting box
 - (3) If the ballot has a mark in more than one voting box, except in the case of a custodian who can separate the votes in each agenda into agreeing, disagreeing, or abstaining, as many or few as needed for each opinion.
 - (4) If the ballot is damaged to the point where it is not possible to determine how the voter intended to vote.

For shareholders who attend the meeting, the officers have prepared voting cards for use in cases of disagreement or abstention. In addition, to consider the rights and equality of all shareholders, the Company allows shareholders to attend the meeting after the meeting has already begun. They can exercise their voting rights or vote on agenda items that are under consideration and have not yet been voted on, and the votes for each agenda item will be announced to the shareholders' meeting promptly.

- **After the shareholders' general meeting**

The Company submitted the meeting report to the Stock Exchange of Thailand within 14 days from the meeting date and published the meeting report to shareholders via the Company's website at the same time so that shareholders could express their opinions and review it without having to wait for the next meeting. The inspectors of vote counting in the shareholders' meeting were also disclosed in the meeting report.

Shareholders have the right to consider the remuneration of directors. The Company has presented all forms of remuneration for directors, including regular remuneration, meeting allowances, bonuses/compensations, and other benefits for shareholders to consider and approve on an annual basis. In the past year, the Company paid remuneration to executive directors in the form of salary, bonuses, meeting allowances, and contributions to the

provident fund as clearly stated in the “Executive Remuneration” section. As for other benefits, the Company did not pay any to the directors.

(2) The equal treatment of shareholders

The Company treats shareholders equally in reviewing and expressing opinions on the Company's operations. The Company has a policy to comply with the Company's regulations and will increase options for shareholders whenever shareholders who are unable to attend a meeting can authorize an independent director or an audit committee member to be their representative to attend the meeting and vote at the shareholders' meeting.

In the shareholders' meeting, the Company has posted the complete invitation letter on the website at least 30 days in advance of the shareholders' meeting date. The Company has also provided minority shareholders with the right to propose agenda items for the general shareholders' meeting in advance and names of qualified people to be considered for election as directors of the Company in accordance with the criteria set by the Company between April 4, 2024, and May 8, 2024. The Company has also notified shareholders through the Stock Exchange of Thailand and posted an announcement on the Company's website www.lohakit.co.th / Investor Relations / Shareholder Information, specifying clear and transparent steps and methods for consideration. The Company's website has also specified a form for proposing agenda items and names of people to be elected as directors for shareholders to download. In 2024, no shareholders proposed any agenda items or names of people to be elected as directors.

(3) Role of stakeholders

The Company places importance on the rights of all relevant stakeholders as follows:

(a) **Employees** The Company is always aware that all employees are important resources of the Company and are a factor in the success of achieving the Company's goals. The Company has therefore set clear and concrete policies on safety and hygiene care and disclosed its operations, including accident statistics and work stoppage rates or work-related illness rates, as well as the Company's personnel development policies and has disclosed concrete practices, disclosed the average number of hours of employee training, and provided fairness in opportunities, compensation, appointment, transfer, and development of employee potential. The Company has adhered to the following principles:

- Treat employees with respect for their honor, dignity and personal rights.
- Maintain the working environment to always be safe for the lives and property of employees.
- Appointment and transfer, including reward and punishment of employees, are made with honesty and based on the knowledge, ability and suitability of each employee.
- Pay attention to the development of employees' knowledge and skills by developing employees in various forms such as organizing seminars, training, etc.
- Set fair compensation and welfare policies for employees that are consistent with the company's performance in the short term, such as market conditions, business competition, nature of work, performance and ability to make profits each year, etc., and in the long term, such as measuring performance according to the Balance Scorecard.

- Listen to comments and suggestions based on employees' professional knowledge.
 - Educate and train employees on environmental issues, both in the workplace and outside the organization, to raise awareness of the importance of natural resources.
- (b) **Business Partners and Creditors** The Company treats its business partners and creditors fairly, in accordance with trading terms and/or agreements in contracts made together to create good business relationships that will be beneficial to all parties.
- (c) **Customers** The Company takes care of and is responsible for its customers, procures, processes, produces and distributes quality products for sale, and listens to suggestions and comments from customers.
- (d) **Competitors** The Company adheres to fair competition rules and avoids dishonest means to destroy its competitors.
- (e) **Shareholders** The Company focuses on developing the organization for continuous growth, resulting in increased income and profits for the Company, resulting in the Company's shareholders receiving returns appropriate to the business conditions.
- (f) **Community and Society** The Company is responsible for the environment of the community and society and participates in activities for the benefit of society.
- (g) **Government Agencies** The Company has established guidelines for conducting transactions with the government in its Code of Conduct and Anti-Corruption Policy, which requires strict compliance with relevant laws and regulations, including cooperation with government agencies.
- (h) **Financial institutions** The Company complies with the terms and conditions of the loan agreement and other specific conditions and strictly complies with the rules and regulations of government financial institutions.
- (i) **Mass Media** The Company places importance on disclosing information to the media in a timely, accurate and transparent manner so that the media can communicate to the public correctly and in a timely manner.

(4) Disclosure and Transparency

The Company has issued a Code of Ethics or Statement for the Board of Directors, executives and all employees in the organization to adhere to as a guideline for performing their duties according to their missions with honesty, integrity and fairness. The Company will supervise and monitor to ensure that the guidelines of the Code of Ethics or Statement are followed seriously, including the determination of disciplinary punishment. The Board of Directors' Meeting No. 4/2007 on August 15, 2007, has resolved to approve the Code of Ethics.

The company also emphasizes operating with social and environmental responsibility. It has applied the principles and framework of integrated data reporting to the management and administration of the organization by reporting on social responsibility under the topic "Driving Business for Sustainability, page 61".

The Company placed importance on effective internal control and audit systems at both the management and operational levels. The duties and powers of the executives and operators have been defined in writing. The

Company controls the use of the Company's assets for maximum benefit, and the duties of operators, monitors, and assessors are separated to create appropriate checks and balances. In addition, there is internal control over the financial system. The Company has a financial reporting system to present to the executives responsible. The Company has arranged for an audit of the Company's internal controls by appointing A.M.T. Services as the internal auditor for the year 2024 (April 1, 2024 – March 31, 2025). The scope of the audit will focus on the internal control system and the analysis of system risks. The scope is brief as follows:

1. Evaluate the adequacy of internal control
2. Check the performance of various work systems
3. Check the accounting records that occur with related businesses
4. Check the obligations
5. Check any debts that may arise
6. Summary of the annual internal control adequacy assessment report

The Company's internal auditors will prepare quarterly internal audit reports and submit them to the Audit Committee. In addition, the Company's internal auditors will review material related party transactions as assigned by the Audit Committee for submission to the Audit Committee, with the Audit Committee Secretary acting as a liaison between the internal auditors, the Audit Committee and the Company's executives.

Risk Management the Board of Directors places great importance on risk management. In the Board of Directors' Meeting No. 2/2016, the Board of Directors resolved to appoint a Risk Management Committee to enable the Company to define and assess business risks, determine preventive and risk management measures, including risks affecting the Company's operations as specified in the topic "Risk Management".

The Board of Directors of Lohakit Metal Public Company Limited has set the guidelines for conducting business with the principles of good governance, adhering to the responsibility for the impacts of all dimensions of business operations and has always given importance to the fight against corruption. In 2015, on April 3, 2015, Lohakit Metal Public Company Limited joined the declaration of intent to be a Collective Action Coalition of the Thai private sector to fight against corruption. The company has resolved to certify its status as a member of the Thai private sector's Collective Action Coalition against Corruption on April 22, 2016. To be a guideline for all directors and employees, the company has prepared a written "Anti-Corruption Policy" to be a clear guideline for all sectors. On February 9, 2022, the resolution was approved for the company to use the revised Anti-Corruption Policy, 1st Edition, as a guideline for all directors and employees, divided into 3 main policies as follows:

1. Anti-Corruption Policy

The Company's directors, executives and employees are prohibited from engaging in or accepting corruption in any form, directly or indirectly, covering businesses in all countries and all relevant agencies. Compliance with this anti-corruption policy must be reviewed regularly, as well as the guidelines and operating requirements reviewed to be consistent with changes in business, regulations, rules and legal requirements.

2. Whistle Blower Policy for the Protection of Whistleblowers, Witnesses, Data Users, or Information Providers of Corruption, Illegal, and Unethical Conduct

Matters of complaint or information provided

Corruption, illegality, regulations, rules or ethics that affect reputation, image, values, financial status or conflict with business policies and involve senior executives.

Channels for complaints or information, access to information and advice

1. Verbally or in writing to

Company Secretary

or E-mail: whistleblower@lohakit.co.th

2. Via the company's e-mail on the website: www.lohakit.co.th

3. Mail sent to

Company Secretary

Lohakit Metal Public Company Limited

No. 43, Thai CC Tower, 16th Floor, Room 167-169

Sathorn Road, Yannawa, Sathorn, Bangkok 10120.

Tel. 02 673 9559

Protection of complainants or informants

1. Protection will occur as soon as the complainant has provided information and clues.
2. The relevant information is confidential and will be disclosed only as necessary, considering the damage and safety of the complainant.
3. The relevant information is confidential and will be disclosed only as necessary, considering the damage and safety of the complainant.
4. If the complainant believes that he/she may be unsafe or may suffer damage or inconvenience, the complainant may request the company to set appropriate protection measures, or the company may set protection measures without the complainant having to request if it is considered that it is likely to cause damage or inconvenience and is not safe.
5. If the investigation does not find any wrongdoing as reported or complained about, the Company will not punish the informant with honest intentions, and those affected will receive appropriate and fair relief from damages.
6. The Company will not demote, punish or give negative consequences to any employee who makes a complaint, or any employee who cooperates in the investigation of the facts, or any employee who denies corruption, even if such action causes the Company to lose business opportunities.
7. If there is clear and sufficient evidence that the reporting of the information or complaint was done with dishonest intent, resulting in damage to the complainant or the Company, the Company will investigate and punish according to disciplinary measures and/or take legal action against the informant or

complainant who is a member of the Company. For the informant or complainant who is an external person, the Company will consider taking legal action.

3. Policies and procedures to support the political/ charitable donations/ grants. (Sponsorships)/ paying bills/ gift and hospitality expenses.

Whereas the Board of Directors has set guidelines for conducting business with the principles of good governance that adheres to responsibility for the impacts of all dimensions of business operations and has announced the Anti-Corruption Policy as a strict guideline for all directors, executives and employees, the Company has set policies and measures related to combating corruption in the practice of providing political assistance/donating to charity or receiving donations/being a donor or receiving support/giving or receiving gifts, entertainment, reception services and various expenses/paying facilitation fees/hiring government employees/conflicts of interest.

Details of the first revised version of the anti-corruption policy can be viewed at www.lohakit.co.th under the topic Investor Relations : Anti-Corruption Policy and Reporting and Complaints.

Conflict of Interest

1. The Company's directors, executives and employees shall avoid any action that may cause a conflict of interest with the Company and shall not act in any manner that is contrary to the Company's interests or seek personal benefits and/or those of related people.
2. Do not use or allow others to use their position, directly or indirectly, to seek benefits from the Company.
3. Do not use the company's secrets or information to seek personal benefits and/or those of others.
4. If the Company's directors, executives and employees or related people participate in or become shareholders in any business which may have benefits or cause conflicts of interest with the Company, they must notify the Chief Executive Officer in writing.

In order to prevent conflicts of interest, the authorization from the Board of Directors requires that the authorized person must not approve any transaction in which he or any person may have a conflict of interest, have an interest, or may have a conflict of interest. In addition, the Company and its subsidiaries will comply with the announcements of the Stock Exchange of Thailand applicable to related party transactions of listed companies or the acquisition and disposal of assets of listed companies.

The Company has established the following criteria for entering transactions with conflicts of interest:

- (a) In the case of normal business transactions with general trading conditions or normal business support transactions with general trading conditions and the consideration can be calculated from assets or reference value, such transactions shall be considered to be conducted in accordance with the regulations of the Securities and Exchange Commission and the regulations of the Stock Exchange of Thailand

applicable to related transactions and shall be submitted to the Audit Committee meeting for consideration and acknowledgement every quarter.

- (b) In case of other related party transactions apart from (a), the Audit Committee shall provide opinions on the necessity of the transaction and the appropriateness of the price of such transaction by considering the conditions to be in accordance with the normal business operations in the industry and comparing with the prices of external parties or market prices. If the Audit Committee does not have expertise in considering the related party transactions that may occur, the Company shall arrange for an independent expert or the Company's auditor to provide opinions on such transactions to be used in the decision-making of the Audit Committee, the Board of Directors or shareholders, as the case may be, Directors with an interest shall not have the right to vote on such transactions.

The Control of the use of internal information

The Company has strict regulations and criteria for controlling and using inside information, especially information showing the Company's financial status, which must be audited/reviewed by a certified public accountant and approved by the Audit Committee meeting every time before being presented to the Board of Directors and the Stock Exchange of Thailand or disclosed to the public.

The Company has policies and procedures for supervising executives and employees in using the Company's internal information for personal gain, as follows:

- (1) The directors, executives, including spouses and minor children of such people are prohibited from using inside information to buy, sell, transfer or receive transfer of the Company's securities before such information is disclosed to the public, especially during the 30-day period before the Company's financial statements are disclosed to the public. In addition, after the information is disclosed, the above persons must refrain from buying or selling the Company's securities until the public who has received such information has had a sufficient period to evaluate the information received (7 days from the date of disclosure).
- (2) Provide knowledge to directors and executives who are required to report on their own securities holdings, their spouses, and their minor children, regarding the reporting of the Company's securities holdings. If directors, executives, including their spouses and minor children are involved in the purchase, sale, transfer, or receipt of the Company's securities as specified in the SEC Office Announcement No. SorJor. 14/2540 on the Preparation and Disclosure of Securities Holding Reports and Penalties under the Securities and Exchange Act B.E. 2535, and to prevent the use of inside information by executives, the Company has regulations on the use of the Company's inside information that has not yet been disclosed for the benefit of oneself or others, as follows:

- (a) The Company has established measures to prevent misuse of the Company's information by requesting that agencies that have knowledge of the information are prohibited from disclosing the information to unrelated agencies or people.
- (b) The Company's executives who have access to the Company's financial information shall not make use of such information before it is disclosed to the public, by prohibiting the executives from trading in the Company's securities for a period of 1 month before the financial statements are disclosed to the public.
- (c) The Company shall require executives to report changes in their securities holdings to the Securities and Exchange Commission in accordance with Section 5 9 of the Securities and Exchange Act B.E. 2 5 3 5 , and prohibits executives or employees who have access to inside information from disclosing inside information to outsiders or persons who are not involved, and shall not trade in the Company's securities for a period of 30 days before the financial statements are released to the public.

If there is any violation of the above-mentioned regulations, the Company shall take disciplinary action to consider appropriate punishment, such as written warning, salary deduction, suspension, termination, etc.

Personal Data Protection

The Company realizes the importance of personal data and other information about individuals (collectively referred to as "Data") and is committed to maintaining data security and privacy. In order for data owners to be confident that the Company is transparent and responsible in collecting, using, disclosing or transferring data of data owners in accordance with the Personal Data Protection Act B.E. 2 5 6 2 and other relevant laws, the Company has prepared a Personal Data Protection Announcement to inform data owners of the details of the collection, collection, use and disclosure of data of data owners, with details appearing in the Personal Data Protection Policy on the Company's website to comply with the law.

(5) Responsibilities of the Board

The Board of Directors participates in determining the Company's vision, mission, strategies, business goals, business plans and budgets, and participates in reviewing and approving the vision, goals, strategies and operational directions each year, as well as monitoring and overseeing the implementation of the Company's strategies and supervising the management to operate in accordance with the goals, business plans and budgets set efficiently and effectively in order to maximize the economic value of the business and maximize the stability of shareholders.

Vision, Mission, Business Goal

VISION

The company believes in and is committed to providing quality services to improve and increase the capabilities and value of its related partners.

MISSION

The company is a quality service provider to create better benefits for customers.

GOAL

The company aims to be a leader in the top 3 of the target industries in terms of performance, market share, quality assurance capability and quality service to customers.

The balance of non-executive directors in the board structure includes

The board of directors consists of 7 members:

	Number (people)			Percentage
	Male	Female	Total	
Executive Directors	3	-	3	42.86
Non-executive directors	-	-	-	
Independent Director	4	-	4	57.14
Total	7	-	7	100

The Company's Board of Directors consists of 4 independent directors, with the Chairman being an independent director, accounting for 57.14 percent of the total board of directors, which is the standard ratio of 1 in 3 or 33.34 percent as specified by the Securities and Exchange Commission.

The Company has an audit committee with knowledge, skills and expertise in accounting (for more information, please see "History of Directors and Executives: Mr.Wanchai Umpueg-art and Mr.Teera Na Wangkanai"). They also have a role in proposing the appointment and termination of external auditors (for more information, please see "Scope of Powers, Duties and Responsibilities of the Audit Committee, Section 4").

The amalgamation or separation of positions: The chairman of the board of directors is not the same person as the managing director to separate the duties of policymaking, supervision and routine management, with a clear separation of roles and duties.

Policies and procedures for holding positions as directors of other companies by directors and managing directors

The Board of Directors placed importance on the efficiency of the directors' performance of duties so that they can devote their time to supervising the Company's affairs to the fullest. Therefore, it has set a policy to limit the number of listed companies in which a director may serve as a director to no more than 5. At present, there are no directors serving as directors of listed companies exceeding the specified criteria.



In addition, the Board of Directors has set a policy for the directors and managing directors to hold directorships in other companies as follows: Directors and managing directors must not engage in businesses of the same nature and in competition with the Company's business, or become a partner in a general partnership or a partner with unlimited liability in a limited partnership, or become a director of a private company or other company engaging in businesses of the same nature and in competition with the Company's business, whether for their own

benefit or for the benefit of others, unless they have notified the shareholders' meeting before making a resolution to appoint them.

At present, the directors and managing directors do not hold positions as directors of other companies that are engaged in businesses of the same nature and in competition with the Company's business. In addition, the directors and managing directors do not become partners in a general partnership or are partners with unlimited liability in a limited partnership or are directors of a private company or other companies that are engaged in businesses of the same nature and in competition with the Company's business.

6.2 Significant changes and developments in corporate governance over the past year

The Board of Directors has determined that the policies should be reviewed at least once a year to ensure that the implementation of the policies is effective and in line with the principles of good corporate governance.

In 2024, the Company was assessed at the "Very Good" level  for the Corporate Governance Report of Thai Listed Companies (CGR) project by the Thai Institute of Directors Association and received a score of 100  for the quality assessment of shareholders' meetings from the Thai Investors Association.

For the year 2024, the parts that have not been implemented, the company will use them as guidelines for further appropriate adjustments, including:

1. The method of voting for the election of the Company's directors by Cumulative Voting according to the Company's Articles of Association, Section 20, stipulates that the shareholders' meeting shall elect the Company's directors by using a majority vote as the resolution of the meeting. Section 20(1) stipulates that each shareholder has 1 vote for 1 share. Therefore, the Company has not specified and implemented this method. However, the Company has specified and has a method to take care of the rights of minority shareholders, such as the rights of shareholders to propose agendas for the shareholders' meeting and to nominate people to be elected as directors of the Company, etc.
2. The Board of Directors has a policy to limit the number of years an independent director can serve in office to no more than 9 years

The Board of Directors has not set a policy limiting the number of years an independent director can serve as director because the Company's independent directors continue to perform their duties as directors with independence, without personal interests that may conflict with the Company's interests, and make decisions with the Company's highest interests in mind, as well as being independent from the Company's management and major shareholders.

3. Non-executive directors are less than 66 percent

Since the company's business requires executives with knowledge, expertise, specialized experience and expertise in the stainless steel business, one more director has been added to the board to help with sales and marketing, resulting in a proportion of non-executive directors of less than 66 percent. However, the company has defined the powers, duties and guidelines for operating to balance power, which does not affect the rights of stakeholders under the principles of good corporate governance.

4. The Board has established a Good Governance Committee

The Board of Directors has assigned the Executive Committee to assist the Board of Directors in screening and monitoring the implementation of various policies, especially the policies on corporate governance, sustainable development and social responsibility, which have been appropriate to the present.

