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| **1 General information** |

Kijcharoen Engineering Electric Public Company Limited (“the Company”) is a public limited company which listed on the Stock Exchange of Thailand. The Company is incorporated in Thailand and has the following registered address:

61 and 61/5 Moo 8 Soi Wiroonrat, Setthakit road, Thamai, Kratumban, Samut Sakhon 74110.

The Company’s principal business operations are the manufacturing and distribution of electrical cabinet, cable tray systems, electrical wiring equipment, and customized sheet metal works.

These financial statements were authorised by the Company’s Board of Directors on 20 February 2026.

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| **2 Basis of preparation** |

The financial statements has been prepared in accordance with Thai Financial Reporting Standards (“TFRS”) and the financial reporting requirements issued under the Securities and Exchange Act.

The financial statements has been prepared under the historical cost convention except as described in Note 6.

The preparation of financial statements in conformity with TFRS requires management to use certain critical accounting estimates and to exercise its judgement in applying the Company’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 7.

An English version of the financial statements has been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

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| **3 Amended financial reporting standards** |

**3.1 Amended financial reporting standards that are effective for** **the accounting period beginning on or after 1 January 2025 which are relevant to the Company.**

1. **Amendments to TAS 1 Presentation of Financial Statements** clarified that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the entity’s expectations or events after the reporting period (for example, the receipt of a waiver or a breach of covenant).

Covenants of loan arrangements will not affect classification of a liability as current or non-current at the end of reporting period if the entity must only comply with the covenants after the reporting period. However, if the entity must comply with a covenant either before or at the end of reporting period, this will affect the classification as current or non-current even if the covenant is only tested for compliance after the reporting period.

The amendments require disclosures if an entity classifies a liability as non-current and that liability is subject to covenants with which the entity must comply within 12 months of the reporting period. The disclosures include:

* the carrying amount of the liability;
* information about the covenants; and
* facts and circumstances, if any, that indicate that the entity might have difficulty complying with the covenants.

The amendments also clarify what TAS 1 means when it refers to the ‘settlement’ of a liability. Terms of a liability that could, at the option of the counterparty, result in its settlement by the transfer of the entity’s own equity instrument can only be ignored for the purpose of classifying the liability as current or non-current if the entity classifies the option as an equity instrument.

The amendments must be applied retrospectively in accordance with the normal requirements in TAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.

1. **Amendments to TFRS 16 Leases** added to the requirements for sale and leaseback transactions which explain how an entity accounts for a sale and leaseback after the date of the transaction.

The amendments specify that, in measuring the lease liability subsequent to the sale and leaseback, the seller-lessee determines ‘lease payments’ and ‘revised lease payments’ in a way that does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use that it retains. This could particularly impact sale and leaseback transactions where the lease payments include variable payments that do not depend on an index or a rate.

1. **Amendments to TAS 7 Statement of cash flows and TFRS 7 Financial instruments:** Disclosures require specific disclosures about supplier finance arrangements (SFAs).   
   The amendments respond to investors that said that they urgently needed more information about SFAs to be able to assess how these arrangements affect an entity's liabilities, cash flows and liquidity risk.

To meet investors’ needs, the new disclosures will provide information about:

(1) The terms and conditions of SFAs.

(2) The carrying amount of financial liabilities that are part of SFAs, and the line items in which those liabilities are presented.

(3) The carrying amount of the financial liabilities in (2), for which the suppliers have already received payment from the finance providers.

(4) The range of payment due dates for both the financial liabilities that are part of SFAs, and comparable trade payables that are not part of such arrangements.

(5) Non-cash changes in the carrying amounts of financial liabilities in (2).

(6) Access to SFA facilities and concentration of liquidity risk with the finance providers.

These financial reporting standards do not have the significant impact to the Company.

**3.2 Amended financial reporting standards that are effective for the accounting period beginning on or after 1 January 2026 which are relevant to the Company.**

1. **Amendments to TAS 21 The Effects of Changes in Foreign Exchange Rates** added requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use when it is not. Prior to these amendments, IAS 21 set out the exchange rate to use when exchangeability is temporarily lacking, but not what to do when lack of exchangeability is not temporary.

The management is in the process of evaluating the impact of the adoption of the revised financial reporting standards and the Company has not early adopted the amended Thai Financial Reporting Standards.

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| **4 Accounting policies** |

**4.1 Functional and presentation currency**

The financial statements are presented in Thai Baht, which is the Company’s functional and presentation currency.

**4.2 Trade receivables**

Trade receivables are subsequently measured at amortised cost when the consideration is unconditional, less loss allowance.

The impairment of trade receivables are disclosed in Note 4.4 (c).

**4.3 Inventories**

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and applicable variable selling expenses.

Cost of inventories is determined by the weighted average method. Cost of raw materials comprise all purchase cost and costs directly attributable to the acquisition of the inventory less all attributable discounts. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs, overhead costs and directly attributable costs in bringing the inventories to their present location and condition.

Allowance is made, where necessary, for obsolete, slow-moving and defective inventories.

**4.4 Financial asset**

a) Recognition and derecognition

Regular way purchases, acquires and sales of financial assets are recognised on trade-date. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

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

b) Classification and measurement

Debt instruments

The Company classifies its debt instrument financial assets depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest (SPPI).

The Company classifies its debt instruments at amortised cost: Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of comprehensive income.

The Company reclassifies debt investments when and only when its business model for managing those assets changes.

c) Impairment

The Company applies the TFRS 9 simplified approach in measuring the impairment of trade receivables which applies lifetime expected credit loss, from initial recognition, for all trade receivables.

To measure the expected credit losses and trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances.

For other financial assets carried at amortised cost and FVOCI, the Company applies TFRS 9 general approach in measuring the impairment of those financial assets. Under the general approach, the 12-month or the lifetime expected credit loss is applied depending on whether there has been a significant increase in credit risk since the initial recognition.

The significant increase in credit risk (from initial recognition) assessment is performed every end of reporting period by comparing i) expected risk of default as of the reporting date and ii) estimated risk of default on the date of initial recognition.

The Company assesses expected credit loss by taking into consideration forward-looking information and past experiences. The expected credit loss is a probability-weighted present value of estimated cash shortfall. The cash shortfall is the difference between all contractual cash flows that are due to the Company and all cash flows expected to receive, discounted at the original effective interest rate.

When measuring expected credit losses, the Company reflects the following:

* probability-weighted estimated uncollectible amounts
* time value of money; and
* supportable and reasonable information as of the reporting date about past experience, current conditions and forecasts of future situations.

Impairment (and reversal of impairment) losses are recognised in profit or loss and included in administrative expenses.

**4.5 Property, plant and equipment**.

All property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Land is not depreciated. Depreciation on other assets is calculated on the straight-line method to allocate their cost, net of their residual values, over the estimated useful life, as follows:

|  |  |
| --- | --- |
| Land improvement | 20 - 40 years |
| Buildings and building improvement | 5 - 50 years |
| Machinery and moulding tools | 5 - 10 years |
| Tools and factory equipment | 3 - 10 years |
| Furniture and office equipment | 3 - 5 years |
| Motor vehicles | 5 - 10 years |

**4.6 Intangible assets**

Acquired computer software is measured at cost. These costs are amortised over their estimated useful lives not over than 5 years.

**4.7 Leases - where a Company is the lessee**

The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Company is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset’s useful life.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee’s incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Payment associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise small items of office equipment.

**4.8 Financial liabilities**

1. Classification

Financial instruments issued by the Company are classified as either financial liabilities or equity securities by considering contractual obligations.

1. Measurement

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost.

1. Derecognition and modification

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, or expired.

**4.9 Borrowing costs**

Borrowing costs of qualifying assets (assets that take more than 12 months to get ready for its intended use or sale) are added to the cost of those assets.

**4.10 Current and deferred income tax**

Income tax comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax is recognised based on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their value for tax purposes. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

**4.11 Post employment benefits**

Defined benefit plans

The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that matches the terms and currency of the expected cash outflows.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise. They are included in retained earnings in the statements of changes in equity.

**4.12 Provisions**

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

**4.13 Revenue recognition**

The Company’s principal business operations are the production and distribution of electrical cabinets, wireway and all kinds of wiring devices. Sales are recognised when control of the products has transferred, being when the products are delivered, and there is no unfulfilled obligation that could affect the customer’s acceptance of the products. Delivery occurs when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the customer, and either the customer has accepted the products in accordance with the sales contract, the acceptance provisions have lapsed, or the Company has objective evidence that all criteria for acceptance have been satisfied.

The goods are often sold with retrospective volume discounts based on aggregate sales over 12 months period. Revenue from these sales is recognised based on the price specified in the contract, net of the estimated volume discounts. Accumulated experience is used to estimate and provide for the discounts, using the expected value method, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. A refund liability is recognised for expected volume discounts payable to customers in relation to sales made until the end of the reporting period. No significant element of financing is deemed present as the sales are made with a normal credit term, which is consistent with market practice.

The Company’s obligation to repair or replace faulty products under the standard warranty terms is recognised as a provision and cost of sales.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

*Material right*

Options granted to customers to purchase additional goods or services free of charge or at a discount are separate performance obligations, material right. Part of the transaction price is deferred as a contract liability until the option is exercised or expired.

*Payments to customers*

Payments to customers or on behalf of customers to other parties, including credited or subsequent discounts, are recognised as a reduction in revenue unless the payment constitutes consideration of a distinct goods or service from the customer.

**4.14 Dividend distribution**

Dividend distributed to the Company’s shareholders is recognised as a liability when interim dividends are approved by the Board of Directors, and when the annual dividends are approved by the shareholders.

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| **5 Financial risk management** |

The Company’s exposure to financial risks and how these risks could affect the future financial performance are as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Exposure arising from** | **Measurement** | **Management** |
|  |  |  |  |
| Credit risk | Cash and cash equivalents, trade and other current receivables | Aging analysis  Credit ratings | Diversification of bank deposits, credit limits and letter of credit |
|  |  |  |  |
| Liquidity risk | Borrowings and other liabilities | Rolling cash flow forecasts | Availability of committed credit lines and borrowing facilities |

The Company’s management is controlled under policies approved by the board of directors. Finance management identifies, evaluates, manages and prevents financial risks in close co-operation with the Company’s operating units. The board provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and other financial instruments as well as investment of excess liquidity.