5. The board should hold more than 6 board meetings per year

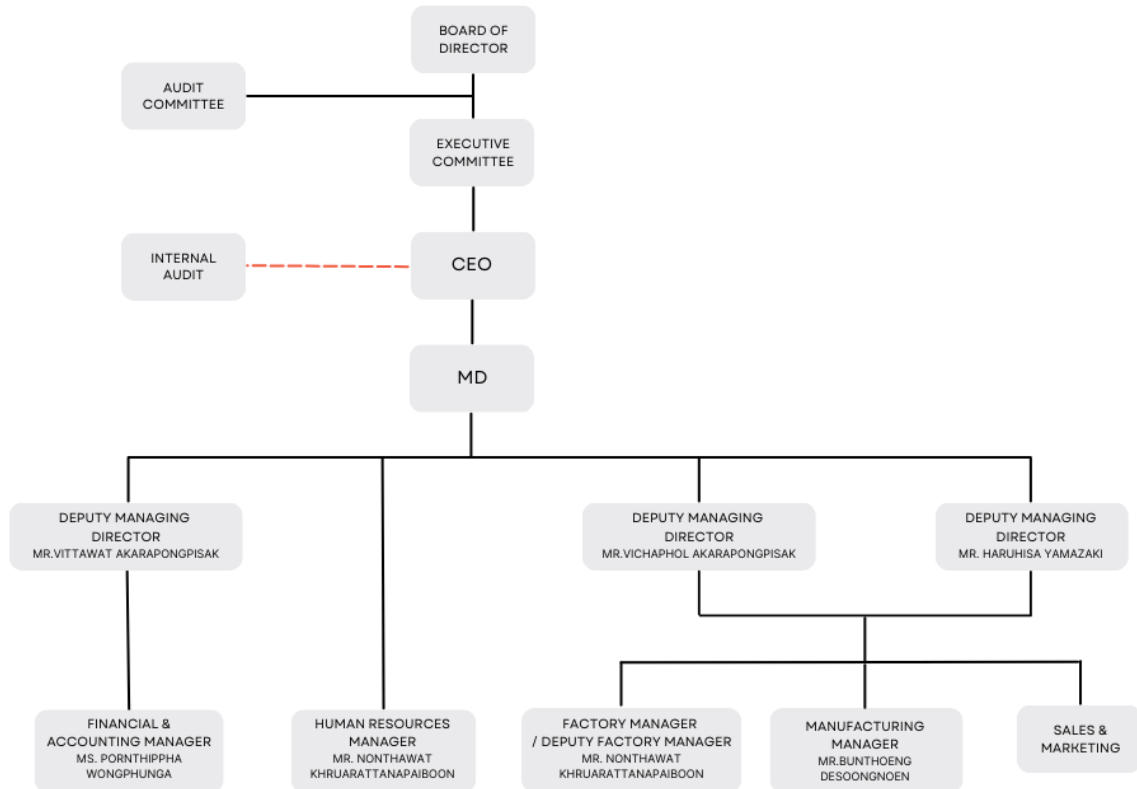
The Board of Directors will consider adjusting the number of Board meetings to more than 6 times per year to comply with the CGR (Corporate Governance Report) and CG Code criteria more.

The Board of Directors reviews issues that the Company has not yet been able to comply with the principles of corporate governance on an annual basis.

7. Corporate governance structure and important information about the board of directors, subcommittees, executives, employees, etc.

7.1 Company Management Structure

**Lohakit Metal Public Company Limited
Organization Chart**



Remark: The Company has hired an external agency, A.M.T. Services, to be the Company's internal auditor.

The Company has various committees, namely the Board of Directors, the Executive Committee, the Audit Committee, the Nomination and Remuneration Committee, and the Risk Management Committee, as detailed below.

The Board of Directors consists of 7 members, consisting of:

List of Company Directors	Position	Year of Appointment	Number of Years in Office
1. Mr.Wanchai Umpungart	Chairman of the Board of Directors Independent Director Chairman of the Audit Committee Recruitment and Remuneration Committee	31 March 2005	20 years
2. Mr.Prasarn Akarapongpisak	Board of Directors Chairman of the Risk Management Committee Managing Director	12 April 1989	35 years and 11 months
3. Mr.Teera Na Wangkanai	Board of Directors Independent Director Audit Committee Chairman of the Nomination and Remuneration Committee	31 March 2005	20 years
4. Mr.Lert Nittheranont	Board of Directors Independent Director Audit Committee Nomination and Remuneration Committee	31 March 2005	20 years
5. Mr.Anurut Vongvanij	Board of Directors Independent Director	18 March 2005	20 years
6. Mr.Vittawat Akarapongpisak	Board of Directors Executive Directors Risk Management Committee Deputy Managing Director Company Secretary	26 July 2018	6 years and 8 months
7. Mr.Vichaphol Akarapongpisak	Board of Directors Executive Directors Risk Management Committee Deputy Managing Director	21 July 2022	2 years and 8 months

Authorized signatory of the company

The authorized signatory of the Company is "Mr.Prasarn Akarapongpisak and Mr.Vichaphol Akarapongpisak" jointly signing and affixing the Company's official seal."

Scope of powers, duties and responsibilities of the Board of Directors

The Board of Directors has the power, duties and responsibilities to manage the Company in accordance with the law, objectives and regulations of the Company, as well as the resolutions of the shareholders' meeting that are lawful with honesty and carefulness to protect the interests of the Company. The summary of the important powers, duties and responsibilities is as follows:

- (1) Arrange for a general annual meeting of shareholders within 4 months from the end of the Company's accounting period.
- (2) Arrange for a meeting of the committee at least once every three months.
- (3) Arrange for the preparation of the Company's balance sheet and profit and loss statement as of the end of the Company's accounting period, which has been audited by the auditor, and presented to the shareholders' meeting for consideration and approval.
- (4) The Board may authorize one or more directors or any other person to act on behalf of the Board, subject to the control of the Board, or may authorize such a person to have such power as the Board deems appropriate and within such period as the Board deems appropriate, which the Board may revoke, change or amend as the Board deems appropriate.

The Board of Directors may delegate authority to the Executive Board to perform various tasks, with details of the delegation of authority in accordance with the scope of authority of the Executive Board such delegation of authority must not be in the nature of delegation that allows the Executive Board to consider and approve any transaction in which they or persons who may have a conflict of interest or have any other conflict of interest with the Company or its subsidiaries, except for approval of transactions in accordance with the policies and criteria that the Board of Directors has already considered and approved.

- (5) Set the company's goals, guidelines, policies, plans and budgets; supervise the management and administration of the executives to comply with the assigned policies, except in the following matters: the board of directors must receive approval from the shareholders' meeting before taking action, which include matters that the law requires approval from the shareholders' meeting, such as capital increase, capital reduction, issuance of debentures, sale or transfer of all or some important parts of the company's business to another person, or purchase or take over the business of another company for the company, amendment of the memorandum of association or regulations, etc.

In addition, the Board of Directors has the scope of duties to supervise the Company to comply with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, such as related party transactions and the purchase or sale of material assets in accordance with the rules of the Stock Exchange of Thailand or laws related to the Company's business.

- (6) Consider the administrative structure, appoint the executive committee and other committees as appropriate.

- (7) Follow up on the performance to ensure that it is in accordance with the plan and budget continuously.
- (8) The director shall not engage in any business of the same nature and in competition with the business of the Company, or become a partner in a general partnership, or become a partner with unlimited liability in a limited partnership, or become a director of a private company or other company engaged in any business of the same nature and in competition with the business of the Company, whether for his own benefit or for the benefit of others, unless he has notified the shareholders' meeting before making a resolution for appointment.
- (9) The director must notify the company without delay if he has a direct or indirect interest in any contract entered by the company or if he holds an increase or decrease in the number of shares or debentures of the company or any affiliated company.

Scope of powers, duties and responsibilities of the Chairman of the Board of Directors

- (1) Responsible as the leader of the board of directors to supervise, monitor and oversee the administration of the executive board and sub-committees to achieve the objectives according to the established plan.
- (2) Chairing meetings of the company's board of directors and shareholders.
- (3) To be the casting vote if a meeting of the Company's Board of Directors votes and the votes are equal.

The Executive Committee consists of 3 members:

List of Executive Directors		Positions
1. Mr.Prasarn	Akarapongpisak	Executive Chairman
2. Mr.Vittawat	Akarapongpisak	Executive Director
3. Mr.Vichaphol	Akarapongpisak	Executive Director

Delegation of authority from the board of directors

The Board of Directors' Meeting No. 1/2007 on 21 February 2007, attended by independent directors and audit committee members, considered the determination of the scope of powers, duties and responsibilities of the Executive Committee. The delegation of such powers can be summarized as follows:

Scope of powers, duties and responsibilities of the Executive Board

The Executive Committee has the power, duties and responsibilities to manage the Company's normal operations and management, determine policies, business plans, budgets, management structures and various management powers of the Company, and the criteria for conducting business in line with economic conditions to be presented to the Company's Board of Directors' meeting for consideration and approval and/or approval, including the inspection and monitoring of the Company's performance in accordance with the specified policies. The summary of the important powers, duties and responsibilities is as follows:

- (1) Consider the annual budget allocation as proposed by the management before submitting it to the Board of Directors for consideration and approval. This includes considering and approving changes and additions to the annual expenditure budget during times when there are no Board of Directors meetings in urgent cases and submitting it to the Board of Directors for consideration at the next meeting.
- (2) Approve the purchase and sale of goods that are part of the normal course of business of the Company, not exceeding 200 million baht per transaction and not exceeding 600 million baht per month.
- (3) Approve expenses for purchasing assets that are of an investment nature (including repairs of machinery and equipment) other than those specified in the annual budget, within an amount not exceeding 10 million baht.
- (4) Approve the expenditure of important investment funds specified in the annual budget as assigned by the Board of Directors or as previously approved in principle by the Board of Directors.
- (5) Act as a management advisory board on matters relating to finance, investment, marketing, personnel management and other practical policies.
- (6) Allocate bonuses which have been approved by the Board of Directors to employees or workers of the Company or any person who does business for the Company.
- (7) Supervise the operations of the company.

In case of the Executive Committee approves any of the items mentioned above, it shall be presented to the Board of Directors for acknowledgement at the next meeting.

The power of the Executive Committee shall not include the approval of any transaction that may have a conflict of interest or any transaction in which the Executive Committee or any person related to the Executive Committee has an interest or benefits in any other manner that conflict with the Company or its subsidiaries, in accordance with the rules of the Stock Exchange of Thailand. The approval of such a transaction must be submitted to the Board of Directors' meeting and/or the shareholders' meeting for consideration and approval of such transaction as prescribed by the Company's regulations or relevant laws, except for the approval of the transaction that is a normal business transaction of the Company, where the Board of Directors has clearly defined the consideration framework.

The Board of Directors' Meeting No. 3/2019 on August 14, 2019, attended by independent directors and audit committee members, considered the determination of the scope of power, duties and responsibilities of the CEO and Managing Director. The delegation of such power can be summarized as follows:

Scope of powers, duties and responsibilities of the Chief Executive Officer

- (1) Manage the Company's affairs, including supervising and controlling operations or performance to ensure compliance with the objectives, regulations, policies, plans and budgets approved by the Company's Board of Directors and/or Executive Committee and/or other subcommittees.
- (2) Approve expenses for purchasing assets that are of an investment nature (including repairs of machinery and equipment) other than those specified in the annual budget, within an amount not exceeding 5 million baht per item.
- (3) Determine the organizational structure, management methods, including selection, training, hiring employees, and setting the salary, compensation, bonuses and various benefits, including termination of employees.
- (4) Be a leader and act as a role model in accordance with the Company's ethical principles and business code of conduct, including promoting, supervising and monitoring management based on the principles of sustainability, social responsibility and complying with anti-corruption measures and practices.
- (5) Act as the Company's authorized representative to manage the Company's business in accordance with the objectives, regulations, policies, rules, orders, resolutions of the shareholders' meeting and/or resolutions of the Company's board of directors' and executive board of directors' meetings in all respects.

However, the power of the Chief Executive Officer shall not include the approval of any transaction that may have a conflict of interest or any transaction in which the Chief Executive Officer or any person related to the Chief Executive Officer has an interest or other benefits that conflict with the Company or its subsidiaries in accordance with the rules of the Stock Exchange of Thailand. The approval of such transaction must be submitted to the Board of Directors' meeting and/or the shareholders' meeting for consideration and approval of such transaction in accordance with the Company's regulations or relevant laws, except for the approval of the transaction that is in the nature of the Company's general business transaction for which the Board of Directors has clearly defined the consideration framework.

Scope of powers, duties and responsibilities of the Managing Director

- (1) Control, supervise the operations and/or daily management of the Company.
- (2) Approve the purchase and sale of goods that are part of the normal course of business of the Company within the amount not exceeding 100 million baht per transaction and not exceeding 250 million baht per month.
- (3) Operate or perform work in accordance with the policies, plans and budgets approved by the Company's Board of Directors and/or Executive Committee and/or the Chief Executive Officer and/or other subcommittees.
- (4) Regularly monitor and evaluate the Company's performance to prevent risks from various factors, whether internal or external to the Company.

- (5) has the authority to carry out any transactions and represent the Company to outsiders in matters related to and beneficial to the Company.
- (6) has the power to issue orders, regulations, announcements, and records to ensure that work is carried out in accordance with policies to maintain the company's interests and work discipline.
- (7) Approve the appointment of consultants in various fields necessary for the Company's operations.
- (8) Be a leader and act as a role model in accordance with the Company's ethical principles and business code of conduct, including promoting, supervising and monitoring management based on the principles of sustainability, social responsibility and complying with anti-corruption measures and practices.
- (9) To act as the Company's authorized representative in managing the Company's affairs in accordance with the objectives, regulations, policies, rules, orders, resolutions of the shareholders' meeting and/or resolutions of the board of directors' meeting and the executive board and the orders of the CEO in all respects.

However, the power of the Managing Director shall not include the approval of any transaction that may have a conflict of interest or any transaction in which the Managing Director or any person related to the Managing Director has an interest or benefits in any other manner that conflicts with the Company or its subsidiaries, in accordance with the rules of the Stock Exchange of Thailand. The approval of such transaction shall be submitted to the Board of Directors' Meeting and/or the Shareholders' Meeting for consideration and approval of such transaction as prescribed by the Company's regulations or relevant laws, except for the approval of the transaction that is in the nature of the Company's general business transaction for which the Board of Directors has clearly defined the consideration framework.

The Audit Committee consists of 3 members:

List of Audit Committee		Positions
1. Mr.Wanchai	Umpungart	Chairman of the Audit Committee
2. Mr.Teera	Na Wangkanai	Audit Committee
3. Mr.Lert	Nittheranont	Audit Committee

The Audit Committee has a term of office of 3 years with Ms. Methaporn Sriphraram as Secretary of the Audit Committee.

When the term of office has expired, the Chairman of the Audit Committee and the Audit Committee members who have left their positions according to the term may be reappointed to resume their positions.

The Board of Directors' Meeting No. 2/2009 on 29 May 2009, attended by independent directors and audit committee members, considered the determination of the scope of power, duties and responsibilities of the audit committee. The delegation of such power can be summarized as follows:

Scope of powers, duties and responsibilities of the Audit Committee

- (1) To review the Company's financial reporting to ensure that it is accurate and has sufficient disclosure by coordinating with the auditor and executives responsible for preparing quarterly and annual financial reports. The Audit Committee may recommend that the auditor review or examine any items deemed necessary and important during the audit of the Company's accounts.
- (2) Review the Company's internal control system and internal audit system to ensure that they are appropriate and effective, and consider the independence of the internal audit unit, as well as give approval to consider appointing, transferring, or terminating the head of the internal audit unit or any other unit responsible for internal auditing.
- (3) Review the Company's operations to ensure compliance with the Securities and Exchange Act, the requirements of the Stock Exchange, or laws related to the Company's business.
- (4) Consider selecting and proposing appointments, re-election and termination of the Company's auditors, including considering proposing the auditors' remuneration, considering the reliability, adequacy of resources and the volume of audit work of the audit firm, including the experience of the personnel assigned to audit the Company's accounts, including attending a meeting with the auditors without management present at least once a year.
- (5) Consider related party transactions or transactions that may have conflicts of interest to ensure that they comply with the law and the regulations of the Stock Exchange of Thailand, to ensure that such transactions are reasonable and of the utmost benefit to the Company.
- (6) Perform any other operations assigned by the Board of Directors and approved by the Audit Committee, such as reviewing the financial management and risk management policies, reviewing the management's compliance with the Code of Conduct, and jointly reviewing with the Company's management important reports that must be presented to the public as required by law, such as management reports and analyses, etc.
- (7) Prepare a report of the Audit Committee to be disclosed in the Company's annual report, which report must be signed by the Chairman of the Audit Committee and must contain at least the following information:
 - (a) Opinions regarding the accuracy, completeness and reliability of the Company's financial reports.
 - (b) Opinions regarding the adequacy of the Company's internal control system.
 - (c) Opinions regarding compliance with the Securities and Exchange Act, the requirements of the Stock Exchange, or laws related to the Company's business.
 - (d) Opinions on the suitability of the auditor.
 - (e) Comments on any items that may give rise to a conflict of interest.
 - (f) the number of meetings of the Audit Committee and the attendance of each Audit Committee member.

- (g) Overall opinions or observations received by the audit committee from performing its duties in accordance with the charter.
- (h) Other items that shareholders and general investors should be aware of within the scope of duties and responsibilities assigned by the Board of Directors.
- (8) Report the operations of the Audit Committee to the Board of Directors regularly at least once a quarter.
- (9) Report to the Board of Directors if any transaction is found or suspected to have a material impact on the Company's financial position and performance, such as a report of a conflict of interest, fraud or irregularity or a material defect in the internal control system, a violation of the Securities Act, the regulations of the Stock Exchange of Thailand, or laws related to the Company's business.

External auditors' remuneration and internal auditors' remuneration by external persons

In the fiscal year 2024 ending on March 31, 2025, the Company and its subsidiaries recognized the audit fee for the Company and its subsidiaries' external independent auditor, EY Office Co., Ltd., in the total amount of 3,055,000 baht, divided into the audit fee for the Company in the amount of 1,200,000 baht and the audit fee for the subsidiaries and 4 associated companies in the total amount of 1,855,000 baht. In addition to the aforementioned fee, the Company and its subsidiaries have no other service fees to pay to the auditor, the audit office to which the auditor belongs, and any persons or businesses related to the auditor or the auditor to which the auditor belongs.

In terms of internal auditing, the Company has internal auditing costs. In the fiscal year ending on March 31, 2025, the Company recognized internal auditing costs by an external party, A.M.T. Services, totaling 372,000 baht in addition to the aforementioned compensation.

The Independent Director consists of 4 members:

List of Independent Director		Positions
1. Mr.Wanchai	Umpungart	Independent Director
2. Mr.Teera	Na Wangkanai	Independent Director
3. Mr.Lert	Nittheranont	Independent Director
4. Mr.Anurut	Vongvanij	Independent Director

The Nomination and Remuneration Committee consists of 3 members:

List of Nomination and Remuneration Committee		Positions
1. Mr.Teera	Na Wangkanai	Chairman of the Nomination and Remuneration Committee
2. Mr.Wanchai	Umpungart	Nomination and Remuneration Committee
3. Mr.Lert	Nittheranont	Nomination and Remuneration Committee

With Mr. Vittawat Akarapongpisak as Secretary of the Nomination and Remuneration Committee

The Board of Directors' Meeting No. 2/2016 on 26 May 2016, attended by independent directors and audit committee members, considered the determination of the scope of power, duties and responsibilities of the Nomination and Remuneration Committee. The delegation of such power can be summarized as follows:

The Company's Nomination and Remuneration Committee consists of three independent directors. At each meeting, no less than half of the total number of directors must be present to form a quorum.

The Nomination and Remuneration Committee has a term of office of 3 years, but the term of office of each director will be only for the remaining term of office of the Company's director and must be selected and appointed by the Board of Directors. Directors who have left their positions according to the term may be re-appointed.

The Nomination and Remuneration Committee shall hold meetings as necessary and appropriate to its duties and responsibilities under the Nomination and Remuneration Committee regulations at least once a year. The Chairman of the Nomination and Remuneration Committee shall notify the meeting schedule in advance, send the meeting agenda and supporting documents in advance at a reasonable time so that the directors can consider the documents before the meeting date, and present and report the results of the work to the Board of Directors for acknowledgement after each Nomination and Remuneration Committee meeting.

Scope of powers, duties and responsibilities of the Nomination and Remuneration Committee

- (1) Propose a policy for selecting and recruiting directors, which must contain clear, fair, and reasonable methods and criteria, to be presented to the board of directors or the shareholders' meeting for consideration and appointment.
- (2) Propose a policy for selecting and recruiting the Managing Director, which must contain clear, fair and reasonable methods and criteria, for submission to the Board of Directors for consideration.
- (3) Review and propose for approval to the Board of Directors on human resource policies and strategies which should be consistent with the Company's business strategies.
- (4) Recruit, select and nominate qualified people with morality, ethics and appropriate qualifications who should be appointed as directors and/or managing directors.
- (5) Review the proportion, number and experience of the Company's directors, including making recommendations for selecting directors to fill vacant positions.
- (6) Ensure that there is a specific succession plan for the directors and managing director.
- (7) To lay down various terms and conditions in the employment contract of the Managing Director, including evaluating performance and recommending a successor.