**5.1 Financial risk**

**5.1.1 Credit risk**

Credit risk arises from cash and cash equivalents as well as credit exposures to customers, including outstanding receivables.

1. **Risk management**

Credit risk is managed on a Company basis. For banks and financial institutions, only independently rated parties with a minimum rating of ‘A’ are accepted.

Risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by line management.

Sales to retail customers are required to be settled in cash to mitigate credit risk. There are no significant concentrations of credit risk, whether through exposure to individual customers or specific industry sectors and/or regions.

1. **Impairment of financial assets**

The Company has 3 types of financial assets that are subject to the expected credit loss model:

* Cash and cash equivalents
* Restricted deposits at financial institutions
* Trade and other current receivables

While cash and cash equivalents and restricted deposits at financial institutions are also subject to the impairment requirements of TFRS 9, the identified impairment loss was immaterial.

*Trade and other current receivables*

The Company applies the TFRS 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables have been grouped by management based on shared credit risk characteristics and the days past due.

The expected loss rates are based on the payment profiles of sales over a period of 60 months before 31 December 2025 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Company has identified the GDP and the unemployment rate of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

The loss allowance for trade receivables, disclosed based on their credit terms, is determined as follows:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **As at 31 December**  **2025** | **Not overdue Baht** | **Less than**  **3 months**  **Baht** | **3 - 6 months**  **Baht** | **6 - 12 months Baht** | **Over**  **12 months**  **Baht** | **Total**  **Baht** |
|  |  |  |  |  |  |  |
| Gross carrying amount |  |  |  |  |  |  |
| - trade receivables |  |  |  |  |  |  |
| and post receipt |  |  |  |  |  |  |
| date cheques | 177,255,440 | 133,526,817 | 163,079 | 455,670 | 2,516,616 | 313,917,622 |
|  |  |  |  |  |  |  |
| Loss allowance | - | (172,230) | (8,209) | (161,687) | (2,516,616) | (2,858,742) |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **As at 31 December**  **2024** | **Not overdue Baht** | **Less than**  **3 months**  **Baht** | **3 - 6 months**  **Baht** | **6 - 12 months Baht** | **Over**  **12 months**  **Baht** | **Total**  **Baht** |
|  |  |  |  |  |  |  |
| Gross carrying amount |  |  |  |  |  |  |
| - trade receivables |  |  |  |  |  |  |
| and post receipt |  |  |  |  |  |  |
| date cheques | 199,975,859 | 119,581,590 | 67,460 | 229,454 | 2,334,455 | 322,188,818 |
|  |  |  |  |  |  |  |
| Loss allowance | - | (207,390) | (6,308) | (130,077) | (2,334,455) | (2,678,230) |

The reconciliations of loss allowances for trade receivables for the year ended   
31 December are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Opening loss allowance as at 1 January | 2,678,230 | 3,891,655 |
| Loss on (reversal of) allowance  in profit or loss during the year | 180,512 | (1,213,425) |
|  |  |  |
| Loss allowance as at 31 December | 2,858,742 | 2,678,230 |

Trade receivables are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Company greater than 5 years past due.

Impairment losses on trade receivables are presented net impairment losses within profit before finance costs and income taxes. Subsequent recoveries of amounts previously written off are credited against the same line item.

**5.1.3 Liquidity risk**

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and to close out market positions. As at   
31 December 2025, the Company held deposits at call of Baht 23.98 million (2024 : Baht 46.30 million) that are expected to readily generate cash inflows for managing liquidity risk.

Due to the dynamic nature of the underlying businesses, the Company treasury maintains flexibility in funding by maintaining availability under committed credit lines.

Management monitors i) rolling forecasts of the Company’s liquidity reserve (comprising the undrawn borrowing facilities below); and ii) cash and cash equivalents on the basis of expected cash flows. In addition, the Company’s liquidity management policy involves considering the level of liquid assets necessary, monitoring balance sheet liquidity ratios and maintaining financing plans.

**a) Financing arrangements**

The Company has access to the following undrawn credit facilities as at 31 December as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | Baht | Baht |
|  |  |  |
| Floating rate |  |  |
| - Credit facility of promissory note | 50,000,000 | 70,000,000 |
| - Combined credit line |  |  |
| - Bank overdraft | 25,000,000 | 25,000,000 |
| - Others | 80,700,000 | 95,700,000 |
|  |  |  |
| Total | 105,700,000 | 120,700,000 |
|  |  |  |
| - Credit facility of loan from a financial institution | 48,479,000 | 118,910,000 |
|  |  |  |
|  | 204,179,000 | 309,610,000 |