- (8) Determine the policy and form of providing compensation to directors and the Managing Director in accordance with the Company's business strategy, with clear, fair and reasonable methods and criteria to be presented to the Board of Directors or the shareholders' meeting for consideration.
- (9) Propose guidelines and methods for paying compensation, both in monetary form or other forms, to the Company's Board of Directors, other committees appointed by the Board of Directors, and the Company's Managing Director.
- (10) Consider and review the structure and system of compensation and compensation rates to be consistent with current market conditions and appropriate for the duties, responsibilities and performance of the Company and the performance of the directors and managing director.
- (11) Consider the annual remuneration of the directors to be proposed to the Company's shareholders' meeting for consideration and approval.
- (12) The Nomination and Remuneration Committee is a sub-committee appointed by the Board of Directors to assist in studying and screening. It must therefore report the results of its performance to every Board meeting after the Nomination and Remuneration Committee meeting and report the results of its performance in the previous year to shareholders in the Company's annual report.
- (13) Perform any other duties assigned by the committee related to recruitment and compensation consideration.

The Risk Management Committee consists of 3 members:

List of Risk Management Committee		Positions
1. Mr.Haruhisa	Yamazaki	Chairman of the Risk Management Committee
2. Mr.Vittawat	Akarapongpisak	Risk Management Committee and Secretary
3. Mr.Vichaphol	Akarapongpisak	Risk Management Committee

The Board of Directors' Meeting No. 2/2016 on 26 May 2016, attended by independent directors and audit committee members, considered the determination of the scope of power, duties and responsibilities of the Risk Management Committee. The delegation of such power can be summarized as follows:

The Risk Management Committee of Lohakit Metal Public Company Limited consists of 3 persons who hold the position of the Company's executive directors and executives, with the Board of Directors appointing one of the Risk Management Committee members as the Chairman of the Risk Management Committee.

The Risk Management Committee shall cease to hold office upon death, resignation, or resolution of the Board of Directors, and such resignation shall be effective upon submission of a resignation letter to the Chairman of the Board of Directors.

The scope of powers, duties and responsibilities of the Risk Management Committee are as follows:

- (1) Study, review and assess potential risks, including the potential impacts on the organization, including internal and external risks of the Company.
- (2) Propose the Company's risk management policy and risk management guidelines to the Board of Directors, which cover various important types of risks affecting the Company's operations, such as product price risk, market risk, exchange rate risk, liquidity risk and operational risk.
- (3) Determine risk management policies and submit them to the Board of Directors.
- (4) Establish strategies that are consistent with the Company's risk management policy and business direction.
- (5) Review, control, monitor and evaluate risk management results in accordance with the specified risk management policy.
- (6) Other issues assigned by the Board of Directors.
- (7) The Risk Management Committee shall hold meetings at least twice a year as the situation and necessity permit.
 - (a) At a meeting of the Risk Management Committee, no less than half of the total number of directors must attend the meeting to constitute a quorum.
 - (b) The resolution of the Risk Management Committee meeting shall be based on a majority vote of the directors present at the meeting.
 - (c) If the Chairman of the Risk Management Committee is not present at the meeting or is unable to perform his duties, the directors present at the meeting shall select one of their members to be the Chairman of the meeting in his place.
 - (d) The Risk Management Committee may invite the management or relevant people to attend meetings and provide information or documents on the relevant matters.
 - (e) The Secretary of the Risk Management Committee shall be responsible for preparing for meetings, scheduling meetings, preparing meeting documents, preparing meeting minutes, etc. assigned by the Risk Management Committee.
- (8) The Risk Management Committee has a duty to report its performance to the Board of Directors after the meeting and to prepare a report on its performance for the past year for shareholders in the annual report, disclosing the following details:
 - (a) Number of times of meetings
 - (b) Number of times the Risk Management Committee attended meetings.
 - (c) Results of performance of duties in accordance with the Charter as prescribed.

Executive Officer

The Company's executives include:

List of Executive Officers		Positions
1. Mr.Prasarn	Akarapongpisak	Chief Executive Officer
2. Mr.Vittawat	Akarapongpisak	Deputy Managing Director
3. Mr.Vichaphol	Akarapongpisak	Deputy Managing Director
4. Mr.Haruhisa	Yamazaki	Deputy Managing Director
5. Mr.Nonthawat	Khruarattanapaiboon	Human Resources Manager / Deputy Plant Manager
6. Ms.Pornthippha	Wongphunga	Accounting and Finance Manager
7. Mr.Bunthoeng	Desoongnoen	Production Manager

Company Secretary

As of 11 November 2019: Mr. Vittawat Akarapongpisak, Company Secretary

Scope of powers, duties and responsibilities of the company secretary

Organize meetings of the Board of Directors, various committees and shareholders' meetings, including preparing minutes of meetings of the Board of Directors, minutes of meetings of various committees, minutes of shareholders' meetings, annual reports, and collecting documents as required by law, as well as directing and overseeing the Company's compliance with the rules, regulations and requirements of the Stock Exchange of Thailand.

The Nomination of Directors and management

(a) The nomination of directors

The Board of Directors has assigned the Nomination and Remuneration Committee to select suitable individuals to serve as directors, considering various factors, such as knowledge, ability, and experience related to the business or that can benefit the Company's business in the future, etc., for presentation to the Board of Directors and the shareholders' meeting. The Company has set the criteria for appointing directors as follows:

- (1) The board of directors shall consist of not less than 5 directors, whereby not less than half of the total number of directors must reside in the Kingdom and must have the qualifications as prescribed by law.
- (2) The shareholders' meeting shall elect directors in accordance with the following criteria and methods:
 - (2.1) Each shareholder has one vote for each share held by him/her.
 - (2.2) Each shareholder must use all his/her votes under (2.1) to elect one or more people as directors but may not divide his/her votes to any person in any number.
 - (2.3) People who receive the highest number of votes in descending order will be elected as directors in the number of directors to be elected at that time. If persons elected in

descending order receive an equal number of votes, which exceeds the number of directors to be elected at that time, the chairman shall have a casting vote.

- (3) At every annual general meeting, one-third of the directors will retire from the office. If the number of directors cannot be divided exactly into three parts, then the number nearest to one-third shall retire.

The directors who must resign from their positions in the first and second years after the company's registration shall be determined by drawing lots. In subsequent years, the director who has held the position the longest shall resign. Directors who are due to resign according to their terms may be re-elected to the position.

Executive Recruitment (as defined by the SEC)

The Human Resources Department will recruit and select individuals with appropriate qualifications, knowledge, abilities, skills, experience, and understanding of the business that meets the needs to present to the authorized persons for consideration. The recruitment and appointment of the company's executives will be in accordance with the approval and operation authority regulations as follows:

- (1) The appointment of the Chief Executive Officer and/or the Chief Business Officer (CEO level) must be submitted for consideration and approval by the Board of Directors.
- (2) The appointment of the Chief Financial Officer, Chief Investment Officer and/or Chief Central Administration Officer (C-Level Executive Officer) is subject to the approval authority of the Board of Directors.
- (3) The appointment of executives of a level lower than Section 2 is subject to the approval authority of the Chief Executive Officer and the executives of a lower level.

The nomination of independent directors and audit committee

The Company's Independent Committee and Audit Committee consist of 4 independent directors and 3 audit committee members. The Board of Directors' Meeting and/or the Shareholders' Meeting of the Company approves the establishment of the Audit Committee and determines that the independent committee members and audit committee members shall serve a term of 3 years. The Company has a policy to recruit and select suitable people to hold the positions of independent directors and audit committee members by considering factors in terms of independence, ability to represent minority shareholders, knowledge, skills, and experience related to the business. In selecting the Company's independent committee members and audit committee members, they must have the following qualifications:

- (1) Holding shares not exceeding 5 percent of the paid-up capital of the company, affiliated company, associated company or related company, including shares held by related persons;
- (2) Not participating in the management of the Company, affiliated companies, associated companies, related companies, or major shareholders of the Company, and not being an employee, staff

member, or consultant who receives a regular salary from the Company, affiliated companies, associated companies, related companies, or major shareholders of the Company;

- (3) Has no direct or indirect benefit or interest in finance and management of the Company, affiliated companies, associated companies or major shareholders of the Company, and has not had any benefit or interest of the above nature within a period of 1 year prior to being appointed as an independent director or audit committee member, unless the board of directors has carefully considered and sees that having such benefit or interest will not affect the performance of duties and the giving of independent opinions;
- (4) Not a related person or a close relative of the executives or major shareholders of the Company;
- (5) Has not been appointed as a representative to protect the interests of the company's directors, major shareholders, or shareholders who are related to the company's major shareholders;
- (6) Able to perform duties, express opinions or report the results of duties as assigned by the Board of Directors, without being under the control of the Company's executives or major shareholders, including related people or close relatives of such persons.

Number of directors who come from major shareholders

The number of directors from major shareholders, the Akarapongpisak family group, is 3 persons, consisting of Mr.Prasam Akarapongpisak, Mr.Vittawat Akarapongpisak and Mr.Vichaphol Akarapongpisak.

Remuneration Policy

Remuneration Chief Executive Officer (CEO)

The Board of Directors has determined that the CEO's performance will be assessed annually using targets and evaluation criteria linked to the achievement of the operational plan (Key Performance Indicators or KPI) to consider determining appropriate compensation and incentives.

In addition, the CEO's compensation policy is based on the performance appraisal results (KPI) and is also determined to be consistent with the qualifications and abilities, the company's status, and the level of compensation in the industry. There is both short-term and long-term compensation, such as bonuses and salary increase, etc.

Remuneration of directors and executives

The Company allows the Nomination and Remuneration Committee to perform its duties under the scope of authority of the Nomination and Remuneration Committee as assigned by the Board of Directors by setting a clear and transparent policy on directors' remuneration. The remuneration is at the same level as the industry and considers experience, duties, scope of roles and responsibilities in order to look after and retain directors with the desired qualifications and present them to the shareholders' meeting for consideration and approval.

Remuneration of directors and executives**(a) Cash Remuneration**

- Director remuneration

List of directors / Position	Compensation (Baht)					Total
	Fiscal year 2024 (1 Apr 2024 – 31 Mar 2025)					
	Board of Directors	Executive Committee	Audit Committee	Recruitment and Remuneration Committee	Risk Management Committee	
1. Mr.Wanchai Umpungart - Chairman of the Board of Directors - Independent Director - Chairman of the Audit Committee - Recruitment and Remuneration Committee	120,000.-	-	120,000.-	40,000.-	-	280,000.-
2. Mr.Prasarn Akarapongpisak - Company Director - Chairman of the Risk Management Committee - Managing Director	-	-	-	-	-	-
3. Mr.Teera Na Wangkanai - Company Director - Independent Director - Audit Committee - Chairman of the Nomination and Remuneration Committee	80,000.-	-	80,000.-	60,000.-	-	220,000.-
4. Mr.Lert Nittheranont - Company Director - Independent Director - Audit Committee - Nomination and Remuneration Committee	80,000.-	-	80,000.-	40,000.-	-	200,000.-
5. Mr.Anurut Vongvanij - Company Director - Independent Director	80,000.-	-	-	-	-	80,000.-
6. Mr.Vittawat Akarapongpisak - Company Director - Executive Directors - Risk Management Committee - Deputy Managing Director	-	-	-	-	-	-

List of directors / Position	Compensation (Baht)					
	Fiscal year 2024					
	(1 Apr 2024 – 31 Mar 2025)					
	Board of Directors	Executive Committee	Audit Committee	Recruitment and Remuneration Committee	Risk Management Committee	Total
- Company Secretary						
7. Mr.Vichaphol Akarapongpisak	-	-	-	-	-	-
- Company Director						
- Executive Directors						
- Risk Management Committee						
- Deputy Managing Director						
Total	360,000.-	-	280,000.-	140,000.-	-	780,000.-

- Executive compensation (compensation of executives listed in the executive officer list)

Total compensation	Fiscal year 2023 (1 Apr 2023 – 31 Mar 2024)		Fiscal year 2024 (1 Apr 2024 – 31 Mar 2025)	
	Number of people	Total amount (baht)	Number of people	Total amount (baht)
Salary	6	20,928,245	7	23,085,352
Bonus	6	2,496,640	7	3,537,050
Other compensation (communication costs)	1	12,000	1	12,000
Total	6	23,436,885	7	26,634,402

(b) Other monetary compensation

There is no compensation for directors in other benefits.

8. Report on key performance results in corporate governance

The Board of Directors has established a policy on corporate governance as it is considered important and necessary for the business to achieve sustainable growth. The Board of Directors is committed and intends to comply with such principles by establishing the Company's policies and operational directions, emphasizing internal control systems and internal audits, supervising the management to implement policies effectively for the long-term benefit of shareholders within the framework of legal requirements and business ethics, and is committed to transparency in business operations, information disclosure, and appropriate risk management. In 2024, the Company's significant performance in terms of corporate governance is as follows:

Recruitment, development and evaluation of the performance of the Board

- **Nomination of Directors**

In 2024, the Company gave shareholders an opportunity to nominate qualified individuals to serve as directors from April 4, 2024, to May 8, 2024, to be submitted to the 2024 Annual General Meeting of Shareholders. However, there was no evidence that any shareholders nominated any individuals to serve as directors. The 2024 Annual General Meeting of Shareholders resolved to re-elect the directors who had resigned by rotation to serve as directors for another term, as follows:

List	Positions
1. Mr.Vittawat Akarapongpisak	- Company Director, Executive Director, Risk Management Director and Deputy Managing Director

- **Succession Plan**

The Board of Directors has established a Succession Plan for executives and key positions, considering the performance, potential and readiness of everyone as the main consideration. The Company has prepared successors to develop the knowledge, abilities and skills required for the position to succeed in the work if executives in key positions are unable to perform their duties.

For executives who are designated as successors, in addition to being equipped with the appropriate qualifications and work experience in the field, they must also receive knowledge and experience transfers by rotating to work in other related departments and undergoing necessary training courses to prepare for future positions and to ensure smooth transfer and continuous management.

- **Development of directors and executives**

The Board of Directors places importance on developing the knowledge and skills of the Directors to enhance their performance of duties more effectively. In addition, the Company promotes and supports senior executives to attend both internal and external training. For internal training, the training will be conducted by the Company's lecturers and/or external lecturers. For external training, the position and responsibilities will be

considered in determining the curriculum and content of the training, as well as selecting an appropriate training institution. Directors and executives will attend training in 2024 according to the following curriculum:

Name of the Director	Institution / Association / Company	Training Courses
Mr.Vittawat Akarapongpisak	Thai Listed Companies Association	- TLCA CFO CPD Session 1/2024 Topic: "Guidelines for Enhancing the Quality of Financial Reporting of Listed Companies" - TLCA CFO CPD Session 2/2024 Topic: "Economic Update for CFOs"

- **The Board of Directors Meeting**

The Board of Directors has scheduled the Board of Directors' meeting in advance every year. In each meeting, there is a clear agenda for both agendas for information and agendas for consideration. There are sufficient and complete supporting documents for the meeting. The meeting agenda is sent to the Board of Directors at least 7 days in advance to allow the Board of Directors sufficient time to study the information before attending the meeting. In the meeting, the Chairman allocates sufficient time for all directors to discuss and express their opinions openly. The Chairman of the Board of Directors summarizes the opinions and conclusions obtained from the meeting. The meeting minutes are written by the Company Secretary. After being approved by the meeting, they are kept in the important document storage cabinet of the Company, Bangkok Office, 16th floor, Thai CC Tower Building, for inspection by the Directors and related persons.

The Company has set a policy regarding the minimum quorum at the time the Board of Directors votes in the Board of Directors' meeting, which is that there must be no less than 2/3 of the total number of directors.

Schedule of the Board of Directors' Meetings for 2025

Quarter 1	Quarter 2	Quarter 3	Quarter 4
August 13, 2025	November 13, 2025	February 12, 2026	May 28, 2026

Remark : The accounting period starts from April 2025 to March 2026

- **Statistics on attendance of committee meetings**

The Board of Directors is scheduled to meet at least once a quarter, and additional meetings are held as necessary. The Company Secretary sends meeting invitations with agendas and documents at least 7 days in advance of the meeting to allow the Board sufficient time to study the information before attending the meeting. The written minutes of the meeting are recorded and minutes approved by the Board are kept for inspection by the Board and relevant people.

The Board of Directors

In 2024 and 2025, the following meeting details were held:

Year 2025 (1 Apr 2024 – 31 Mar 2025)		
List of the Board of Directors	Positions	Number of times of attending meetings
1. Mr.Wanchai Umpungart	Chairman of the Board of Directors	4/4
2. Mr.Prasarn Akarapongpisak	Company Directors	3/4
3. Mr.Teera Na Wangkanai	Company Directors	4/4
4. Mr.Lert Nittheranont	Company Directors	4/4
5. Mr.Anurut Vongvanij	Company Directors	4/4
6. Mr.Vittawat Akarapongpisak	Company Directors and Company Secretary	4/4
7. Mr.Vichaphol Akarapongpisak	Company Directors	4/4

Audit Committee

In 2024 and 2025, the following meeting details were held:

Year 2025 (1 Apr 2024 – 31 Mar 2025)		
List of Audit Committee	Positions	Number of times of attending meetings
1. Mr.Wanchai Umpungart	Chairman of the Audit Committee	4/4
2. Mr.Teera Na Wangkanai	Audit Committee	4/4
3. Mr.Lert Nittheranont	Audit Committee	4/4

Nomination and Remuneration Committee

In 2024 and 2025, the following meeting details were held:

Year 2025 (1 Apr 2024 – 31 Mar 2025)		
List of the Nomination and Remuneration Committee	Positions	Number of times of attending meetings
1. Mr.Teera Na Wangkanai	Chairman of the Nomination and Remuneration Committee	2/2
2. Mr.Wanchai Umpungart	Nomination and Remuneration Committee	2/2
3. Mr.Lert Nittheranont	Nomination and Remuneration Committee	2/2

Risk Management Committee

In 2024 and 2025, the following meeting details were held:

Year 2025 (1 Apr 2024 – 31 Mar 2025)		
List of the Risk Management Committee	Positions	Number of times of attending meetings
1. Mr.Haruhisa Yamazaki	Chairman of the Risk Management Committee	2/2
2. Mr.Vittawat Akarapongpisak	Risk Management Committee	2/2
3. Mr.Vichaphol Akarapongpisak	Risk Management Committee	2/2

● Report of the Committee

The Board of Directors is responsible for the Company's financial statements and financial information appearing in the annual report. The Company's financial statements are prepared in accordance with generally accepted accounting standards in Thailand. Appropriate accounting policies are considered and consistently applied. Careful judgment and the best estimates are used in preparing the financial statements, and important information is adequately disclosed in the notes to the financial statements.

In addition, the Audit Committee is responsible for reviewing and screening financial statements, including disclosure of information in the Company's financial statements.

Investor Relations the Board of Directors will assign personnel to be responsible for disclosing the Company's important information correctly, timely and transparently. In the future, the Board of Directors will consider appointing the person responsible for "Investor Relations" to act as a representative in communicating with institutional investors, shareholders and general analysts.

The Board of Directors places importance on the disclosure of accurate, complete, transparent and comprehensive information, both financial and general information reports, by organizing press conferences for the media and external parties through the Stock Exchange of Thailand's activities at Opportunity Day every quarter. The Company has also assigned an Investor Relations Officer to be responsible for disclosing the Company's important information to be a representative in communicating with institutional investors, shareholders and general analysts. General investors can contact the Company for information at telephone number 02-673-9559 ext. 210 or email: ird@lohakit.co.th

● Prevention of Misuse of Insider Information

The Company has set guidelines to prevent the misuse of inside information in the Company's Code of Conduct and has disclosed the details on the Company's website under Investor Relations. In 2024, it was not found that any directors or executives traded securities during the period that the Company has set to suspend trading.

- **Anti-Corruption**

The Company has communicated and disseminated the anti-corruption and corruption policies and practices, including channels for reporting concerns or complaints, to all directors, executives, employees of the Company and its subsidiaries, including stakeholders, through various channels, such as orientation for new directors and employees, announcements on the public relations board, the No Gift Policy campaign during the New Year festival, email, the Company website, etc.

- **Whistleblowing**

The Company has channels for reporting misconduct related to illegal and unethical corruption (Whistle Blower Policy) on the Company's website and channels as specified in the policy for protecting complainants, witnesses, data users or reporting misconduct related to illegal and unethical corruption (Whistle Blower Policy). In 2024, the Company did not receive any complaints.

- **Measures to prevent violations of business ethics**

The Company provides processes to promote and support the creation of an organizational culture that allows employees to practice and feel a shared goal with the organization to jointly create sustainable value for the organization, as follows:

- 1) Require directors, executives and employees to strictly comply with the ethics of each group, including monitoring and evaluation.
- 2) Organizing training on business ethics and employee code of conduct by integrating training content as part of the training curriculum for new employees to ensure that all levels of employees are aware of, understand, and can act in accordance with business ethics and work practices.

In 2024, 100 % of employees passed the annual knowledge review on business ethics and employee code of conduct and signed an acknowledgement of compliance with the policy.

- **Orientation for New Board Director**

The Company has a policy to conduct orientation for all new directors to create knowledge and understanding of the Company's business and operations in various aspects to prepare them to perform their duties as directors by presenting the nature and policies of the business, an overview of business operations and operating results to provide new directors with a clear picture.

Important and necessary information for the performance of duties of new directors used in orientation for new directors is:

- 1) Matters that the Company must comply with by law, such as trading in the Company's shares and reporting on the interests of oneself, spouses and close relatives who are major shareholders, executive directors in various businesses and relationships with the Company, etc.
- 2) Memorandum and Articles of Association

- 3) Scope, duties and responsibilities of the Board of Directors and subcommittees
- 4) Report of the committee meeting and meeting schedule
- 5) Good corporate governance policy
- 6) Control of the use of internal information
- 7) Risk policy
- 8) Internal control
- 9) Conflict of Interest
- 10) Business Ethics Manual and Work Practices (Code of Conduct)
- 11) Anti-corruption and Whistle Blowing Policy
- 12) Legal disputes (if any)
- 13) Reports from regulatory bodies requiring companies to improve and comply with them.

Remark : The company secretary to prepare the relevant documents.

● Performance appraisal

The Board of Directors arranges for a Board Self-Assessment for the entire group and individual every year to be used as a framework for examining the performance of the Board of Directors' duties, including reviewing and summarizing opinions on various issues related to the Company's operations and the performance of the Board of Directors' duties during the past year so that they can be used to correct and improve work efficiency.

The Company Secretary is responsible for delivering the performance evaluation forms to all directors, and for collecting and reporting the evaluation results to the Board of Directors for acknowledgement and for improving the efficiency of operations. The evaluation criteria are calculated as a percentage from the full score in each item as follows:

- More than 95% = Excellent
- 90% - 95% = Very good
- 80% - 89% = Good
- 70% - 79% = Fair
- Less than 70% = Needs improvement

Annual performance evaluation of the board of directors

The Board of Directors has arranged for an evaluation of the performance of the Board of Directors, with the following evaluation topics:

- 1) Structure and qualifications of the board of directors
- 2) Roles, duties and responsibilities of the committee
- 3) Board of Directors' meetings
- 4) Acting as a director
- 5) Relationship with the management

6) Self-development of the board of directors

In 2024, the overall evaluation results were in the “ Very Good ” range , with an average score of 93.51%.

Annual performance evaluation of individual Board Directors

The Board of Directors arranges for an individual performance evaluation of the Board of Directors, with the following evaluation topics:

- 1) Structure and qualifications of the board of directors
- 2) Board of Directors’ meetings
- 3) Roles, duties and responsibilities of the committee

In 2024, the overall evaluation results were in the “ Excellent” range , with an average score of 95.24%.

Annual performance evaluation of subcommittees

The Board of Directors arranges for the performance evaluation of all subcommittees by having each subcommittee member evaluate the overall performance of the subcommittees in which he or she serves. The results of the evaluation for 2024 are summarized as follows:

The Sub-Committees	Evaluation Result
Audit Committee	99.49%
Nomination and Remuneration Committee	98.89%
Risk Management Committee	90.30%

Annual Performance Assessment of the Chief Executive Officer (CEO)

The Board of Directors has determined that the CEO's performance will be assessed annually using targets and evaluation criteria linked to the achievement of the operational plan (Key Performance Indicators or KPI) to consider determining appropriate compensation and incentives.

In 2024, the overall evaluation results were in the “Excellent” range , with an average score of 98.00%.

Summary table of performance results according to SET ESG Metrics

Indicator code	ESG indicators	Unit	Reporting in 2024 (Y/N)	Data collection results by indicator		
				2023	2024	2025
Environmental Dimension						
E1	Environmental Management Policy and Compliance					
E1.2C	Number of cases or incidents of law violations or environmental impacts, with explanations of corrective measures	Quantity	Y	0	0	0
E1.3R	The value of damages or fines resulting from violations of laws or creation of environmental impacts	Baht	Y	0	0	0
E2	Energy Management					
E2.2C	Energy consumption (electricity)	Kwh	Y	723,430.75	757,052.67	745,103.00
	Energy consumption (fuel)	Liter	Y	143,230.40	139,856.01	138,196.70
E2.3C	Renewable energy consumption	Kwh	Y	626,731.03	634,895.40	785,436.72
E2.5R	Energy intensity	Kwh/ton	Y	182.24	173.36	117.90
E3	Water management					
E3.2C	Water consumption	m3	Y	3,379	3,249	3,565
E3.4R	Unit water consumption (water intensity)	m3 / Person	Y	22.38	18.78	23.44
E3.5R	Percentage of wastewater treated before disposal	%	Y	100	100	100
E4	Waste management					
E4.2C	Amount of waste	kg	Y	242,420.00	373,081	489,383
E4.4R	The amount of waste and waste that goes through the reuse and/or recycling process	kg	Y	187,500	332,117	465,973
E5	Greenhouse gas management					
E5.2C	Total greenhouse gas emissions EE.2 of Scope 1 (use of various types of oil) and Scope 2 (total electricity use)	tCO2e	Y	849	728	1,140
E5.3C	External verification of greenhouse gas emission data	Have/None	N	None	None	None
E5.5R	Total greenhouse gas emissions EE.2 of Scope 1 , Scope 2 and Scope 3	tCO2e	N	None	None	None

Indicator code	ESG indicators	Unit	Reporting in 2024 (Y/N)	Data collection results by indicator					
				2023		2024		2025	
E5.6R	Unit greenhouse gas emissions (carbon intensity)	tCO2e/ton	Y	0.037		0.034		0.029	
Social dimension									
S1	Human rights								
S1.3R	Number of incidents of human rights violations with corrective and remedial measures	Quantity	Y	0		0		0	
S2	Fair treatment of workers								
	Employment								
S2.1C	Total number of employees	Person	Y	177		187		193	
	Employee statistics classified by age group			Male	Female	Male	Female	Male	Female
	- Under 30 years old	Person	Y	19	5	25	15	33	16
	- 30-50 years old	Person	Y	96	40	90	43	91	46
	- Over 50 years old	Person	Y	12	5	7	7	11	8
	Employee statistics classified by position level			Male	Female	Male	Female	Male	Female
	- Operational level	Person	Y	112	45	112	60	114	64
	- Executive level	Person	Y	11	5	6	5	5	6
	- Senior executives	Person	Y	4	0	4	0	4	0
	Employee statistics classified by place of residence			Male	Female	Male	Female	Male	Female
	- Eastern	Person	Y	-	-	4	0	4	2
	- Bangkok Metropolitan	Person	Y	-	-	48	40	58	49
	- North	Person	Y	-	-	7	2	3	1
	- Central	Person	Y	-	-	11	12	2	5
	- Northeast	Person	Y	-	-	50	10	56	12
	- South	Person	Y	-	-	2	1	0	1
S2.2C	Number of employees with disabilities and/or elderly	Person	Y	4		4		0	
	Employee compensation								
S2.3C	Total compensation of employees	Million Baht	Y	69.43		69.19		64.03	
S2.4C	Percentage of employees who	%	Y	67.23		66.84		64.77	

Indicator code	ESG indicators	Unit	Reporting in 2024 (Y/N)	Data collection results by indicator		
				2023	2024	2025
	are members of provident funds					
S2.5R	Gender pays gap	F : M	Y	N/A	N/A	N/A
	Employee Development					
S2.7C	Average number of training hours of employees	hr./person/year	Y	2.41	2.64	1.50
S2.10R	Amount of expenses for employee development	Baht	Y	121,650	45,120	75,281.54
	Safety, occupational health and working environment					
S2.13C	Number of work-related injury incidents or cases resulting in work stoppages	Times	Y	1	1	0
S2.15R	Lost Time Injury Frequency Rate (LTIFR)	Times /200,000 hr.	Y	0.55	0.49	0.00
	Promoting employee relationships and engagement					
S2.17C	Percentage of employees who voluntarily resigned	%	Y	30.50	28.34	21.76
S2.18C	Number of major labor disputes with measures to resolve them	Quantity	Y	0	0	0
S3	Responsibility towards customers/consumers					
	Consumer rights					
S3.2C	Number of cases of customer data leaks and remedial measures	Quantity	Y	0	0	0
S3.3C	Number of incidents or complaints regarding consumer rights violations, along with corrective measures	Quantity	Y	0	0	0
S4	Responsible Marketing and Advertising					
	Community/Social Responsibility					
S4.3C	Number of disputes with communities/society and	Quantity	Y	0	0	0

Indicator code	ESG indicators	Unit	Reporting in 2024 (Y/N)	Data collection results by indicator					
				2023		2024		2025	
	measures to resolve them								
S4.6R	Total amount spent on projects or activities for community/social development and assistance	Baht	N	None		None		None	
SME-S1	Local employment								
SME-S1.2	Percentage of employees coming from local communities	%	Y	N/A		29.41		24.87	
SME-S2	Respect for diversity and equality								
SME-S2.2	Employee information classified by gender and nationality	Person	Y	Male	Female	Male	Female	Male	Female
	Number of employees	Person		127	50	122	65	123	70
	Thai	Person		125	50	120	65	121	70
	Japan	Person		2	0	2	0	2	0
SME-S2.3	Number of incidents or complaints regarding violations of rights, equality and unfair labor practices, along with corrective and remedial measures	Quantity	Y	0		0		0	
SME-S3	Promotion of female labor								
SME-S3.2	Number of female employees classified by position level	Person	Y						
	- Senior Executive (Definition)	Person		45		60		0	
	- Executive (Definition)	Person		5		5		6	
	- Employee (Definition)	Person		0		0		64	
SME-S4	Community Impact Monitoring and Assessment								
SME-S4.2	Number of cases of disputes or complaints regarding violations of community rights, along with measures for redress and compensation	Quantity	Y	0		0		0	
Corporate Governance and Economic Dimension									

Indicator code	ESG indicators	Unit	Reporting in 2024 (Y/N)	Data collection results by indicator		
				2023	2024	2025
G1	Corporate Governance Policy, Structure and System					
G1.2C	Total number of Board Directors	Person	Y	6	7	7
G1.3C	Number of Independent Directors	Person	Y	4	4	4
G1.4C	Number of Non-executive Directors	Person	Y	4	4	4
G1.5C	Number of Female Directors	Person	Y	0	0	0
G1.8C	Number of independent directors in each subcommittee					
	Audit Committee	Person	Y	3	3	3
	Nomination and Remuneration Committee	Person	Y	3	3	3
	Risk Management Committee	Person	Y	3	3	3
G1.10C	Number of years of service of individual directors					
	Committee 1	Year	Y	17	18	19
	Committee 2			33	34	35
	Committee 3			17	18	19
	Committee 4			17	18	19
	Committee 5			17	18	19
	Committee 6			4	5	6
	Committee 7			-	1	2
Roles and responsibilities of the Board Directors						
G1.11C	Number of meetings of the committee	Times	Y	4	4	4
G1.13C	Number of meetings of the Audit Committee	Times	Y	4	4	4
G1.15C	Number of meetings of each subcommittee	Times	Y	2	2	2
Remuneration of directors and senior executives						
G1.22C	Amount of remuneration for individual directors					
	Committee 1	Million	Y	0.280	0.280	0.280
	Committee 2	Baht		0	0	0
	Committee 3			0.060	0.060	0.080
	Committee 4			0.220	0.180	0.220

Indicator code	ESG indicators	Unit	Reporting in 2024 (Y/N)	Data collection results by indicator		
				2023	2024	2025
	Committee 5 Committee 6 Committee 7			0.200 0 0	0.180 0 0	0.200 0 0
G1.25C	Total compensation of senior executives	Million Baht	Y	20.42	23.44	26.63
	Business Ethics					
G1.36C	Number of cases of violation of business ethics or corruption, along with corrective measures	Quantity	Y	0	0	0
G4	Sustainable Supply Chain Management					
G4.3R	Percentage of new business partners of the company that passed the sustainability screening	%	N	None	None	None
G4.5R	Percentage of key business partners who sign on to the business's Supplier Code of Conduct	%	N	None	None	None
G5	Innovation Development					
G5.3C	Research and innovation development expenses	Baht	Y	0	25,000	0
PAC-G1	Cybersecurity and Personal Data Protection					
PAC-G1.2	Percentage of technology infrastructure certified to cybersecurity standards such as ISO 27001 or other standards	%	N	None	None	None
PAC-G1.4	Percentage of employees trained on cybersecurity and personal data use	%	N	None	None	None
PAC-G1.5	Number of incidents or cases in which the company was attacked by cyber-attacks, along with remedial measures	Quantity	Y	0	0	0

Indicator code	ESG indicators	Unit	Reporting in 2024 (Y/N)	Data collection results by indicator		
				2023	2024	2025
PAC-G1.6	Number of incidents or cases of personal data leakage, along with remedial measures	Quantity	Y	0	0	0

9. Internal Control and Related Party Transactions

9.1 Internal control and risk management

Summary of the Board of Directors' opinion on the adequacy and appropriateness of the Company's internal control system

At the Board of Directors' Meeting No. 2/2024 on May 30, 2024, attended by 3 independent directors and the Audit Committee, the Board assessed the Company's internal control system in 5 areas: Control Environment, Risk Assessment, Control Activities, Information & Communication, and Monitoring Activities, according to the new internal control system adequacy assessment form prepared based on the concept of COSO (The Committee of Sponsoring Organization of the Treadway Commission), which has been adjusted to be suitable for Thai listed companies.

The Board of Directors is of the opinion that the Company's internal control system is appropriate for operating in accordance with the goals, objectives, laws, and related regulations effectively and sufficiently to help prevent, manage, and manage risks or damages that may occur to the Company and its stakeholders (details according to the certification of data accuracy according to the assessment form of the adequacy of the Company's internal control system), namely:

1. Internal control of the organization

The company has an organizational structure, a clear division of duties, and a clear scope of authority for each management. Employee meetings are held to allow each department to set goals and summarize common goals. The company sets annual operational goals and compares actual performance with operational goals in quarterly board meetings. In addition, the company has prepared an overall organizational structure and a clear separation of command, including job descriptions, to facilitate smooth management according to the chain of command. The company has also set a policy for honest and fair sales and the treatment of customers. The company has written codes of conduct for executives and employees, and anti-corruption and bribery policies with clear guidelines and operations, and penalties for violations. Employees are required to sign to acknowledge the terms and penalties.

2. Risk assessment

The management will continuously assess the economic and national situation to analyze all types of risk factors that may occur in the organization, both internal and external, including risks in terms of operational strategies, reporting, compliance with established criteria, and information technology. The Company will monitor operations with department-level executives monthly. Meetings are held regularly and continuously to analyze operating results and situations, including risks in all aspects, and to find measures to reduce the risks that occur. The Company has assessed the risks and has not

found any significant impacts that may have on the internal control system and the accuracy of financial reports in accordance with generally accepted accounting standards that are appropriate for the Company.

3. Operational control

The Company has clearly defined policies, scope of duties, processes and work procedures, approval authority, segregation of responsibilities, and control at each level and department, and has reviewed its appropriateness every year. In addition, internal auditors have conducted audits of various transactions throughout the year. In addition, the Company has sufficient and strict measures for transactions with major shareholders, directors, executives, and people related to such people. The Audit Committee will consider such transactions every quarter and assign internal auditors to audit such transactions and report directly to the Audit Committee. The Company also requires the Company to disclose details and conditions of such transactions in the notes to the financial statements audited or reviewed by the Company's auditors.

4. Information and communication systems

The Company holds a board meeting at least every quarter by sending a meeting notice and supporting documents at least 3 days in advance. For the matter of accounting storage and recording, the Company places importance on the storage and recording of accounts. The Company uses EY Office Limited as an auditor and oversees the Company's accounting policies to comply with generally accepted accounting principles to report to the management and the Board of Directors so that they can be informed and make the right decisions, especially accounting and financial information. In addition, in accordance with the anti-corruption policy, the Company is open to receiving information from both internal and external parties. Information can be submitted to the Company Secretary by telephone, email, or website.

5. Tracking system

The Audit Committee has assigned the internal auditor to conduct quarterly audits of various types of transactions to assess the internal control system and report directly to the Audit Committee. In any matter that the Audit Committee sees deficiencies in internal control, it will inform the Board of Directors and the management of corrective action and there will be a later inspection to see if the deficiencies have been corrected.

In addition, the company has set business goals and compared actual performance with the set goals, explaining the reasons for the differences, including analyzing the causes of those differences to find measures to correct them in a timely manner.

Opinions on the internal control system of the auditor, the Company's internal auditors and the audit committee**(a) The auditor's opinion on the internal control system**

From the audit of the Company's financial statements for the year ending on March 31, 2025, the Company's auditors have studied and assessed the efficiency of the Company's internal accounting control system and have no comments on the Company's internal accounting control system.

(b) The internal auditor's opinion on the internal control system

A.M.T. Services Office was assigned to be the Company's internal auditor and presented the results of the assessment of the organization's internal control system, which was reviewed, to the Audit Committee Meeting No. 2/2024 on May 30, 2024. In summary, the assessment of the organization's internal control system, namely internal control, risk assessment, operational control, information and communication systems, and monitoring systems, found that the Company's operations were at a sufficiently good level.

In addition, the internal auditors have audited the internal control systems of various activities and presented the Company's internal audit reports to the Audit Committee meeting on a quarterly basis, in accordance with the 2024 annual audit plan (April 1, 2024 - March 31, 2025). The internal auditors believe that the main activities audited above have appropriate and adequate internal control systems to prevent potential risks.

(c) The Audit Committee's opinion on the internal control system

At the Audit Committee Meeting No. 2/2024 on 30 May 2024, the Audit Committee considered and acknowledged the report on the results of the assessment of the Company's corporate internal control system from the internal auditors and from the examination of the internal control system according to the annual audit plan for 2024 (1 April 2024 - 31 March 2025) of various transactions, it was found that the Company had an internal control system for such transactions that was appropriate and adequate. The Audit Committee believed the Company had an internal control system that was adequate and appropriate.

9.2 Related Parties Transaction

1. Summary of related party transactions of the Company, subsidiaries and related companies or people who may have conflicts of interest that occurred in the fiscal year 2024 ending on March 31, 2025

1.1 List of Joint Ventures and Associates (Entities that are materially influenced by the shareholding of the Company and its subsidiaries)

(Unit : Million Baht)

Item / Company Description	Direct shareholding proportion (percent)	Intercompany transaction value			Pricing Policy
		2023	2024	2025	
Sell products and services to business groups		41.87	28.69	35.58	
Auto Metal Company Limited	60	23.73	13.42	13.87	Selling goods: Market price and cost plus a 5% profit margin Service: Price is close to market price
NSC Metal Company Limited	100	18.14	15.27	21.71	Market Price
Purchase products and services from business groups		42.44	0.30	0.28	
Auto Metal Company Limited	60	-	0.22	0.24	Selling goods: Market price and cost plus a 5% profit margin
NSC Metal Company Limited	100	42.44	0.08	0.04	Service : Cost plus profit margin, price close to market price
Providing other services to business groups		12.54	12.36	12.48	
Auto Metal Company Limited	60	4.62	4.80	5.04	Agreed price
NSC Metal Company Limited	100	7.92	7.56	7.44	Agreed price
Sale of fixed assets	60	-	0.32	0.01	Agreed price
Rental income received from business groups	100	2.04	2.04	2.04	Contract price which is close to market price

1.2 Financial Assistance or Receipt List Lending the Company and its subsidiaries did not provide additional loans to related businesses during 2024.

2. Necessity and reasonableness

The Audit Committee is of the opinion that the said related party transactions are necessary and reasonable because the selling price of such products is in accordance with the normal course of business of the Company and its subsidiaries and is close to the market price.

3. Measures and procedures for conducting transactions between each other

Any related party transactions must be considered by the Board of Directors and the shareholders' meeting, as applicable. The Board of Directors or a person authorized by the Board of Directors must not approve any transactions in which they or a person who may have a conflict of interest or may have a conflict of interest in any other manner with the Company or its subsidiaries.