**b) Maturity of financial liabilities**

The tables below analyse the Company’s financial liabilities into relevant maturity groupings based on their contractual maturities. The amounts disclosed in the table are the contractual undiscounted cash flows except for the balances due within 12 months which are the contractual present at their carrying balances as the impact of discounting is not significant.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Contractual maturities of**  **financial liabilities** | **Within**  **1 year**  **Baht** | **1 - 5 years**  **Baht** | **Over**  **5 years**  **Baht** | **Total**  **Baht** | **Carrying amount**  **Baht** |
|  |  |  |  |  |  |
| **As at 31 December 2025** |  |  |  |  |  |
| Short-term loans from |  |  |  |  |  |
| financial institutions | 225,000,000 | - | - | 225,000,000 | 225,000,000 |
| Trade and other current |  |  |  |  |  |
| payables | 285,078,791 | - | - | 285,078,791 | 285,078,791 |
| Long-term loans from |  |  |  |  |  |
| financial institutions | 82,713,914 | 165,953,826 | - | 248,667,740 | 232,209,657 |
| Lease liabilities | 213,622 | 35,604 | - | 249,226 | 243,801 |
|  |  |  |  |  |  |
| **Total financial liabilities**  **that is not derivatives** | 593,006,327 | 165,989,430 | - | 758,995,757 | 742,532,249 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Contractual maturities of**  **financial liabilities** | **Within**  **1 year**  **Baht** | **1 - 5 years**  **Baht** | **Over**  **5 years**  **Baht** | **Total**  **Baht** | **Carrying amount**  **Baht** |
|  |  |  |  |  |  |
| **As at 31 December 2024** |  |  |  |  |  |
| Short-term loans from |  |  |  |  |  |
| financial institutions | 170,000,000 | - | - | 170,000,000 | 170,000,000 |
| Trade and other current |  |  |  |  |  |
| payables | 209,872,059 | - | - | 209,872,059 | 209,872,059 |
| Long-term loans from |  |  |  |  |  |
| financial institutions | 65,729,778 | 48,473,770 | - | 114,203,548 | 108,854,213 |
| Lease liabilities | 259,344 | 249,226 | - | 508,570 | 490,435 |
|  |  |  |  |  |  |
| **Total financial liabilities**  **that is not derivatives** | 445,861,181 | 48,722,996 | - | 494,584,177 | 489,216,707 |

**5.2 Capital management**

**Risk management**

The objectives when managing capital are to:

* safeguard their ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
* maintain an optimal capital structure to reduce the cost of capital

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with others in the industry, the Company monitors capital based on gearing ratio which is determined by dividing net debt with equity.

During the year 2025, the Company’s strategy, which was unchanged from the year 2024, was to maintain the debt to equity ratio must be not more than 3 times and the debt service coverage ratio must be more than 1.5 times. As at 31 December, the Company’s debt to equity ratio and debt service coverage ratio are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
| **Debt to equity ratio** | Baht | Baht |
|  |  |  |
| Debt | 856,213,092 | 568,179,468 |
| Equity | 690,605,238 | 689,001,033 |
|  |  |  |
| **Net debt to equity ratio** | **1.24 times** | **0.82 times** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
| **Debt service coverage ratio** | Baht | Baht |
|  |  |  |
| Profit before finance cost, income tax, depreciation and |  |  |
| amortisation (EBITDA) | 227,319,372 | 275,665,182 |
| Current portion of non-current liabilities including finance cost |  |  |
| of long-term and short-term loans (CPLTD) | 89,787,516 | 70,976,375 |
|  |  |  |
| **Debt service coverage ratio** | **2.53 times** | **3.88 times** |

**Loan covenants**

Under the terms of the major borrowing facilities, the Company is required to comply with the following financial covenants:

* The debt to equity ratio (D/E Ratio) must be not more than 3 times and not lower than 0, and
* The debt service coverage ratio (DSCR) ratio must be more than 1.5 times.

The Company has complied with these covenants throughout the reporting period. As at 31 December 2025, the ratio of D/E Ratio was 1.24 times (2024 : 0.82 times) and the ratio of DSCR was 2.53 times (2024 : 3.88 times).

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| **6 Fair value** |

The fair values of the Company’s financial assets and financial liabilities are approximately to their carrying amounts due to the relatively short-term maturity of these financial instruments, except for long-term loans from financial institutions which is disclosed in Note 18.

Fair values are categorised into hierarchy based on inputs used as follows:

Level 1: The fair value of financial instruments is based on the current bid price / closing price by reference to the Stock Exchange of Thailand / the Thai Bond Dealing Centre.

Level 2: The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.

Level 3: The fair value of financial instruments is not based on observable market data.

*Transfer between fair value hierarchy*

During the year, the Company has no transfers between fair value hierarchy levels.

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| **7 Critical accounting estimates and judgements** |

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

## Defined retirement benefit obligations

The present value of the retirement benefit obligations depends on a number of assumptions. Key assumptions used and impacts from possible changes in key assumptions are disclosed in Note 20.