In the event of any related party transactions between the Company, subsidiaries (if any) or associated companies (if any) and people who may have a conflict of interest, have an interest or may have a conflict of interest in the future, the Company has the following measures and procedures:

- (1) In the case of normal business transactions with general trading conditions, or transactions supporting normal business with general trading conditions and the compensation can be calculated from assets or reference value, such transactions will be considered to be conducted in accordance with the regulations of the Securities and Exchange Commission and the regulations of the Stock Exchange of Thailand applicable to related transactions and will be submitted to the Audit Committee meeting for consideration and acknowledgement every quarter.
- (2) In the case of other related party transactions apart from (1), the Audit Committee shall provide opinions on the necessity of the transaction and the appropriateness of the price of such transaction by considering the conditions to be in accordance with the normal business operations in the industry and comparing with the prices of external parties or market prices. If the Audit Committee does not have expertise in considering the related party transactions that may occur, the Company shall arrange for an independent expert or the Company's auditor to provide opinions on such transactions to be used in the decision-making of the Audit Committee, the Board of Directors or shareholders, as the case may be, whereby the interested director shall not have the right to vote on such transactions.
- (3) The Company shall disclose related party transactions in the notes to the financial statements audited or reviewed by the Company's auditor, including disclosure in the 2024 Annual Report (Form 56-1 One Report).
- (4) The Company shall comply with the Securities and Exchange Act and if the Company has securities listed on the Stock Exchange of Thailand, the Company shall comply with the regulations, announcements, orders or requirements of the Stock Exchange of Thailand, including

compliance with the requirements regarding disclosure of information on related party transactions and the acquisition or disposal of assets.

4. Future policies or trends in related transactions

Policy on future related party transactions The Board of Directors will consider the necessity and reasonableness of the transactions and the best interests of the Company. The Company will consider setting the price and terms of the transactions to be in line with normal business practices and comparable to prices offered to external parties. The Company will have the Audit Committee, the Company's auditors, or independent experts consider and provide opinions on the appropriateness of the price and reasonableness of future related party transactions. The Company will also comply with the regulations of relevant agencies, such as the SEC and the Stock Exchange of Thailand, regarding related party transactions.

Part 3

Financial Statements

Lohakit Metal Public Company Limited
and its subsidiaries
Report and consolidated and separate financial statements
31 March 2025

Independent Auditor's Report

To the Shareholders of Lohakit Metal Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Lohakit Metal Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 March 2025, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Lohakit Metal Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Lohakit Metal Public Company Limited and its subsidiaries and of Lohakit Metal Public Company Limited as at 31 March 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures performed in response to each matter are described below.

Revenue recognition

Revenue from sales of the Group are significant amount and the Group sell their goods to a large number of customers under different commercial terms. I therefore determined revenue recognition as a key audit matter and focused on the occurrence of revenue recognition.

I performed audit procedures on the recognition of revenue from sales of the Group including:

- Assessed and tested the Group's internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls.
- Applied a sampling method to select sales documents to assess whether revenue recognition was consistent with the conditions of the relevant agreement, and whether it was in compliance with the Group's policy.
- On a sampling basis, examined supporting documents for actual sales transactions occurring during the year and near the end of the accounting period.
- Reviewed credit notes that the Group issued after the end of accounting period.
- Performed analytical procedures on disaggregated data of sales transactions throughout the period.

Allowance for diminution in value of inventories

As at 31 March 2025, the Group had outstanding inventories of Baht 641 million and inventories are valued at the lower of cost and net realisable value. Estimating the net realisable value of inventories, as disclosed in Note 9 to the consolidated financial statements, is an area of significant management judgment, particularly with regard to the estimation of allowance for diminution in the value of slow-moving and obsolete inventories. This requires detailed analysis of the product life cycle.

I assessed the determination of the allowance for diminution in the value of inventories. The procedures that I performed as follows:

- Gained an understanding of the methods and assumptions applied by the management in determining the allowance for diminution in value of inventories, and reviewed the consistency of the application of that basis.
- Compared the inventory holding periods and inventory movements to identify product lines with indicators of lower than normal inventory turnover.
- Compared proceeds net selling price from sales transactions occurring after the date of the financial statements with the cost of inventory for each group of products.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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 financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent audit's report.

Orawan Techawatanasirikul
Certified Public Accountant (Thailand) No. 4807

EY Office Limited
Bangkok: 29 May 2025

Lohakit Metal Public Company Limited and its subsidiaries

Statement of financial position

As at 31 March 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalents	7	361,436,597	416,255,155	250,976,660	310,461,768
Trade and other current receivables	6, 8	576,650,395	503,184,801	235,691,825	195,324,263
Inventories	9	640,530,202	518,522,855	303,359,718	207,503,033
Other current financial assets	10	-	14,636,312	-	-
Other current assets		6,551,345	3,502,922	5,011,396	2,241,153
Total current assets		1,585,168,539	1,456,102,045	795,039,599	715,530,217
Non-current assets					
Restricted bank deposits	11	46,180,000	46,180,000	6,080,000	6,080,000
Other non-current financial assets	12	2,560,540	2,586,145	-	-
Investment in associate	13	10,231,533	8,022,750	4,900,000	4,900,000
Investments in subsidiaries	14	-	-	405,032,523	405,103,289
Property, plant and equipment	15	437,413,642	459,666,978	230,954,684	242,235,572
Intangible assets	16	8,300,460	7,014,324	3,227,596	3,314,772
Deferred tax assets	23	12,784,099	12,934,670	6,858,289	7,887,998
Other non-current assets		3,560,769	3,523,769	2,557,590	2,567,590
Total non-current assets		521,031,043	539,928,636	659,610,682	672,089,221
Total assets		2,106,199,582	1,996,030,681	1,454,650,281	1,387,619,438

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

Lohakit Metal Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 March 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Liabilities and shareholders' equity					
Current liabilities					
Bank overdrafts and short-term loans from banks	17	80,091,145	44,833,252	1,900,282	2,503,064
Trade and other current payables	6, 18	431,256,773	382,744,494	228,145,631	170,882,505
Current portion of lease liabilities	19	1,906,600	3,630,796	1,439,934	3,328,100
Corporate income tax payable		19,931,787	14,103,778	2,914,195	-
Other current liabilities		7,300,499	8,121,273	2,820,296	3,067,641
Total current liabilities		540,486,804	453,433,593	237,220,338	179,781,310
Non-current liabilities					
Lease liabilities, net of current portion	19	1,262,387	2,465,931	-	1,439,934
Non-current provision for employee benefits	20	33,994,476	31,819,684	17,745,063	16,807,597
Deferred tax liabilities	23	-	19,697	-	-
Other non-current liabilities		1,200	1,200	-	-
Total non-current liabilities		35,258,063	34,306,512	17,745,063	18,247,531
Total liabilities		575,744,867	487,740,105	254,965,401	198,028,841

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

Lohakit Metal Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 March 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Shareholders' equity					
Share capital					
Registered					
383,000,000 ordinary shares of Baht 1 each		383,000,000	383,000,000	383,000,000	383,000,000
Issued and fully paid-up					
383,000,000 ordinary shares of Baht 1 each		383,000,000	383,000,000	383,000,000	383,000,000
Share premium		519,672,600	519,672,600	519,672,600	519,672,600
Retained earnings					
Appropriated - statutory reserve	21	38,300,000	38,300,000	38,300,000	38,300,000
Unappropriated		430,685,997	412,974,531	258,712,280	248,617,997
Equity attributable to owners of the Company		1,371,658,597	1,353,947,131	1,199,684,880	1,189,590,597
Non-controlling interests of the subsidiary		158,796,118	154,343,445	-	-
Total shareholders' equity		1,530,454,715	1,508,290,576	1,199,684,880	1,189,590,597
Total liabilities and shareholders' equity		2,106,199,582	1,996,030,681	1,454,650,281	1,387,619,438
		-	-	-	-

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

.....
Directors
.....

Lohakit Metal Public Company Limited and its subsidiaries

Statement of income

For the year ended 31 March 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Profit or loss:					
Revenues					
Sales and service income		2,690,376,449	2,631,621,096	1,095,572,110	947,626,763
Dividend income	13.2, 14.2	191,784	191,528	74,249,697	93,604,644
Other income		27,661,180	25,456,038	26,649,920	27,138,569
Total revenues		2,718,229,413	2,657,268,662	1,196,471,727	1,068,369,976
Expenses					
Cost of sales and service		2,361,173,872	2,341,306,813	1,004,579,234	884,845,088
Selling and distribution expenses		52,381,092	52,589,377	29,519,477	29,723,380
Administrative expenses		115,656,414	111,095,685	57,008,526	52,870,182
Total expenses		2,529,211,378	2,504,991,875	1,091,107,237	967,438,650
Operating profit		189,018,035	152,276,787	105,364,490	100,931,326
Share of profit from investment in associate	13.2	2,208,783	2,460,395	-	-
Finance cost		(3,677,460)	(3,557,258)	(657,861)	(736,722)
Profit before income tax expenses		187,549,358	151,179,924	104,706,629	100,194,604
Income tax expenses	23	(37,553,523)	(31,031,904)	(6,401,892)	(2,215,716)
Profit for the year		149,995,835	120,148,020	98,304,737	97,978,888
Profit attributable to:					
Equity holders of the Company		105,805,873	79,006,572	98,304,737	97,978,888
Non-controlling interests of the subsidiary		44,189,962	41,141,448		
		149,995,835	120,148,020		
Earnings per share					
24					
Basic earnings per share					
Profit attributable to equity holders of the Company (Baht)		0.28	0.21	0.26	0.26
Weighted average number of ordinary shares (shares)		383,000,000	383,000,000	383,000,000	383,000,000

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

Lohakit Metal Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 March 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Profit for the year		149,995,835	120,148,020	98,304,737	97,978,888
Other comprehensive income:					
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>					
<i>Remeasurement gain (loss) on defined benefit plan- net of income tax</i>	20, 23	98,607	(1,595,448)	(120,454)	(539,818)
Other comprehensive income for the year		98,607	(1,595,448)	(120,454)	(539,818)
Total comprehensive income for the year		150,094,442	118,552,572	98,184,283	97,439,070
Total comprehensive income attributable to					
Equity holders of the Company		105,801,769	77,722,387	98,184,283	97,439,070
Non-controlling interests of the subsidiary		44,292,673	40,830,185		
Total comprehensive income for the year		150,094,442	118,552,572		

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

Lohakit Metal Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 March 2025

(Unit: Baht)

Consolidated financial statements								
Equity attributable to owners of the Company								
	Note	Issued and paid-up share capital	Share premium	Retained earnings		Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiary	Total shareholders' equity
				Appropriated - statutory reserve	Unappropriated			
Balance as at 1 April 2023		383,000,000	519,672,600	38,300,000	423,342,504	1,364,315,104	161,033,260	1,525,348,364
Profit for the year		-	-	-	79,006,572	79,006,572	41,141,448	120,148,020
Other comprehensive income for the year		-	-	-	(1,284,185)	(1,284,185)	(311,263)	(1,595,448)
Total comprehensive income for the year		-	-	-	77,722,387	77,722,387	40,830,185	118,552,572
Dividend paid	27	-	-	-	(88,090,360)	(88,090,360)	-	(88,090,360)
Dividend paid for subsidiary		-	-	-	-	-	(47,520,000)	(47,520,000)
Balance as at 31 March 2024		<u>383,000,000</u>	<u>519,672,600</u>	<u>38,300,000</u>	<u>412,974,531</u>	<u>1,353,947,131</u>	<u>154,343,445</u>	<u>1,508,290,576</u>
Balance as at 1 April 2024		383,000,000	519,672,600	38,300,000	412,974,531	1,353,947,131	154,343,445	1,508,290,576
Profit for the year		-	-	-	105,805,873	105,805,873	44,189,962	149,995,835
Other comprehensive income for the year		-	-	-	(4,104)	(4,104)	102,711	98,607
Total comprehensive income for the year		-	-	-	105,801,769	105,801,769	44,292,673	150,094,442
Dividend paid	27	-	-	-	(88,090,303)	(88,090,303)	-	(88,090,303)
Dividend paid for subsidiary		-	-	-	-	-	(39,840,000)	(39,840,000)
Balance as at 31 March 2025		<u>383,000,000</u>	<u>519,672,600</u>	<u>38,300,000</u>	<u>430,685,997</u>	<u>1,371,658,597</u>	<u>158,796,118</u>	<u>1,530,454,715</u>
		-	-	-	-	-	-	-

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

Lohakit Metal Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity (continued)

For the year ended 31 March 2025

(Unit: Baht)

	Note	Separate financial statements				Total shareholders' equity
		Issued and fully paid-up share capital	Share premium	Retained earnings		
				Appropriated - statutory reserve	Unappropriated	
Balance as at 1 April 2023		383,000,000	519,672,600	38,300,000	239,268,927	1,180,241,527
Profit for the year		-	-	-	97,978,888	97,978,888
Other comprehensive income for the year		-	-	-	(539,818)	(539,818)
Total comprehensive income for the year		-	-	-	97,439,070	97,439,070
Dividend paid	27	-	-	-	(88,090,000)	(88,090,000)
Balance as at 31 March 2024		<u>383,000,000</u>	<u>519,672,600</u>	<u>38,300,000</u>	<u>248,617,997</u>	<u>1,189,590,597</u>
Balance as at 1 April 2024		383,000,000	519,672,600	38,300,000	248,617,997	1,189,590,597
Profit for the year		-	-	-	98,304,737	98,304,737
Other comprehensive income for the year		-	-	-	(120,454)	(120,454)
Total comprehensive income for the year		-	-	-	98,184,283	98,184,283
Dividend paid	27	-	-	-	(88,090,000)	(88,090,000)
Balance as at 31 March 2025		<u>383,000,000</u>	<u>519,672,600</u>	<u>38,300,000</u>	<u>258,712,280</u>	<u>1,199,684,880</u>
		-	-	-	-	-

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

Lohakit Metal Public Company Limited and its subsidiaries

Cash flows statement

For the year ended 31 March 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit before tax	187,549,358	151,179,924	104,706,629	100,194,604
Adjustments to reconcile profit before tax to net cash provided by (used in) operating activities:				
Depreciation	43,274,845	45,466,465	25,428,791	26,255,880
Amortisation	380,109	345,049	154,676	155,100
Bad debt	-	(3,412,345)	-	(3,412,345)
Allowance for expected credit loss (reversal)	216,151	75,759	77,473	(9,504)
Reversal of inventories to net realisable value	(3,089,278)	(4,635,896)	(6,083,655)	(5,723,814)
Allowance for impairment of investment in subsidiary	-	-	70,766	230,808
Gain on sale of investments	(222,088)	-	-	-
Unrealised loss (gain) from fair value measurement of the other current financial assets	99,075	(36,061)	-	-
Unrealised loss from fair value measurement of the other non-current financial assets	25,605	307,265	-	-
Unrealised loss (gain) on change in fair value in forward contracts	5,862	5,238	(35,800)	46,559
Gain on sales of assets	(2,339,240)	(1,554,605)	(587,441)	(1,432,624)
Non-current provision for employee benefits	2,858,001	3,047,364	1,346,849	1,708,335
Unrealised loss (gain) on foreign exchange	236,912	(145,155)	238,514	(147,109)
Share of profit from investment in associate	(2,208,783)	(2,460,395)	-	-
Dividend income	(191,784)	(191,528)	(74,249,697)	(93,604,644)
Interest income	(600,802)	(441,039)	(121,880)	(73,069)
Interest expenses	2,810,669	2,700,628	165,493	293,574
Profit from operating activities before changes in operating assets and liabilities	228,804,612	190,250,668	51,110,718	24,481,751
Operating assets (increase) decrease				
Trade and other current receivables	(73,386,501)	106,538,622	(40,445,035)	28,031,994
Inventories	(118,918,069)	118,846,298	(89,773,030)	117,855,826
Other current assets	(3,252,847)	885,918	(2,974,667)	763,538
Other non-current assets	(37,000)	(195,200)	10,000	(10,000)
Operating liabilities increase (decrease)				
Trade and other current payables	48,543,799	(27,028,276)	57,288,082	18,807,735
Other current liabilities	(785,314)	(1,160,308)	(211,545)	(232,130)
Cash paid for employee benefits	(559,950)	(2,273,613)	(559,950)	(1,306,680)
Cash flows from (used in) operating activities	80,408,730	385,864,109	(25,555,427)	188,392,034
Interest paid	(2,601,359)	(2,375,618)	(30,009)	(25,255)
Corporate income tax paid	(31,414,868)	(31,393,371)	(2,223,451)	(669,910)
Net cash flows from (used in) operating activities	46,392,503	352,095,120	(27,808,887)	187,696,869

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

Lohakit Metal Public Company Limited and its subsidiaries

Cash flows statement (continued)

For the year ended 31 March 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from investing activities				
Cash paid for acquisitions of assets	(20,224,501)	(8,748,704)	(14,149,893)	(6,309,561)
Cash paid for acquisitions of intangible assets	(1,666,245)	(4,624,000)	(67,500)	(1,917,045)
Cash paid for purchasing investments in open-end fund	(23,000,000)	(12,000,000)	-	-
Cash received from returns on investments in open-end fund	7,692,924	-	-	-
Cash received from sales of investment in open-end fund	29,718,003	-	-	-
Dividend received	191,784	11,706,528	74,249,697	93,604,644
Proceeds from sales of assets	2,341,244	1,570,731	589,431	1,448,674
Interest received	612,634	411,826	121,880	73,069
Net cash flows from (used in) investing activities	(4,334,157)	(11,683,619)	60,743,615	86,899,781
Cash flows from financing activities				
Increase (decrease) in bank overdrafts and short-term loans from banks	35,257,893	(24,585,594)	(602,782)	(1,674,081)
Payment of principal portion of lease liabilities	(3,943,100)	(3,729,380)	(3,465,660)	(3,401,580)
Dividend paid	(127,930,303)	(135,610,360)	(88,090,000)	(88,090,000)
Net cash flows used in financing activities	(96,615,510)	(163,925,334)	(92,158,442)	(93,165,661)
Effect of exchange rate	(261,394)	161,590	(261,394)	161,590
Net increase (decrease) in cash and cash equivalents	(54,818,558)	176,647,757	(59,485,108)	181,592,579
Cash and cash equivalents at the beginning of year	416,255,155	239,607,398	310,461,768	128,869,189
Cash and cash equivalents at the end of year (Note 7)	361,436,597	416,255,155	250,976,660	310,461,768
	-	-	-	-
Supplemental cash flows information				
Non-cash items:				
Remeasurement gain (loss) on defined benefit plan	123,259	(1,994,310)	(150,567)	(674,773)
Increase in right-of-use assets from lease liabilities	799,012	1,594,192	-	-

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

Lohakit Metal Public Company Limited and its subsidiaries

Notes to consolidated financial statements

For the year ended 31 March 2025

1. General information

Lohakit Metal Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the processing, distribution and shearing of stainless steel, steel and metal products. The registered office of the Company is at 66/1 Moo 6 Suksawad Road, Bangjak, Prapradaeng, Samutprakarn.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547. The presentation of the financial statements has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

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

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Lohakit Metal Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2025 (Percent)	2024 (Percent)
Auto Metal Company Limited	Production and distributing stainless steel pipe for automotive industry	Thailand	60	60
Alternative EnMat Company Limited	Distribution of metal and non-ferrous metal products	Thailand	100	100
NSC Metal Company Limited	Distribution of stainless steel, aluminum, brass, copper, zinc and galvanized steel products	Thailand	100	100

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
 - c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
 - d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
 - e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements
 - f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.
- 2.3 The separate financial statements present investments in subsidiaries and associates under the cost method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2025

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and, for some standards, providing temporary reliefs or temporary exemptions for users.

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

4. Significant accounting policies

4.1 Revenue and expense recognition

Sales of goods

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

Rendering of services

Service revenue is recognised at a point in time upon completion of the service.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

Dividends

Dividends are recognised when the right to receive the dividends is established.

4.2 Cash and cash equivalents

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

4.3 Inventories

Finished goods and work in process are valued at the lower of cost (under the weighted average method) and net realisable value. The cost of inventories includes all production costs and attributable factory overheads.

Raw materials and supplies are valued at the lower of average cost and net realisable value and are charged to production costs whenever consumed.

Allowance for stock obsolescence is made for damaged, slow-moving and obsolete stock.

4.4 Investments in subsidiaries and associate

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

Investments in subsidiaries and associate are accounted for in the separate financial statements using the cost method net of allowance for impairment loss (if any).

4.5 Property, plant and equipment / depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment are calculated by reference to their costs on a straight-line basis over the following estimated useful lives.

Buildings, fixture and building improvement	-	20 and 5 years
Machinery and equipment	-	5, 10 and 20 years
Furniture and office equipment	-	5 years
Motor vehicles	-	5 years

Depreciation is included in determining income.

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

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

4.6 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.7 Intangible assets

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

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

The intangible asset with finite useful lives is computer software which has useful lives of 5 years.

4.8 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

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

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

Building	3 years
Motor vehicles	5 years

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

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

Lease liabilities

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

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

Short-term leases and leases of low-value assets

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

4.9 Related party transactions

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

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

4.10 Foreign currencies

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

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

Gains and losses on exchange are included in determining income.

4.11 Impairment of non-financial assets

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

An impairment loss is recognised in profit or loss.