## Allocation of transaction price in contracts with customers

The customer loyalty programme provides a material right to customers. The promise to provide points to the customer is a separate performance obligation. Therefore, the transaction price is allocated to the original product sold and the points on a relative stand-alone selling price basis. The change in the sales price estimated individually will have a significant impact on the price allocation of the combined items to each obligation to be performed. The allocation will impact revenue recognition, assets and liabilities arising from contracts. Despite that, the Company can reliably find the stand-alone selling price.

## Impairment of financial assets

## The loss allowances for financial assets are based on assumptions about default risk and expected loss rates. The Company uses judgement in making these assumptions and selecting the inputs used in the impairment calculation, based on the Company’s past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period.

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| **8 Segment information** |

The Company’s board of directors, consisting of the chief executive officer (CEO) examines the Company’s performance from one segment due to the Company’s principal business operations are the production and distribution of the same group of products and sells locally. Therefore, this financial statement has been presented as one reportable segment.

Board of directors primarily use a measure of segments’ revenue and net profit before tax.

Revenue from sales of the Company for the year ended 31 December 2025 has timing of revenue recognition as a point in time amounting to Baht 1,090.45 million (2024 : Baht 1,169.48 million) and over time amounting to Baht 32.45 million (2024 : Baht 34.88 million).

The Company’s revenues are derived from one major customer of Baht 162.90 million (2024 : one major customer of Baht 183.49 million).

|  |
| --- |
| **9 Cash and cash equivalents** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | Baht | Baht |
|  |  |  |
| Cash on hand | 43,101 | 37,540 |
| Cash at banks - current accounts | 20,027,877 | 31,250,454 |
| - savings accounts | 3,911,360 | 15,007,090 |
| - savings accounts restricted not over 3 months | 19,500,000 | 12,013,903 |
| - fixed deposit accounts restricted not over 3 months | 2,044 | - |
|  |  |  |
| Total | 43,484,382 | 58,308,987 |

As at 31 December 2025, the Company pledged a portion of its cash at bank amount of Baht 19,500,000 (31 December 2024 : Baht 12,013,903) as collateral for the credit of issuance of three-month promissory notes with financial institutions in Thai Baht. The credit limit for promissory note issuance is Baht 80,000,000 (31 December 2024 : Baht 80,000,000) (Note 18.1).

**10 Restricted deposits at financial institutions**

As at 31 December 2025, the Company pledged a twelve-month fixed deposit accounts restricted at financial institutions amount of Baht 7,500,000 as collateral for the credit of issuance of promissory notes with financial institutions in Thai Baht. The credit limit for promissory note issuance is Baht 50,000,000 (Note 18.1) (31 December 2024 : Nil).

|  |
| --- |
| **11 Trade and other current receivables, net** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | Baht | Baht |
|  |  |  |
| Trade receivables - third parties | 268,879,285 | 279,812,572 |
| Trade receivables - related parties (Note 28.2) | 5,589,064 | 7,309,061 |
| Post receipt date cheques | 39,449,273 | 35,067,185 |
| Less : Loss allowance (Note 5.1.2) | (2,858,742) | (2,678,230) |
|  |  |  |
| Total trade receivables, net | 311,058,880 | 319,510,588 |
|  |  |  |
| Other current receivable - third parties | 177,900 | 188,333 |
| Other current receivable - related parties (Note 28.2) | 243,818 | 126,096 |
| Deposits | 6,759,120 | 3,496,201 |
| Prepayments | 6,139,534 | 5,019,566 |
| Accrued interest income | 562 | - |
|  |  |  |
| Total trade and other current receivables, net | 324,379,814 | 328,340,784 |

|  |
| --- |
| **12 Financial assets and financial liabilities** |

The Company’s financial instruments are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
| **Financial assets** |  |  |
| Financial assets measured at amortised cost |  |  |
| - Cash and cash equivalents | 43,484,382 | 58,308,987 |
| - Short-term investments | - | 2,031 |
| * Restricted deposits at financial institutions | 7,500,000 | - |
| - Trade and other current receivables, net | 311,481,160 | 319,825,017 |
|  |  |  |
| Total | 362,465,542 | 378,136,035 |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
| **Financial liabilities** |  |  |
| Financial assets measured at amortised cost |  |  |
| - Short-term loans from financial institutions | 225,000,000 | 170,000,000 |
| - Trade and other current payables | 285,078,791 | 209,872,059 |
| - Long-term loans from financial institutions | 232,209,657 | 108,854,213 |
| - Lease liabilities | 243,801 | 490,435 |
|  |  |  |
| Total | 742,532,249 | 489,216,707 |

**a) Details of financial assets**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **As at 31 December 2025** | | | **As at 31 December 2024** | | |
|  | **Current**  **Baht** | **Non- Current**  **Baht** | **Total**  **Baht** | **Current**  **Baht** | **Non- Current**  **Baht** | **Total**  **Baht** |
|  |  |  |  |  |  |  |
| Cash and cash equivalents | 43,484,382 | - | 43,484,382 | 58,308,987 | - | 58,308,987 |
| Short-term investments | - | - | - | 2,031 | - | 2,031 |
| Restricted deposits at |  |  |  |  |  |  |
| financial institutions | 7,500,000 | - | 7,500,000 | - | - | - |
| Trade and other current |  |  |  |  |  |  |
| receivables | 314,339,902 | - | 314,339,902 | 322,503,247 | - | 322,503,247 |
| Less : Loss allowances | (2,858,742) | - | (2,858,742) | (2,678,230) | - | (2,678,230) |
|  |  |  |  |  |  |  |
| Total | 362,465,542 | - | 362,465,542 | 378,136,035 | - | 378,136,035 |