4.12 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Group and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Past service cost are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

4.13 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.14 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

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

4.15 Financial instruments

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

Classification and measurement of financial assets

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

Financial assets at amortised cost

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

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

Financial assets at FVTPL

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

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised 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 recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

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

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

Impairment of financial assets

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

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

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

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

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

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

Offsetting of financial instruments

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

4.16 Derivatives

The Group uses derivatives is forward currency contracts to hedge its foreign currency risks.

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

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

4.17 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

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

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

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

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

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

5. Significant accounting judgements and estimates

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

Allowance for expected credit losses of trade receivables

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

Allowance for diminution in value of inventories

In determining an allowance for diminution in value of inventories, the management needs to make judgment in estimating the loss that will be incurred on the sale of the inventories, taking into account net realisable value, aging profile of outstanding inventories and the stock conditions, among other factors.

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 Group's 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 judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Deferred tax assets

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

Post-employment benefits under defined benefit plans

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

6. Related party transactions

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

	(Unit: Thousand Baht)				Transfer Pricing Policy
	Consolidated		Separate		
	financial statements	financial statements	financial statements	financial statements	
	2025	2024	2025	2024	
<u>Transactions with subsidiary companies</u>					
(Eliminated from the consolidated financial statements)					
Sales of goods and service income	-	-	35,578	28,686	Sale of goods: Market price and cost plus a margin at rate of 5% Service income: Close to the market price
Purchases of goods and service	-	-	282	293	Market price and cost plus margin at a rate of 5%
Rental income	-	-	2,040	2,040	Contract price that close to the market price
Other service income	-	-	12,480	12,360	Accordance with the negotiation price
Dividend income	-	-	74,250	82,090	As approved by the Shareholders' Meeting and Board of Directors' Meeting
Sales of fixed assets	-	-	8	320	Accordance with the negotiation price
<u>Transactions with associate</u>					
Dividend income	-	-	-	11,515	As approved by the Shareholders' Meeting and Board of Directors' Meeting
<u>Transactions with related companies</u>					
Commission fee	7,050	7,763	-	-	Not over 2% of sales

As at 31 March 2025 and 2024, the balances of the accounts between the Group and those related companies are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements	financial statements	2025	2024
	2025	2024	2025	2024
<u>Trade receivables - related parties (Note 8)</u>				
Subsidiaries	-	-	8,407	8,497
<u>Trade payables - related party (Note 18)</u>				
Subsidiary	-	-	29	32
<u>Other current payables - related party (Note 18)</u>				
Associated company	1,472	1,808	-	-
<u>Directors and management's benefits</u>				

During the years ended 31 March 2025 and 2024, the Group had employee benefit expenses payable to their directors and management as below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements	financial statements	2025	2024
	2025	2024	2025	2024
Short-term employee benefits	58,715	51,069	27,415	24,137
Post-employment benefits	684	608	210	187
Total	59,399	51,677	27,625	24,324

7. Cash and cash equivalents

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements	financial statements	2025	2024
	2025	2024	2025	2024
Cash	140	140	70	70
Bank deposits	361,297	416,115	250,907	310,392
Total	361,437	416,255	250,977	310,462

As at 31 March 2025, bank deposits in saving accounts and fixed deposits carried interests between 0.30 and 0.90 percent per annum (2024: between 0.50 and 1.15 percent per annum).

8. Trade and other current receivables

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements	financial statements	financial statements	financial statements
	2025	2024	2025	2024
Trade receivables - related parties (Note 6)				
Aged on the basis of due dates				
Not yet due	-	-	8,407	8,497
Total trade receivables - related parties	-	-	8,407	8,497
Trade receivables - unrelated parties				
Aged on the basis of due dates				
Not yet due	462,342	376,434	174,791	139,434
Past due				
Up to 3 months	112,375	127,387	50,277	47,467
3 - 12 months	2,357	-	2,357	-
Over 12 months	2,967	2,967	200	200
Total	580,041	506,788	227,625	187,101
Less: Allowance for expected credit losses	(3,670)	(3,731)	(423)	(346)
Total trade receivables - unrelated parties				
- net	576,371	503,057	227,202	186,755
Total trade receivables - net	576,371	503,057	235,609	195,252
<u>Other current receivables</u>				
Other current receivables	205	72	83	72
Interest receivables	44	56	-	-
Receivables from selling of investments				
(Note 10)	307	-	-	-
Total	556	128	83	72
Less: Allowance for expected credit losses				
(Note 10)	(277)	-	-	-
Total other current receivables - net	279	128	83	72
Total trade and other current receivables				
- net	576,650	503,185	235,692	195,324

The normal credit term is 30 days to 120 days.

In 2024, certain trade receivable, amounting to approximately Baht 3.4 million, were written-off bad debt (2025: Nil).

9. Inventories

(Unit: Thousand Baht)

Consolidated financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2025	2024	2025	2024	2025	2024
	Finished goods	452,929	401,948	(24,490)	(28,395)	428,439
Raw materials	193,511	95,554	(1,488)	(672)	192,023	94,882
Supplies	20,068	22,405	-	-	20,068	22,405
Goods in transit	-	27,683	-	-	-	27,683
Total	666,508	547,590	(25,978)	(29,067)	640,530	518,523

(Unit: Thousand Baht)

Separate financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2025	2024	2025	2024	2025	2024
	Finished goods	129,290	121,420	(11,866)	(18,766)	117,424
Raw materials	174,939	84,969	(1,488)	(672)	173,451	84,297
Supplies	12,485	13,002	-	-	12,485	13,002
Goods in transit	-	7,550	-	-	-	7,550
Total	316,714	226,941	(13,354)	(19,438)	303,360	207,503

During the current year, the Group reversed the reduction of cost of inventories by Baht 3 million (2024: record the reduction of Baht 5 million) (the Company only: reversed the reduction of Baht 6 million (2024: record the reduction of Baht 6 million)), and reduced the amount of finished goods recognised as cost of sales during the year.

10. Other current financial assets

(Unit: Thousand Baht)

	Consolidated financial statements	
	2025	2024
<u>Investment in debt instruments designated at fair value through profit or loss</u>		
Investment units in open-end fund	-	14,595
<u>Derivative</u>		
Forward contracts	-	41
Total other current financial assets	-	14,636

NSC Metal Company Limited (Subsidiary) had investment in open-end fund which is a debt mutual fund. The fund focused on investing in debentures issued by the government or corporate, money market instrument and deposit. On 16 July 2024, the subsidiary sold all investment units in open-ended fund managed by an asset management company. However, on the same day, the asset management company announced the cancellation of the Asset Plus Fixed Income Daily Plus Fund (ASP-DPLUS). The subsidiary would receive a return from selling of all investment in open-ended approximately Baht 7.7 million, based on the net assets value (NAV) as at 16 July 2024 with planning to repay in installment, which will be fully repaid within April 2025. The subsidiary therefore classified such accounts as “Receivables from selling of investments” and recorded “allowance for expected credit losses”, as described in Note 8 to the financial statements.

During the current year, the subsidiary received a refund from such asset management company in the amount of Baht 7.7 million.

11. Restricted bank deposits

As at 31 March 2025, the Group has fixed deposits with banks of Baht 46 million (2024: Baht 46 million) (the Company only: Baht 6.1 million, 2024: Baht 6.1 million) which are pledged with the banks to secure credit facilities as described in Note 28.5 to the consolidated financial statements.

12. Other non-current financial assets

(Unit: Thousand Baht)

	Consolidated financial statements	
	2025	2024
	<u>Other non-current financial assets designated at fair value through profit or loss</u>	
Industrial freehold and leasehold real estate investment trust	2,561	2,586

13. Investment in associated company

13.1 Details of associate

(Unit: Thousand Baht)

Company's name	Nature of business	Country of incorporation	Shareholding percentage		Separate financial statements		Consolidated financial statements	
			Cost method		Carrying amount based on equity method			
			2025	2024	2025	2024	2025	2024
			(%)	(%)				
Mory Lohakit (Thailand) Co., Ltd.	Agent	Thailand	49	49	4,900	4,900	10,232	8,023

13.2 Share of profit and dividend received

(Unit: Thousand Baht)

Company's name	Consolidated financial statements		Separate financial statements	
	Share of profit from investment in associate		Dividend received	
	2025	2024	2025	2024
Mory Lohakit (Thailand) Co., Ltd.	2,209	2,460	-	11,515

13.3 Summarised financial information about material associate

Summarised information about financial position

	(Unit: Million Baht)	
	2025	2024
Current assets	21.8	17.2
Current liabilities	(0.6)	(0.6)
Non-current liabilities	(0.3)	(0.2)
Net assets	20.9	16.4
Shareholding percentage (%)	49.0	49.0
Share of net assets	10.2	8.0
Carrying amounts of associates based on equity method	10.2	8.0

Summarised information of comprehensive income.

	(Unit: Million Baht)	
	For the years ended	
	31 March	
	2025	2024
Revenue	7.1	7.8
Profit	4.5	5.0
Other comprehensive income	-	-
Total comprehensive income	4.5	5.0

14. Investments in subsidiaries

14.1 Details of subsidiaries

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

Company's name	Paid-up capital		Shareholding percentage		Cost method		Allowance for impairment of investment		Carrying amount based on cost method	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	(Million Baht)	(Million Baht)	(%)	(%)						
Auto Metal Company Limited	240	240	60	60	144,000	144,000	-	-	144,000	144,000
Alternative EnMat Company Limited	6	6	100	100	5,499	5,499	(2,704)	(2,634)	2,795	2,865
NSC Metal Company Limited	230	230	100	100	258,238	258,238	-	-	258,238	258,238
Total					407,737	407,737	(2,704)	(2,634)	405,033	405,103

14.2 Dividend income

(Unit: Thousand Baht)

Company's name	Separate financial statements	
	2025	2024
Auto Metal Company Limited	59,760	71,280
NSC Metal Company Limited	14,490	10,810
Total	74,250	82,090

Auto Metal Company Limited

On 19 June 2024, the Annual General Meeting of the shareholders of Auto Metal Company Limited (a subsidiary) passed a resolution to approve the payment of a dividend of Baht 42.00 per share from the operating results for the year ended 31 March 2024. The subsidiary already paid out the interim dividend of Baht 21.50 per share. The remaining dividend was Baht 20.50 per share, or totaling Baht 49.20 million, which were paid on 28 June 2024.

On 12 November 2024, a meeting of the Auto Metal Company Limited's Board of Directors approved the interim dividend payment to the subsidiary company's ordinary shareholders of Baht 21.00 per share, from the subsidiary company's operations as from 1 April 2024 to 30 September 2024. The subsidiary already paid the dividends by Baht 50.40 million on 9 December 2024.

NSC Metal Company Limited

On 19 June 2024, the Annual General Meeting of the shareholders of NSC Metal Company Limited (a subsidiary) passed a resolution to approve the payment of a dividend of Baht 4.30 per share from the operating results for the year ended 31 March 2024. The subsidiary already paid out the interim dividend of Baht 1.00 per share. The remaining dividend was Baht 3.30 per share, or totaling Baht 7.59 million, which were paid on 28 June 2024.

On 11 November 2024, a meeting of the NSC Metal Company Limited's Board of Directors approved the interim dividend payment to the subsidiary's ordinary shareholders of Baht 3.00 per share, from the subsidiary's operations as from 1 April 2024 to 30 September 2024. The subsidiary already paid the dividends by Baht 6.90 million on 9 December 2024.

15. Property, plant and equipment

(Unit: Thousand Baht)

Consolidated financial statements								
	Land and land improvement	Buildings, fixtures and buildings improvement	Right of use assets	Machinery and equipment	Furnitures and office equipment	Motor vehicles	Assets under installation and under construction	Total
Cost								
1 April 2023	194,022	448,469	9,640	912,806	19,862	65,666	1,158	1,651,623
Acquisitions	-	125	1,594	7,937	501	-	506	10,663
Disposals / write-off	-	(61)	-	(6,996)	(2,430)	(6,311)	-	(15,798)
Transfer in (out)	-	44	-	462	-	-	(506)	-
31 March 2024	194,022	448,577	11,234	914,209	17,933	59,355	1,158	1,646,488
Acquisitions	-	270	799	5,958	237	11,481	2,286	21,031
Disposals / write-off	-	-	-	(2,331)	(696)	(7,323)	-	(10,350)
Transfer in (out)	-	108	-	1,970	-	-	(2,078)	-
31 March 2025	194,022	448,955	12,033	919,806	17,474	63,513	1,366	1,657,169
Accumulated depreciation								
1 April 2023	-	254,869	1,866	826,728	17,382	55,971	-	1,156,816
Depreciation for the year	-	16,661	3,516	20,235	1,082	3,973	-	45,467
Depreciation for disposals / write-off	-	(61)	-	(6,676)	(2,424)	(6,301)	-	(15,462)
31 March 2024	-	271,469	5,382	840,287	16,040	53,643	-	1,186,821
Depreciation for the year	-	16,614	3,639	18,240	742	4,040	-	43,275
Depreciation for disposals / write-off	-	-	-	(2,323)	(695)	(7,323)	-	(10,341)
31 March 2025	-	288,083	9,021	856,204	16,087	50,360	-	1,219,755
Net book value								
31 March 2024	194,022	177,108	5,852	73,922	1,893	5,712	1,158	459,667
31 March 2025	194,022	160,872	3,012	63,602	1,387	13,153	1,366	437,414
Depreciation for the years								
2024 (Baht 38 million included in manufacturing cost, and the balance in selling and administrative expenses)								45,467
2025 (Baht 36 million included in manufacturing cost, and the balance in selling and administrative expenses)								43,275

Separate financial statements

	Land and land improvement	Buildings, fixtures and buildings improvement	Right of use assets - Building	Machinery and equipment	Furnitures and office equipment	Motor vehicles	Assets under installation and under construction	Total
Cost								
1 April 2023	94,745	220,719	9,640	537,511	10,545	38,268	1,158	912,586
Acquisitions	-	125	-	5,627	52	-	506	6,310
Disposals / write-off	-	(61)	-	(6,651)	(1,500)	(5,132)	-	(13,344)
Transfer in (out)	-	44	-	462	-	-	(506)	-
31 March 2024	94,745	220,827	9,640	536,949	9,097	33,136	1,158	905,552
Acquisitions	-	250	-	2,060	142	11,394	304	14,150
Disposals / write-off	-	-	-	(2,323)	(557)	(2,791)	-	(5,671)
Transfer in (out)	-	107	-	197	-	-	(304)	-
31 March 2025	94,745	221,184	9,640	536,883	8,682	41,739	1,158	914,031
Accumulated depreciation								
1 April 2023	-	140,911	1,866	463,726	9,263	34,622	-	650,388
Depreciation for the year	-	6,073	3,222	14,848	464	1,649	-	26,256
Depreciation for disposals / write-off	-	(61)	-	(6,651)	(1,494)	(5,122)	-	(13,328)
31 March 2024	-	146,923	5,088	471,923	8,233	31,149	-	663,316
Depreciation for the year	-	6,055	3,213	13,759	384	2,018	-	25,429
Depreciation for disposals / write-off	-	-	-	(2,323)	(555)	(2,791)	-	(5,669)
31 March 2025	-	152,978	8,301	483,359	8,062	30,376	-	683,076
Net book value								
31 March 2024	94,745	73,904	4,552	65,026	864	1,987	1,158	242,236
31 March 2025	94,745	68,206	1,339	53,524	620	11,363	1,158	230,955
Depreciation for the years								
2024 (Baht 22 million included in manufacturing cost, and the balance in selling and administrative expenses)								26,256
2025 (Baht 21 million included in manufacturing cost, and the balance in selling and administrative expenses)								25,429

As at 31 March 2025, the Group has certain equipment items which have been fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation) of those assets amounted to approximately Baht 959 million (2024: Baht 942 million) (the Company only: Baht 563 million, 2024: Baht 553 million).

The Company and a subsidiary have mortgaged a part of their land with structures thereon and pledged a part of machinery with banks, and another subsidiary has mortgaged unit of condominium with bank to secure loans and other credit facilities granted to the Group by the banks as described in Note 28.5 to the consolidated financial statements.

The book value of machinery of the Company and a subsidiary pledged with banks are summarised below:

(Unit: Million Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cost	253	253	153	153
Net book value	-	-	-	-

16. Intangible assets

The net book value of intangible assets which are computer software as at 31 March 2025 and 2024 are presented below.

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cost	23,987	22,321	15,091	15,023
Less: Accumulated amortisation	(15,687)	(15,307)	(11,863)	(11,708)
Net book value	8,300	7,014	3,228	3,315

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

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Net book value at the beginning of year	7,014	2,735	3,315	1,553
Acquisitions during the year - at cost	1,666	4,624	68	1,917
Amortisation	(380)	(345)	(155)	(155)
Net book value at the end of year	8,300	7,014	3,228	3,315

17. Bank overdrafts and short-term loans from banks

	Interest rate		Consolidated		(Unit: Thousand Baht)	
	(percent per annum)		financial statements		Separate	
	2025	2024	2025	2024	2025	2024
Bank overdrafts	1.80	-	14,868	-	-	-
Trust receipts	4.40 - 4.55	4.70 - 4.75	65,223	44,833	1,900	2,503
Total			80,091	44,833	1,900	2,503

Bank overdrafts, short-term loans from banks and trust receipts facilities are secured by the Group's land with structures thereon, unit of condominium, machinery and fixed deposit accounts and guarantees provided by the Company as described in Note 28.5 to the consolidated financial statements.

18. Trade and other current payables

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	2025	2024	2025	2024
Trade payables - unrelated parties	412,334	363,118	219,907	163,276
Trade payables - related party (Note 6)	-	-	29	32
Other current payables - unrelated parties	16,190	16,401	7,565	6,821
Other current payables - related party (Note 6)	1,472	1,808	-	-
Accrued expenses	1,261	1,417	645	754
Total	431,257	382,744	228,146	170,883

19. Leases

The Group has entered into a lease agreement in respect of the office building space and motor vehicle. The term of the agreement are 3 years and 5 years, respectively.

Lease liabilities

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	2025	2024	2025	2024
Lease payments	3,337	6,381	1,455	4,921
Less: Deferred interest expenses	(168)	(284)	(15)	(153)
Total	3,169	6,097	1,440	4,768
Less: Current portion of lease liabilities	(1,907)	(3,631)	(1,440)	(3,328)
Lease liabilities - net of current portion	1,262	2,466	-	1,440

Movements of the lease liability account during the years ended 31 March 2025 and 2024 are summarised below:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Balance at the beginning of year	6,097	7,896	4,768	7,896
Additions	799	1,594	-	-
Accretion of interest	216	336	138	273
Repayments	(3,943)	(3,729)	(3,466)	(3,401)
Balance at the end of year	<u>3,169</u>	<u>6,097</u>	<u>1,440</u>	<u>4,768</u>

Future minimum lease payments required under the lease agreements were as follows:

	Consolidated financial statements				Separate financial statements			
	As at 31 March 2025				As at 31 March 2025			
	Less than 1 year	1 to 3 years	Over 3 years	Total	Less than 1 year	1 to 3 years	Over 3 years	Total
Lease liabilities	1,907	1,203	59	3,169	1,440	-	-	1,440

	Consolidated financial statements				Separate financial statements			
	As at 31 March 2024				As at 31 March 2024			
	Less than 1 year	1 to 3 years	Over 3 years	Total	Less than 1 year	1 to 3 years	Over 3 years	Total
Lease liabilities	3,631	2,436	30	6,097	3,328	1,440	-	4,768

Expenses relating to leases that are recognised in profit or loss

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Depreciation expense of right-of-use assets	3,638	3,516	3,213	3,222
Interest expense on lease liabilities	216	336	138	273

20. Non-current provision for employee benefits

Non-current provision for employee benefits, which represents compensation payable to employees after they retire, was as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements	financial statements	financial statements	financial statements
	2025	2024	2025	2024
Non-current provision for employee benefits at beginning of year	31,820	29,051	16,808	15,731
Included in profit or loss:				
Current service cost	2,314	2,172	1,239	1,228
Interest cost	923	877	487	480
Reversal of provision for employee benefits	-	(1)	-	-
Included in other comprehensive income:				
Remeasurement (gain) loss arising from				
Demographic assumptions changes	4	102	2	49
Financial assumptions changes	(1,601)	346	(863)	190
Experience adjustments	1,474	1,547	1,012	436
Total	(123)	1,995	151	675
Benefits paid during the year	(940)	(2,274)	(940)	(1,306)
Non-current provision for employee benefits at the end of year	<u>33,994</u>	<u>31,820</u>	<u>17,745</u>	<u>16,808</u>

The Group expects to pay Baht 3 million of non-current provision for employee benefits during the next year (2024: Baht 1 million) (the Company only: Baht 2 million, 2024: Baht 1 million).

As at 31 March 2025, the weighted average duration of the liabilities for employee benefits of monthly and daily employees are 6 - 13 years and 3 - 14 years (2024: 7 - 14 years and 4 - 15 years (the Company only: 11 years and 14 years, 2024: 12 years and 15 years).