**b) Expected credit losses for the year**

Information about impairment of financial assets at amortised cost and the Company’s exposure to credit risk is disclosed in Note 5.1.2.

|  |
| --- |
| **13 Inventories, net** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | Baht | Baht |
|  |  |  |
| Raw materials and consumables | 30,676,196 | 26,007,757 |
| Work in progress | 27,531,583 | 21,383,062 |
| Finished goods | 41,400,679 | 31,671,012 |
|  |  |  |
| Total | 99,608,458 | 79,061,831 |
| Less : Allowance for net realisable value | (1,102,606) | (1,004,353) |
|  |  |  |
| Net | 98,505,852 | 78,057,478 |

During the years ended 2025 and 2024 amounts recognised as cost of sales in profit or loss are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | Baht | Baht |
|  |  |  |
| Inventories recognised as an expense | 439,287,736 | 481,405,362 |
| Write-down of inventories to net realisable value | 98,253 | 81,747 |

|  |
| --- |
| **14 Property, plant and equipment and right-of-use assets, net** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Land and** | **Buildings and** |  | **Tools and** | **Furniture** |  | **Construction** |  |  |
|  | **land** | **building** | **Machinery and** | **factory** | **and office** | **Motor** | **in progress** | **Right-of-use** |  |
|  | **improvement** | **Improvement** | **moulding tools** | **equipment** | **equipment** | **vehicles** | **and installation** | **assets** | **Total** |
|  | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** |
|  |  |  |  |  |  |  |  |  |  |
| As at 1 January 2024 |  |  |  |  |  |  |  |  |  |
| Cost | 141,987,083 | 269,812,329 | 515,431,399 | 30,481,288 | 17,454,931 | 49,506,653 | 51,944,187 | 2,422,897 | 1,079,040,767 |
| Less : Accumulated depreciation | (576,071) | (51,919,458) | (293,135,330) | (17,919,982) | (11,348,550) | (38,913,032) | - | (989,878) | (414,802,301) |
|  |  |  |  |  |  |  |  |  |  |
| **Net book amount** | 141,411,012 | 217,892,871 | 222,296,069 | 12,561,306 | 6,106,381 | 10,593,621 | 51,944,187 | 1,433,019 | 664,238,466 |
|  |  |  |  |  |  |  |  |  |  |
| For the year ended 31 December 2024 |  |  |  |  |  |  |  |  |  |
| Opening net book amount | 141,411,012 | 217,892,871 | 222,296,069 | 12,561,306 | 6,106,381 | 10,593,621 | 51,944,187 | 1,433,019 | 664,238,466 |
| Additions | - | 1,115,800 | 1,965,000 | 1,788,677 | 1,730,084 | 6,774,757 | 149,282,319 | - | 162,656,637 |
| Transfers in (out) | - | 6,183,892 | 40,602,998 | - | 1,217,166 | - | (48,004,056) | - | - |
| Disposal, net | - | (157,474) | - | - | - | (42,472) | - | - | (199,946) |
| Write-off, net | - | - | (1) | (30,038) | (2,783) | (106,028) | - | - | (138,850) |
| Depreciation and amortisation charge | (180,361) | (11,488,823) | (38,133,391) | (2,541,633) | (2,022,937) | (2,605,999) | - | (485,638) | (57,458,782) |
|  |  |  |  |  |  |  |  |  |  |
| **Closing net book amount** | 141,230,651 | 213,546,266 | 226,730,675 | 11,778,312 | 7,027,911 | 14,613,879 | 153,222,450 | 947,381 | 769,097,525 |
|  |  |  |  |  |  |  |  |  |  |
| **As at 31 December 2024** |  |  |  |  |  |  |  |  |  |
| Cost | 141,987,083 | 276,783,481 | 557,899,397 | 31,674,595 | 20,053,628 | 55,529,111 | 153,222,450 | 2,422,897 | 1,239,572,642 |
| Less : Accumulated depreciation | (756,432) | (63,237,215) | (331,168,722) | (19,896,283) | (13,025,717) | (40,915,232) | - | (1,475,516) | (470,475,117) |
|  |  |  |  |  |  |  |  |  |  |
| **Net book amount** | 141,230,651 | 213,546,266 | 226,730,675 | 11,778,312 | 7,027,911 | 14,613,879 | 153,222,450 | 947,381 | 769,097,525 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Land and** | **Buildings and** |  | **Tools and** | **Furniture** |  | **Construction** |  |  |
|  | **land** | **building** | **Machinery and** | **factory** | **and office** | **Motor** | **in progress** | **Right-of-use** |  |
|  | **improvement** | **Improvement** | **moulding tools** | **equipment** | **equipment** | **vehicles** | **and installation** | **assets** | **Total** |
|  | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** |
|  |  |  |  |  |  |  |  |  |  |
| **As at 1 January 2025** |  |  |  |  |  |  |  |  |  |
| Cost | 141,987,083 | 276,783,481 | 557,899,397 | 31,674,595 | 20,053,628 | 55,529,111 | 153,222,450 | 2,422,897 | 1,239,572,642 |
| Less : Accumulated depreciation | (756,432) | (63,237,215) | (331,168,722) | (19,896,283) | (13,025,717) | (40,915,232) | - | (1,475,516) | (470,475,117) |
|  |  |  |  |  |  |  |  |  |  |
| **Net book amount** | 141,230,651 | 213,546,266 | 226,730,675 | 11,778,312 | 7,027,911 | 14,613,879 | 153,222,450 | 947,381 | 769,097,525 |
|  |  |  |  |  |  |  |  |  |  |
| **For the year ended 31 December 2025** |  |  |  |  |  |  |  |  |  |
| Opening net book amount | 141,230,651 | 213,546,266 | 226,730,675 | 11,778,312 | 7,027,911 | 14,613,879 | 153,222,450 | 947,381 | 769,097,525 |
| Additions | 47,150,684 | 248,500 | 2,015,000 | 4,533,804 | 919,395 | 1,883,000 | 290,532,356 | - | 347,282,739 |
| Transfers in (out) | - | 3,200,000 | 78,939,933 | - | - | - | (82,139,933) | - | - |
| Disposal, net | - | - | (1,041,965) | (1) | (40,745) | (78,673) | - | - | (1,161,384) |
| Write-off, net | - | - | (1) | (10,569) | (34,161) | (4,053) | - | - | (48,784) |
| Depreciation and amortisation charge | (179,868) | (12,073,093) | (37,493,444) | (2,722,302) | (2,149,292) | (2,700,750) | - | (484,311) | (57,803,060) |
|  |  |  |  |  |  |  |  |  |  |
| **Closing net book amount** | 188,201,467 | 204,921,673 | 269,150,198 | 13,579,244 | 5,723,108 | 13,713,403 | 361,614,873 | 463,070 | 1,057,367,036 |
|  |  |  |  |  |  |  |  |  |  |
| **As at 31 December 2025** |  |  |  |  |  |  |  |  |  |
| Cost | 189,137,767 | 280,231,981 | 636,322,304 | 34,854,563 | 19,947,854 | 56,715,311 | 361,614,873 | 2,422,897 | 1,581,247,550 |
| Less : Accumulated depreciation | (936,300) | (75,310,308) | (367,172,106) | (21,275,319) | (14,224,746) | (43,001,908) | - | (1,959,827) | (523,880,514) |
|  |  |  |  |  |  |  |  |  |  |
| **Net book amount** | 188,201,467 | 204,921,673 | 269,150,198 | 13,579,244 | 5,723,108 | 13,713,403 | 361,614,873 | 463,070 | 1,057,367,036 |

In February and June 2025, the Company entered into agreements to acquire land from third parties amounting to Baht 43,769,810 and Baht 2,122,874, respectively, for use in the ordinary course of business. The Company has fully paid the consideration and completed the registration of ownership transfer in February and June 2025, respectively.

In addition, the Company is in the process of constructing a new building, purposed to operate as a production facility and innovation center. The construction is expected to be completed in the first quarter of 2026. As at 31 December 2025, the new building had a carrying amount of construction in progress of Baht 321,420,414 with Baht 173,351,665 was incurred in the year 2025.

Borrowing costs of Baht 4,036,299 (2024 : Baht 1,342,131), arising from financing specifically entered into for the construction of a new building (2024 : arising from financing specifically entered into for the construction of a new building and general loans). These costs have been capitalised during the year and are included in ‘additions’. A capitalisation rate of 3.47% was used representing the actual borrowing cost of the general loan used to finance the construction project.

As at 31 December 2025, property, plant and a certain part machinery at the carrying amount of Baht 789,398,689 (2024 : Baht 530,917,563) has been pledged as collateral against loans from financial institutions (Note 18).

As at 31 December, the carrying amount of the right-of-use assets comprises the following items:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Motor vehicles | 463,070 | 947,381 |
|  |  |  |
| Total | 463,070 | 947,381 |