Significant actuarial assumptions are summarised below:

	(Unit: Percent per annum)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Discount rate	1.91 - 2.42	2.23 - 2.92	2.25 - 2.42	2.70 - 2.92
Salary increase rate	4.00	4.00 - 5.00	4.00	4.00 - 5.00
Staff turnover rate	0 - 37	0 - 46	0 - 37	0 - 46

The result of sensitivity analysis for significant assumptions that affect the present value of the employee benefit obligation as at 31 March 2025 are summarised below:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	Increase 0.5%	Decrease 0.5%	Increase 0.5%	Decrease 0.5%
Discount rate	(1.3)	1.4	(0.7)	0.7
Salary increase rate	1.3	(1.3)	0.7	(0.7)
Staff turnover rate	(1.4)	1.4	(0.7)	0.8

21. Statutory reserve

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

At present, the statutory reserve of the Company has fully been set aside.

22. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Salary and wages and other employee benefits	195,244	187,869	93,809	90,839
Depreciation	43,275	45,467	25,429	26,256
Amortisation	380	345	155	155
Raw materials used	1,581,909	1,521,048	933,416	772,874
Consumables used	27,563	24,905	20,189	18,282
Purchase of finished goods	652,770	639,228	-	-
Changes in inventories of finished goods	(50,981)	38,794	(7,870)	35,322
Reveral cost of inventories to net realisable value	(3,089)	(4,636)	(6,084)	(5,724)

23. Income tax

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

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Current income tax:				
Current income tax charge	37,448	30,419	5,342	1,288
Deferred tax:				
Relating to origination and reversal of temporary differences	106	613	1,060	928
Income tax expenses reported in profit or loss	37,554	31,032	6,402	2,216

The amounts of income tax relating to each component of other comprehensive Income for the years ended 31 March 2025 and 2024 are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Deferred tax on remeasurement gain (loss) on defined benefit plan	25	(399)	(30)	(135)

The reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements	financial statements	financial statements	financial statements
	2025	2024	2025	2024
Accounting profit before tax	187,549	151,180	104,707	100,195
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by applicable tax rate	37,510	30,236	20,941	20,039
Effects of:				
Dividend income from subsidiaries and associate	-	-	(14,850)	(18,721)
Non-deductible expenses	354	388	170	138
Additional deductions expense allowed	(65)	(65)	(63)	(63)
Unused tax loss	-	52	-	-
Tax loss	(10)	-	-	-
Others	(235)	421	204	823
Total	44	796	(14,539)	(17,823)
Income tax expenses reported in profit or loss	37,554	31,032	6,402	2,216

The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Baht)			
	Statements of financial position			
	Consolidated		Separate	
	financial statements	financial statements	financial statements	financial statements
	2025	2024	2025	2024
Deferred tax assets				
Allowance for impairment of investment in subsidiary	-	-	541	527
Allowance for expected credit losses	790	746	85	69
Allowance for diminution in value of inventories	5,196	5,814	2,671	3,888
Non-current provision for employee benefits	6,799	6,364	3,549	3,362
Lease liabilities	31	49	20	43
Total	12,816	12,973	6,866	7,889

(Unit: Thousand Baht)

	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Deferred tax liabilities				
Unrealised gain from fair value				
Measurement of other current financial assets	-	(20)	-	-
Unrealised gain from fair value measurement of				
other non-current financial assets	(24)	(29)	-	-
Unrealised gain from fair value measurement of				
forward contract	(8)	(9)	(8)	(1)
Total	(32)	(58)	(8)	(1)
Deferred tax assets - net	12,784	12,935	6,858	7,888
Deferred tax liabilities	-	20	-	-

As at 31 March 2025, a subsidiary has unused tax losses totaling Baht 1.2 million (2024: Baht 1.6 million), on which deferred tax assets have not been recognised as the subsidiary believes future taxable profits may not be sufficient to allow utilisation of the unused tax losses. The unused tax losses will expire within 2029 (2024: Expire within 2029).

24. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

The following table sets forth the computation of basic earnings per share:

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Profit attributable to equity holders of the				
Company (Thousand Baht)	105,806	79,007	98,305	97,979
Weighted average number of				
ordinary shares (Thousand Shares)	383,000	383,000	383,000	383,000
Earnings per share (Baht/share)	0.28	0.21	0.26	0.26

25. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as Managing Director.

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

- Production and distribution
- Procurement and distribution

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

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

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

The following tables present revenue and profit and total assets information regarding the Group's operating segments for the years ended 31 March 2025 and 2024.

(Unit: Million Baht)

For the year ended 31 March 2025

	Production and distribution	Procurement and distribution	Total reportable segments	Eliminations	Consolidated
Revenue					
Revenue from external customers	2,000	690	2,690	-	2,690
Inter-segment revenue	36	-	36	(36)	-
Total revenues	2,036	690	2,726	(36)	2,690
Operating result					
Segment profit	277	52	329	-	329
Other income					28
Selling and distribution expenses					(52)
Administrative expenses					(115)
Share of profit from investment in associate accounted for by the equity method					2
Finance cost					(4)
Income tax expenses					(38)
Profit for the year					150
Segment total assets					
Segment total assets	1,669	441	2,110	(4)	2,106
Investment in associate accounted for by the equity method	10	-	10	-	10
Reduction to non-current assets other than financial instruments and deferred tax assets	(21)	-	(21)	-	(21)

(Unit: Million Baht)

	For the year ended 31 March 2024				
	Production and distribution	Procurement and distribution	Total reportable segments	Eliminations	Consolidated
Revenue					
Revenue from external customers	1,954	678	2,632	-	2,632
Inter-segment revenue	29	-	29	(29)	-
Total revenues	1,983	678	2,661	(29)	2,632
Operating result					
Segment profit	241	49	290	-	290
Other income					26
Selling and distribution expenses					(52)
Administrative expenses					(111)
Share of profit from investment in associate accounted for by the equity method					2
Finance cost					(4)
Income tax expenses					(31)
Profit for the year					120
Segment total assets					
Investment in associate accounted for by the equity method	1,592	407	1,999	(3)	1,996
Reduction to non-current assets other than financial instruments and deferred tax assets	8	-	8	-	8
	(31)	-	(31)	-	(31)

The Group carries on operations in the main geographic area in Thailand with gained revenue from domestic sales and services. As a result, all of revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

Major customers

For the year 2024, the Group has revenue from 1 major customer amounting to Baht 311 million. (2025: Nil)

26. Provident fund

The Company, its subsidiaries and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Employees, the Company and its subsidiaries contributed to the fund monthly at the rates of 5 to 15 percent of basic salary and the employee contributed to the fund monthly at the rate of 5 percent of basic salary. The fund, which is managed by SCB Asset Management Co., Ltd. will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2025 amounting to approximately Baht 4 million (2024: Baht 4 million) (the Company only: Baht 2 million, 2024: Baht 2 million) were recognised as expenses.

27. Dividends

Dividends	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
Dividends for the year ended 31 March 2024 (net of interim dividend payment)	Annual General Meeting of the shareholders on 24 July 2024	42.13	0.11
Interim dividends for the year ended 31 March 2025	The Board of Directors' Meeting on 13 November 2024	45.96	0.12
Total dividends paid during the year ended 31 March 2025		88.09	0.23
Dividends for the year ended 31 March 2023 (net of interim dividend payment)	Annual General Meeting of the shareholders on 26 July 2023	34.47	0.09
Interim dividends for the year ended 31 March 2024	The Board of Directors' Meeting on 13 November 2023	53.62	0.14
Total dividends paid during the year ended 31 March 2024		88.09	0.23

28. Commitments and contingent liabilities

28.1 Capital commitments

As at 31 March 2025, the Group had capital commitments of approximately Baht 1.2 million (2024: Baht 2.5 million), relating to the implementation of computer software.

28.2 Other service commitment

As at 31 March 2025, a subsidiary had commitments of approximately Baht 2 million relating to a technical assistance service agreement and other agreements (2024: Baht 4 million).

28.3 Other commitments

As at 31 March 2025, the Company had outstanding commitments of Baht 4.5 million (2024: Baht 4.5 million) in respect of uncalled portion of investment in a subsidiary.

28.4 Guarantees

As at 31 March 2025, the Company has guaranteed bank credit facilities for a subsidiary amounting to Baht 350 million (2024: Baht 350 million).

28.5 Credit facilities

As at 31 March 2025, the Group has been granted credit facilities by various banks for which they have placed collaterals, as follows:-

The Company

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 1,462 million, of which totaling Baht 2 million (2024: Baht 14 million) of the utilised amount. These credit facilities are secured by the mortgage of the Company's land with structures thereon and a part of machinery.
- Overdraft facilities of Baht 30 million, have not yet been utilised (2024: have not yet been utilised). These credit facilities are secured by the mortgage of the Company's land with structures thereon, machinery and the fixed deposits account.
- Forward foreign exchange contract facilities of Baht 1,000 million, of which totaling Baht 2 million (2024: Baht 6 million) of the utilised amount. These credit facilities are secured by the mortgage of the Company's land with structures thereon and a part of machinery.

A subsidiary

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 300 million, of which totaling Baht 2 million (2024: Baht 3 million) of the utilised amount. These credit facilities are secured by the mortgage of the subsidiary's land with structures thereon and a part of machinery.
- Overdraft facilities of Baht 10 million, have not yet been utilised (2024: have not yet been utilised). These credit facilities are secured by the mortgage of the subsidiary's land with structures thereon.
- Forward foreign exchange contract facilities of Baht 200 million, have Baht 0.1 million utilised (2024: have not yet been utilised). These credit facilities are secured by the mortgage of the subsidiary's land with structures thereon and a part of machinery.

A subsidiary

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 506 million, of which totaling Baht 72 million (2024: Baht 72 million) of the utilised amount. These credit facilities are secured by the mortgage of the subsidiary's unit of condominium which is the subsidiary's office, the subsidiary's fixed deposit accounts and a guarantee provided by the Company.
- Overdraft facilities of Baht 60 million, of which totaling Baht 15 million utilised (2024: have not been utilised) of the utilised amount. These credit facilities are secured by the subsidiary's fixed deposit accounts and a guarantee provided by the Company.
- Forward foreign exchange contract facilities, comprising USD 11.7 million (equivalent to Baht 399 million) and Baht 115 million, or a total approximately Baht 514 million, have not been utilised (2024: of which USD 0.10 million of the utilised amount (equivalent to Baht 4 million)).

A subsidiary

- Letters of credit, trust receipts, guarantees and short-term loan facilities totaling Baht 22 million, have not yet been utilised (2024: have not yet been utilised).
- Overdraft facilities of Baht 5 million, have not yet been utilised (2024: have not yet been utilised).
- Forward foreign exchange contract facilities of Baht 30 million, have not yet been utilised (2024: have not yet been utilised).

Such credit facilities above totaling Baht 57 million, guaranteed by the Company of Baht 30 million.

29. Fair value hierarchy

As at 31 March 2025 and 2024, the Group had the assets and liabilities that were measured at fair value or for which fair value was disclosed using different levels of inputs as follows:

(Unit: Million Baht)

Consolidated Financial Statements as at
31 March 2025

	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Other non-current financial assets				
Investments in marketable units	3	-	-	3

(Unit: Million Baht)

Consolidated Financial Statements as at
31 March 2025

Level 1	Level 2	Level 3	Total
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Liabilities measured at fair value

Other current liabilities

Forward contracts	-	0.01	-	0.01
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(Unit: Million Baht)

Consolidated Financial Statements as at
31 March 2024

Level 1	Level 2	Level 3	Total
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Assets measured at fair value

Other current financial assets

Investment units in open-end fund	-	15	-	15
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Other non-current financial assets

Investments in marketable units	3	-	-	3
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Liabilities measured at fair value

Other current liabilities

Forward contracts	-	0.01	-	0.01
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(Unit: Million Baht)

Separate Financial Statements as at
31 March 2025

Level 1	Level 2	Level 3	Total
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Liabilities measured at fair value

Other current liabilities

Forward contracts	-	0.01	-	0.01
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(Unit: Million Baht)

Separate Financial Statements as at
31 March 2024

Level 1	Level 2	Level 3	Total
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Liabilities measured at fair value

Other current liabilities

Forward contracts	-	0.1	-	0.1
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30. Financial instruments

30.1 Derivatives not designated as hedging instruments

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Derivative liabilities				
Foreign exchange forward contracts	11	5	11	47

The Group uses foreign exchange forward contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally from 1 month to 3 months.

The Group has outstanding balance of forward foreign exchange contracts which reduce the exchange rate risk arising from their financial liabilities dominated in foreign currency with the mature within one year. The details are summarised below.

Foreign currency	Bought amount	Sold amount	Contractual exchange rate		Contractual maturity date
			Bought	Sold	
	(Million)	(Million)	(Baht per 1 foreign currency unit)		
<u>As at 31 March 2025</u>					
Japanese Yen	0.60	-	0.2278	-	2 April 2025
SG Dallar	0.07	-	25.45	-	3 April 2025
<u>As at 31 March 2024</u>					
US Dollar	0.26	-	35.80 - 36.58	-	25 June 2025 and 1 July 2025

30.2 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other current receivables, investments, restricted bank deposits, bank overdrafts and short-term loans from banks, and trade and other current payables. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade and other current receivables, deposits with banks, and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

The management manages to maintain this risk at low level by adopting appropriate credit control policies and procedures and credit term is short-term. Therefore does not expect to incur material financial losses. In addition, the Group does not have high concentrations of credit risk since it has a large customer base. However, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored. In addition, the Group does not have high concentrations of credit risk since it has a large customer base in various industries.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days sale of goods for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type and rating, past experience, and future forecast of economic which may impact. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off when the Company has taken final result of legal action against trade receivable.

Financial instruments and cash deposits

The Group manages the credit risk from balances with banks by making investments only with approved counterparties and within credit limits assigned to each counterparty.

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

Market risk

There are three types of market risk comprising foreign currency risk, interest rate risk, and commodity price risk.

Foreign currency risk

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

The balances of financial assets and liabilities denominated in foreign currencies are summarised below.

Foreign currency	Financial assets		Financial liabilities		Average exchange rate	
	as at 31 March		as at 31 March		as at 31 March	
	2025	2024	2025	2024	2025	2024
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US Dollar	0.05	0.06	-	0.41	33.70	36.42
Japanese Yen	0.50	0.50	0.60	0.73	0.2268	0.2405
SG Dollar	-	-	0.07	0.06	25.56	27.31

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its cash at banks, bank overdrafts and short-term loans. Most of the Group's financial assets and liabilities are short-term, with floating interest rates or fixed interest rates which are close to the market rate.

As at 31 March 2025 and 2024, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

Consolidated financial statements as at 31 March 2025						
	Fixed interest rate		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1 - 5 years				
Financial assets						
Cash and cash equivalents	2	-	18	341	361	Note 7
Trade and other current receivables	-	-	-	577	577	-
Restricted bank deposits	46	-	-	-	46	0.30 - 0.90
Other non-current financial assets	-	-	-	3	3	-
	<u>48</u>	<u>-</u>	<u>18</u>	<u>921</u>	<u>987</u>	
Financial liabilities						
Bank overdrafts and short-term loans						
from banks	80	-	-	-	80	Note 17
Trade and other current payables	-	-	-	431	431	-
Lease liabilities	2	1	-	-	3	4.22 - 4.73
	<u>82</u>	<u>1</u>	<u>-</u>	<u>431</u>	<u>514</u>	

(Unit: Million Baht)

Consolidated financial statements as at 31 March 2024

	Fixed interest rate		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1 - 5 years				
Financial assets						
Cash and cash equivalents	2	-	16	398	416	Note 7
Trade and other current receivables	-	-	-	503	503	-
Other current financial assets	-	-	-	15	15	-
Restricted bank deposits	46	-	-	-	46	0.95 - 1.15
Other non-current financial assets	-	-	-	3	3	-
	<u>48</u>	<u>-</u>	<u>16</u>	<u>919</u>	<u>983</u>	
Financial liabilities						
Short-term loans from banks	45	-	-	-	45	Note 17
Trade and other current payables	-	-	-	383	383	-
Lease liabilities	4	2	-	-	6	4.22 - 4.61
	<u>49</u>	<u>2</u>	<u>-</u>	<u>383</u>	<u>434</u>	

(Unit: Million Baht)

Separate financial statements as at 31 March 2025

	Fixed interest rate		Floating interest rate	Non-interest bearing	Total	Effective interest rate (% p.a.)
	Within 1 year	1 - 5 years				
Financial assets						
Cash and cash equivalents	2	-	4	245	251	Note 7
Trade and other current receivables	-	-	-	236	236	-
Restricted bank deposits	6	-	-	-	6	0.30 - 0.90
	<u>8</u>	<u>-</u>	<u>4</u>	<u>481</u>	<u>493</u>	
Financial liabilities						
Short-term loans from banks	2	-	-	-	2	Note 17
Trade and other current payables	-	-	-	228	228	-
Lease liabilities	1	-	-	-	1	4.22
	<u>3</u>	<u>-</u>	<u>-</u>	<u>228</u>	<u>231</u>	

(Unit: Million Baht)

Separate financial statements as at 31 March 2024

	Fixed interest rate				Total	Effective interest rate (% p.a.)
	Within		Floating interest rate	Non-interest bearing		
	1 year	1 - 5 years				
Financial assets						
Cash and cash equivalents	2	-	4	304	310	Note 7
Trade and other current receivables	-	-	-	195	195	-
Restricted bank deposits	6	-	-	-	6	0.95 - 1.15
	<u>8</u>	<u>-</u>	<u>4</u>	<u>499</u>	<u>511</u>	
Financial liabilities						
Short-term loans from banks	3	-	-	-	3	Note 17
Trade and other current payables	-	-	-	171	171	-
Lease liabilities	4	1	-	-	5	4.22
	<u>7</u>	<u>1</u>	<u>-</u>	<u>171</u>	<u>179</u>	

Commodity price risk

The Group is affected by the price volatility of certain commodities at low level. Its operating activities require the ongoing purchase of raw materials to be converted and distributed as metal and non-metal products on demand of the Group's customers, and therefore continuous supply of the raw materials is required. However, the Group has established a risk management strategy for commodity price risk and its mitigation by adjusting the selling price to reflect costs of raw materials, and therefore is able to manage the commodity risk to be low.

Liquidity risk

The Group's risk of a shortage of liquidity is low because its current assets exceed total liabilities and the Group access to a sufficient variety of sources of funding.

The Group's financial liabilities as at 31 March 2025 and 2024 are all due within 1 year.

30.3 Fair values of financial instruments

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

31. Capital management

The primary objective of the Group capital management is to ensure that they have appropriate capital structure in order to support their business and maximise shareholders value. As at 31 March 2025, the Group's total debt-to-equity ratio was 0.38:1 (2024: 0.32:1) and the Company's total debt-to-equity ratio was 0.21:1 (2024: 0.17:1).

32. Events after the reporting period

- 32.1 On 23 May 2025, the meeting of the Board of Directors of Mory Lohakit (Thailand) (an associated) passed a resolution to propose for approval by the Annual General Meeting of the associate's shareholders to pay the dividend from retained earnings as at 31 March 2024, and operating results for the year ended 31 March 2025 to the associate's shareholders of Baht 99 per share, or a total of Baht 9.9 million.
- 32.2 On 26 May 2025, the meeting of the Board of Directors of NSC Metal Company Limited (a subsidiary) passed a resolution to propose for approval by the Annual General Meeting of the subsidiary's shareholders to pay the dividend from operating results for the year ended 31 March 2025 to the subsidiary's shareholders of Baht 5.40 per share, or totaling Baht 12.42 million. However, by the resolution of the meeting of the subsidiary's Board of Directors held on 11 November 2024, the subsidiary had paid out the interim dividend of Baht 3.00 per share, or totaling Baht 6.90 million. The subsidiary already paid interim dividend on 9 December 2024. The remaining dividend is Baht 2.40 per share, or totaling Baht 5.52 million.
- 32.3 On 28 May 2025, the meeting of the Board of Directors of Auto Metal Company Limited (a subsidiary) passed a resolution to propose for approval by the Annual General Meeting of the subsidiary's shareholders to pay the dividend from operating results for the year ended 31 March 2025 to the subsidiary's shareholders of Baht 42 per share, or totaling Baht 100.80 million. However, by the resolution of the meeting of the subsidiary's Board of Directors held on 12 November 2024, the subsidiary had paid out the interim dividend of Baht 21 per share, or totaling Baht 50.40 million. The subsidiary already paid interim dividend on 9 December 2024. The remaining dividend is Baht 21 per share, or totaling Baht 50.40 million.

32.4 On 29 May 2025, the meeting of the Company's Board of Directors passed a resolution to propose for approval by the Annual General Meeting of the Company's shareholders to pay the dividend from operating results for the year ended 31 March 2025 to the Company's shareholders of Baht 0.25 per share, or totaling Baht 95.75 million. However, by the resolution of the meeting of the Company's Board of Directors held on 13 November 2024, the Company had paid out the interim dividend of Baht 0.12 per share, or totaling Baht 45.96 million. The Company already paid interim dividend on 9 December 2024. The remaining dividend is Baht 0.13 per share, or totaling Baht 49.79 million.

33. Approval of consolidated financial statements

These consolidated financial statements were authorised for issue by the Company's Board of Directors on 29 May 2025.

Attachment

Attachment 1

Attachment 1 :

Details of the directors, executives, controlling persons, persons assigned with the highest responsibility for accounting and finance, persons assigned with direct responsibility for supervising accounting, and company secretary.

Number 1

Name - Surname

Mr.Wanchai Umpungart Age 77 years old

Position

- Chairman of the Board of Directors
- Independent Director
- Chairman of the Audit Committee
- Recruitment and Remuneration Committee

Date of Appointment

March 31, 2005

Educational Qualification

- MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- BA Accounting, Chulalongkorn University

Training from IOD

- Directors Accreditation Program (DAP) 35/2548
- Directors Certification Program (DCP) 102/2551

Work experience (for the last 5 years)

2005 – Present **Lohakit Metal Public Company Limited**

Chairman of the Board of Directors / Independent Director / Chairman of the Audit Committee / Recruitment and Remuneration Committee

2002 – Present **Muramoto Electron (Thailand) Public Company Limited**

Independent Director and Audit Committee

2013 – Present **OCC Public Company Limited**

Independent Director and Audit Committee

Shareholding proportion in the company (as of March 31, 2025)

- None -

Family relationships between executives

- None -

Holding a director position in a business other than a listed company according to the main work experience

0 place

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 2

Name - Surname

Mr.Prasarn Akarapongpisakdi Age 67 years old

Position

- Company Director
- Chairman of the Risk Management Committee
- Managing Director

Date of Appointment

April 12, 1989

Educational Qualification

- MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor of Technology and Industrial Management King Mongkut's University of Technology North Bangkok

Training from IOD

- Directors Accreditation Program (DAP) 37/2005
- Directors Certification Program (DCP) 60/2005

Work experience (for the last 5 years)

- 1989 – Present **Lohakit Metal Public Company Limited**
 Company Director / Chairman of Executive Committee / Chairman of the Risk Management Committee / and Chief Executive Officer
- 2004 – Present **Auto Metal Company Limited**
 Director and Chief Executive Officer
- 2004 – Present **Mory Lohakit (Thailand) Company Limited**
 Director

Shareholding proportion in the company (as of March 31, 2025)

0.00 percent (1,086 shares)

Family relationships between executives

Father of Mr.Vittawat Akarapongpisak and Mr. Vichaphol Akarapongpisakdi

Holding a director position in a business other than a listed company according to the main work experience

2 places

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 3

Name - Surname

Mr.Anurut Vongvanij Age 63 years old

Position

- Company Directors
- Independent Director

Date of Appointment

March 18, 2005

Educational Qualification

- MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- BA In Economics and Political Science, Hawaii University, Hawaii, U.S.A.

Training from IOD

- Directors Certification Program (DCP) 41/2004

Work experience (for the last 5 years)

- | | |
|----------------|--|
| 2005 – Present | Lohakit Metal Public Company Limited
Company Director and Independent Director |
| 1996 – Present | The British Dispensary (L.P.) Company Limited
President |
| 1996 – Present | British Dispensary Company Limited
President |
| 2004 – Present | Vongvanij Holding Company Limited
President |
| 2008 – Present | British Dispensary Consumer Public Company Limited
President |
| 2016 – Present | Thai Red Cross Organ Donation Centre
Vice President |
| Present | Executive Council of the World Fellowship of Buddhists (WFB) |
| Present | University Council Member, World Buddhist University (WBU) |
| 2017 – 2020 | The Thai Chamber of Commerce
Director |
| 1990 – 2012 | The Young Buddhists Association of Thailand under Royal Patronage (YBAT)
President |
| 1998 – 2000 | Young President Organization (Y.P.O.) – Thailand Chapter
President |
| 2000 – 2012 | The world Fellowship of Buddhist Youth (W.F.B.Y.)
President |

Shareholding proportion in the company (as of March 31, 2025)

- None -

Family relationships between executives

- None -

Holding a director position in a business other than a listed company according to the main work experience

5 places

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 4

Name - Surname

Mr. Teera Na Wangkanai Age 69 years old

Position

- Company Director
- Independent Director
- Audit Committee
- Chairman of the Nomination and Remuneration Committee

Date of Appointment

March 31, 2005

Educational Qualification

- Senior Executive Program Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Sugar Technology College, Queensland, Australia
- Western Australian Institute of Technology, Australia

Training from IOD

- Directors Certification Program (DCP) 54/2005
- Audit Committee Program 6/2005
- Financial Statements for Directors (FSD) 20/2013
- Monitoring the System of Internal Control and Risk Management (MIR) 15/2013
- Monitoring of the Internal Audit Function (MIA) 5/2013
- Monitoring the Quality of Financial Reporting (MFR) 18/2013
- Role of Nomination and Governance Committee (RNG) 5/2013
- How to Measure the Success of corporate Strategy (HMs) 3/2013
- Anti-Corruption the Practical Guide (ACPG) 8/2014
- Director Certification Program Update (DCPU) 2/2014
- Ethical Leadership Program (ELP) 3/2016
- Corporate Governance for Executive (CGE) 6/2016
- Board Thai Make a Difference (BMD) 2/2016
- Tax Management Strategies 36
- Director Leadership Certification Program 2022

Work experience (for the last 5 years)

2005 – Present **Lohakit Metal Public Company Limited**

Company Director / Independent Director / Audit Committee / Chairman of the
Nomination and Remuneration Committee

1986 – Present	Chaochom Warehouse Company Limited Director
1987 – Present	Sugar Industry Trading Company Limited Director
1987 – Present	Wangkanai Sugar Company Limited Director
1987 – Present	T.N. Sugar Industry Company Limited Director
1991 – Present	Wang Sugar Holding Company Limited Director
1991 – Present	Wangkanai Terminal Company Limited Director
1991 – Present	Wang Business Company Limited Director
1992 – Present	Mahawang Sugar Company Limited Director
1992 – Present	Ratchasima Sugar Company Limited Director
1992 – Present	Chaimongkol Refined Sugar Company Limited Director
1992 – Present	Ang Thong Warehouse Company Limited Director
1992 – Present	Aow Thai Warehouse Company Limited Director
1994 – Present	Credence Company Limited Director
2012 – Present	Angvian Industry Company Limited Director
2012 – Present	Wang Sugar Holding Company Limited Director
2012 – Present	Wang Chainart Company Limited Director

Shareholding proportion in the company (as of March 31, 2025)

- None -

Family relationships between executives

- None -

Holding a director position in a business other than a listed company according to the main work experience

16 places

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 5

Name - Surname

Mr.Lert Nittheranont Age 63 years old

Position

- Company Director
- Independent Director
- Audit Committee
- Nomination and Remuneration Committee

Date of Appointment

March 31, 2005

Educational Qualification

- Master of Business Administration (International Business) University of Southern California U.S.A.
- Bachelor of Science Mechanical Engineering and Applied Mechanics University of Pennsylvania U.S.A.

Training from IOD

- Directors Accreditation Program (DAP) 35/2005

Work experience (for the last 5 years)

- 2025 – Present **Senior Expert of the National Olympic Committee of Thailand under Royal Patronage**
On March 25, 2025
- 2005 – Present **Lohakit Metal Public Company Limited**
Company Director / Independent Director / Audit Committee / Nomination and
Remuneration Committee
- 1984 – Present **Royal Concord Intertrade Company Limited**
Director

Shareholding proportion in the company (as of March 31, 2025)

- None -

Family relationships between executives

- None -

Holding a director position in a business other than a listed company according to the main work experience

1 place

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 6

Name - Surname

Mr.Vittawat Akarapongpisak Age 44 years old

Position

- Company Director
- Executive Directors
- Risk Management Committee
- Deputy Managing Director
- Chief Financial Officer
- Company Secretary

Date of Appointment

July 26, 2018

Educational Qualification

- MBA, Finance University of San Francisco
- Bachelor of Engineering, Chulalongkorn University

Training from IOD

- Directors Certification Program (DCP) 231/2016
- How to Develop a Risk Management Plan (HRP) 10/2016
- Family Business Governance (FBG) 11/2018
- Boardroom Success through Financing & Investment (BFI) 4/2018
- Director Refreshment Program (Lesson Learnt from Financial Cases: How Board Should React) (RFP) 7/2022

Training from the Stock Exchange of Thailand (SET)

- Strategic CFO in Capital Markets Program 3/2016

Training Program in Accounting Training Course 2022

- TLCA CFO CPD No. 6/2022 on "The Role of the CFO in Corporate Sustainability" / Thai Listed Companies Association / 2 hrs.
- TLCA CFO CPD No. 7/2022 on "Introduction to Sustainable Finance" / Thai Listed Companies Association / 2 hrs.
- TLCA CFO CPD No. 8/2022 on "ESG Bonds in Corporate Financing" / Thai Listed Companies Association / 2 hrs.
- Summaries of revised IFRS Standards and effective 2023 / Stock Exchange of Thailand / 3 hrs.
- TLCA CFO CPD No. 1/2024 on "Guidelines for Enhancing the Quality of Financial Reporting of Listed Companies" / Thai Listed Companies Association / 2 hrs.

- TLCA CFO CPD No. 2/2024 on "Economic Update for CFO" / Thai Listed Companies Association / 2 hrs.

Work experience (for the last 5 years)

- 2013 – Present **Lohakit Metal Public Company Limited**
Company Director / Executive Directors / Risk Management Committee
/ Deputy Managing Director
- 2013 – Present **Auto Metal Company Limited**
Director and Deputy Managing Director
- 2013 – Present **NSC Metal Company Limited**
Director
- 2016 – Present **Alternative EnMat Company Limited**
Director and Managing Director
- 2016 – Present **Mory Lohakit (Thailand) Company Limited**
Director

Shareholding proportion in the company (as of March 31, 2025)

4.16 percent (15,940,760 shares)

Family relationships between executives

Son of Mr.Prasarn Akarapongpisakdi

Holding a director position in a business other than a listed company according to the main work experience

4 places

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 7

Name - Surname

Mr.Vichaphol Akarapongpisakdi Age 32 years old

Position

- Company Director
- Executive Directors
- Risk Management Committee
- Deputy Managing Director

Date of Appointment

July 21, 2022

Educational Qualification

- Bachelor of Arts, Mahidol University

Training from IOD

- Directors Certification Program (DCP) 323/2022
- Financial Statements for Directors (FSD) 48/2023

Work experience (for the last 5 years)

2019 – Present	Lohakit Metal Public Company Limited Risk Management Committee and Deputy Managing Director
2016 – 2017	Palm Cuisine Company Limited Customer services Manager
2016	Magic Box Asia Company Limited Game Planner
2014	The 6th Element Company Limited Production Assistant

Shareholding proportion in the company (as of March 31, 2025)

7.36 percent (28,196,560 shares)

Family relationships between executives

Son of Mr.Prasarn Akarapongpisakdi

Holding a director position in a business other than a listed company according to the main work experience

0 place

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 8**Name - Surname**

Mr. Haruhisa Yamazaki Age 59 years old

Position

- Chairman of the Risk Management Committee
- Deputy Managing Director

Date of Appointment

September 16, 2020

Educational Qualification

- Bachelor of Law (Political Studies), Gakushuin University, Japan

Work experience (for the last 5 years)

- | | |
|----------------|---|
| 2020 – Present | Lohakit Metal Public Company Limited
Deputy Managing Director |
| 2019 – 2020 | Toyota Tsusho Corporation
Project General Manager |

Shareholding proportion in the company (as of March 31, 2025)

- None -

Family relationships between executives

- None -

Holding a director position in a business other than a listed company according to the main work experience

0 place

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 9

Name - Surname

Mr. Nonthawat Khruarattanapaiboon Age 48 years old

Position

Human Resource Manager

Date of Appointment

September 16, 2020

Educational Qualification

- Bachelor of Art Ramkhamheang University

Work experience (for the last 5 years)

2018 – Present **Lohakit Metal Public Company Limited**

Human Resource Manager

2017 – 2018 **Aerofluid Company Limited**

Human Resource Manager

2015 – 2017 **C A S Holding Group Company Limited**

Human Resource Manager

Shareholding proportion in the company (as of March 31, 2025)

- None -

Family relationships between executives

- None -

Holding a director position in a business other than a listed company according to the main work experience

- None -

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 10

Name - Surname

Ms. Pornthippha Wongphunga Age 52 years old

Position

Accounting and Finance Manager

Date of Appointment

January 1, 2022

Educational Qualification

- Bachelor of Business Administration (Accounting) Ramkhamhaeng University

Work experience (for the last 5 years)

2022 – Present **Lohakit Metal Public Company Limited**

Accounting and Finance Manager

2009 – 2021 **Auto Metal Company Limited**

Accounting and Finance Manager

Training Program in Accounting Training Course 2023

- CFO 2024 : TAX / 8.5 hrs.
- CFO 2024 : Accounting / 8.5 hrs.
- CFO 2025 : Accounting / 8.5 hrs.
- Transfer pricing Documentation making / 8.5 hrs.

Shareholding proportion in the company (as of March 31, 2025)

- None -

Family relationships between executives

- None -

Holding a director position in a business other than a listed company according to the main work experience

- None -

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Number 11

Name - Surname

Mr.Bunthoeng Desoongnoen Age 48 years old

Position

Production Manager

Date of Appointment

January 15, 2025

Educational Qualification

- Bachelor of Business Administration (Human Resource Management), Thonburi Rajabhat University

Work experience (for the last 5 years)

2024 – Present Lohakit Metal Public Company Limited

Production Manager

2010 – 2021 CSP Steel Center Public Company Limited

Production Manager

Shareholding proportion in the company (as of March 31, 2025)

- None -

Family relationships between executives

- None -

Holding a director position in a business other than a listed company according to the main work experience

- None -

Any position held in another business or organization in the past year that has had a significant impact on the time devoted to the Company.

- None -

Report on changes in securities holdings of directors and executives in the company

Information as of March 31, 2025

List	Common stock (shares)			31 March 2025
	31 March 2024	Obtained during the year	Sold during the year	
1. Mr.Wanchai Umpungart Spouse Minor children	- - -	- - -	- - -	- - -
2. Mr.Prasam Akarapongpisak Spouse Minor children	15,801,086 - -	- - -	15,800,000 - -	1,086 - -
3. Mr.Teera Na Wangkanai Spouse Minor children	- - -	- - -	- - -	- - -
4. Mr.Lert Nittheranont Spouse Minor children	- - -	- - -	- - -	- - -
5. Mr.Anurut Vongvanij Spouse Minor children	- - -	- - -	- - -	- - -
6. Mr.Vittawat Akarapongpisak Spouse Minor children	16,050,760 - -	- - -	110,000 - -	15,940,760 - -
7. Mr.Vichaphol Akarapongpisak Spouse Minor children	20,275,760 - -	7,920,800 - -	- - -	28,196,560 - -
8. Mr. Haruhisa Yamazaki Spouse Minor children	- - -	- - -	- - -	- - -
9. Mr. Nonthawat Khruarattanapaiboon Spouse Minor children	- - -	- - -	- - -	- - -
10. Ms. Pornthippa Wongphunga Spouse Minor children	- - -	- - -	- - -	- - -
11. Mr.Bunthoeng Desoongnoen Spouse Minor children	- - -	- - -	- - -	- - -

Board Skills Matrix

List	Skills and expertise											
	Iron and metal products	Construction materials	Economics	Automotive	Marketing/International Sales	Accounting/Finance	Leadership/Organization Management/Strategic Management	Manufacturing/Engineering	Risk Management	Audit/Internal Audit	Corporate Governance/Supervision	Sustainability/Innovation
1. Mr.Wanchai Umpungart						/	/			/		
2. Mr.Prasarn Akarapongpisak	/		/	/	/	/	/	/	/		/	/
3. Mr.Teera Na Wangkanai		/			/			/				
4. Mr.Lert Nittheranont							/	/		/		
5. Mr.Anurut Vongvanij			/		/		/					
6. Mr.Vittawat Akarapongpisak				/		/	/	/	/		/	
7. Mr.Vichaphol Akarapongpisak	/				/		/		/	/	/	/

Attachment 2

Attachment 2:

Details of the directors of the subsidiary company

Subsidiaries Companies Directors	Auto Metal Company Limited	Alternative EnMat Company Limited (Formerly known as : Alternative Stainless Company Limited)	Mory Lohakit Company Limited	NSC Metal Company Limited (Formerly known as : Ngeck Seng Chiang Metal Company Limited)
Mr.Prasam Akarapongpisak	/, //	-	/, //	-
Mr.Prasert Akarapongpisak	-	-	-	/, //
Mr.Vittawat Akarapongpisak	/, //	/, //	/, //	/, //

Remark : / = Director

// = Authorized Director

Attachment 3

Attachment 3:**Details about the Company's Internal Audit Supervisor and Supervisor of the operation****Internal Audit Supervisor**

The Audit Committee has approved the appointment of A.M.T. Services to act as a planner and conduct audits or reviews of internal control systems in accordance with various plans approved by the Audit Committee.

The person primarily responsible for performing the duties of the Company's internal auditors is:

Mr. Chaiyuth Angsuwithaya**Education**

- M.P.A. – HR, National Institute of Development Administration (NIDA), 1993
- LL.B. – Law, Thammasat University, 1979
- B.B.A. – Accounting, Thammasat University, 1975
- Certified Auditor, 1981
- Certificate of Higher Administration Program – Class # 2 (NMU) Thammasat University
- Certificate of Chief Financial Officer Certification Program (CFO) Class 5, Federation of Accounting Professions
- Certificate of Higher Manager Training Program, Eastern and China Free Trade Area (CAFTA) Class 1 Beijing Economics Administration University
- Certificate of Technology Use for Business Advantage, Chulalongkorn University, 1997
- ISO 9000 Auditor Training Program Certificate - Moody International, 2000
- Forensic Accounting Certificate: FAC Class 1/2020

Work Experience**Present**

- Partner of the Audit Office, A.M.T. Associates

Past

- Audit Committee, Compensation Fund, Social Security Office
- Special Committee to review the draft regulations on supplies, accounting and finance of Chulabhorn Royal Academy
- Member of the Professional Development Committee, Accountancy Professional Council under Royal Patronage
- Assistant Secretary-General of the Accountancy Professional Council under Royal Patronage
- Member of the Auditing Standards Committee, the Professional Accountants Council under Royal Patronage
- Subcommittee for Coordination of Branch Administration, Accountancy Professional Council under Royal Patronage

- Subcommittee of the Subcommittee for the Preparation of Standards or Measures for State Auditing
- Subcommittee on Strategic Management Development, NACC Office
- Advisor to the Internal Control and Risk Management Committee, Thailand Post Company Limited
- Director and Deputy Managing Director, Asoke Motor Group Company Limited
- Working group on the preparation of the WTO dispute settlement process
- Working group to consider the facts that Advanced Info Service Public Company Limited has presented to review the NBTC announcement on the criteria and methods for preparing the accounting report in telecommunications business, NBTC.
- AMT representative at the Russell Bedford regional meeting in Hoi An, Vietnam.
- Representative of the Accounting Profession Council at the 93rd Asian Federation of Accounting Conference in Da Nang, Vietnam.
- Representative of the Accounting Professional Council at the 94th Asian Federation of Accounting Conference in Lao PDR.
- Representative of the Accounting Professional Council at the 95th Asian Federation of Accounting Conference in Kuala Lumpur, Malaysia.
- Representative of the Accounting Profession Council at the IASB Meet the Expert 2010 meeting in the UK.
- Assistant Chief Accountant, Chavalit Hotel
- Assistant Auditor, S.G.V. Office at Thalang

The supervisor oversees the company's operations

The Company Secretary acts as the head of the operations supervision department.

Duties and responsibilities of the supervisor of the work operation

1. Support the Company's policies and objectives to ensure proper governance of operations.
2. Supervise operations to be consistent with the company's policies, including controlling and supervising the said operations process to ensure efficient and effective operations, including improving the system to be consistent with the changing business environment.
3. Communicate and publicize to the board of directors, executives and employees to be aware of and comply with relevant laws and regulations.

Attachment 4

Attachment 4:

Details of property valuation items

- None -

A stack of metal pipes, likely stainless steel, arranged in a grid pattern. The pipes are shown from a perspective that creates a sense of depth, with the foreground pipes being in sharp focus and the background pipes becoming increasingly blurred. The background is a soft, light blue gradient. The text is centered at the bottom of the image.

บริษัท โลหะกิจ เม็ททอล จำกัด (มหาชน)
LOHAKIT METAL PUBLIC COMPANY LIMITED