For the year ended 31 December, amounts charged to profit or loss and cash flows relating to leases are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Amortisation charge of right-of-use assets: |  |  |
| - Motor vehicles | 484,311 | 485,638 |
|  |  |  |
| Total | 484,311 | 485,638 |
|  |  |  |
| Total cash outflow for leases | 259,344 | 487,951 |
| Interest expense (included in finance cost) | 12,710 | 26,462 |

|  |
| --- |
| **15 Intangible assets, net** |

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | Computer |  |
|  | Computer | software under |  |
|  | software | installation | Total |
|  | Baht | Baht | Baht |
| **As at 1 January 2024** |  |  |  |
| Cost | 20,394,895 | 67,754 | 20,462,649 |
| Less : Accumulated amortisation | (16,701,994) | - | (16,701,994) |
|  |  |  |  |
| Net book amount | 3,692,901 | 67,754 | 3,760,655 |
|  |  |  |  |
| **For the year ended 31 December 2024** |  |  |  |
| Opening net book amount | 3,692,901 | 67,754 | 3,760,655 |
| Additions | 1,994,500 | 499,446 | 2,493,946 |
| Amortisation charge | (1,652,001) | - | (1,652,001) |
|  |  |  |  |
| Closing net book amount | 4,035,400 | 567,200 | 4,602,600 |
|  |  |  |  |
| **As at 31 December 2024** |  |  |  |
| Cost | 22,389,395 | 567,200 | 22,956,595 |
| Less : Accumulated amortisation | (18,353,995) | - | (18,353,995) |
|  |  |  |  |
| Net book amount | 4,035,400 | 567,200 | 4,602,600 |
|  |  |  |  |
| **For the year ended 31 December 2025** |  |  |  |
| Opening net book amount | 4,035,400 | 567,200 | 4,602,600 |
| Additions | 104,700 | 1,260,686 | 1,365,386 |
| Transfers in (out) | 1,459,386 | (1,459,386) | - |
| Amortisation charge | (1,659,224) | - | (1,659,224) |
|  |  |  |  |
| Closing net book amount | 3,940,262 | 368,500 | 4,308,762 |
|  |  |  |  |
| **As at 31 December 2025** |  |  |  |
| Cost | 23,953,481 | 368,500 | 24,321,981 |
| Less : Accumulated amortisation | (20,013,219) | - | (20,013,219) |
|  |  |  |  |
| Net book amount | 3,940,262 | 368,500 | 4,308,762 |

|  |
| --- |
| **16 Deferred income taxes, net** |

The movements in deferred income tax assets and liabilities during the year are as follows:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  | **(Charged)** |  | **(Charged)** | **(Charged)** |  |
|  |  | **(Charged)** | **credited to other** |  | **credited** | **credited to other** |  |
|  | **1 January** | **credited to** | **comprehensive** | **31 December** | **to income** | **comprehensive** | **31 December** |
|  | **2024** | **income or loss** | **income** | **2024** | **or loss** | **income** | **2025** |
|  | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** | **Baht** |
| **Deferred income tax assets** |  |  |  |  |  |  |  |
| Loss allowance | 778,331 | (242,685) | - | 535,646 | 36,103 | - | 571,749 |
| Allowance for obsolete inventories | 184,521 | 16,350 | - | 200,871 | 19,650 | - | 220,521 |
| Net book value of fixed assets for differences |  |  |  |  |  |  |  |
| between accounting and tax basis |  |  |  |  |  |  |  |
| from sale and lease back | 1,602,134 | (368,587) | - | 1,233,547 | (367,580) | - | 865,967 |
| Lease liabilities | 2,072,144 | (857,990) | - | 1,214,154 | 5,756,343 | - | 6,970,497 |
| Employee benefit obligations | 5,217,027 | 299,601 | - | 5,516,628 | 435,524 | - | 5,952,152 |
| Accrued interest expense | 43,519 | (39,023) | - | 4,496 | (4,496) | - | - |
|  |  |  |  |  |  |  |  |
| Total | 9,897,676 | (1,192,334) | - | 8,705,342 | 5,875,544 | - | 14,580,886 |
|  |  |  |  |  |  |  |  |
| **Deferred income tax liabilities** |  |  |  |  |  |  |  |
| Assets under lease | (630,721) | 355,497 | - | (275,224) | (9,509,971) | - | (9,785,195) |
| Transaction costs of loans | (127,667) | 28,949 | - | (98,718) | (22,631) | - | (121,349) |
| Accrued interest income | - | - | - | - | (112) | - | (112) |
|  |  |  |  |  |  |  |  |
| Total | (758,388) | 384,446 | - | (373,942) | (9,532,714) | - | (9,906,656) |
|  |  |  |  |  |  |  |  |
| Net | 9,139,288 | (807,888) | - | 8,331,400 | (3,657,170) | - | 4,674,230 |

|  |
| --- |
| **17 Trade and other current payables** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | Baht | Baht |
|  |  |  |
| Trade payables - other companies | 103,065,659 | 93,893,049 |
| Other current payables - other companies | 15,194,821 | 9,853,390 |
| Trade payables - related companies (Note 28.2) | 197,112 | 110,483 |
| Other current payables - related companies (Note 28.2) | 156,140 | 194,150 |
| Post payment date cheques | 75,712,118 | 66,995,178 |
| Fixed assets payables | 67,868,964 | 19,451,296 |
| Fixed assets payables - related companies (Note 28.2) | 72,476 | 44,317 |
| Other accrued expenses | 11,914,626 | 6,563,490 |
| Accrued salaries and wages expenses | 9,037,811 | 10,516,593 |
| Accrued utility expenses | 1,692,506 | 1,868,665 |
| Accrued interest expense | - | 22,479 |
| Dividend payable | 166,558 | 358,969 |
|  |  |  |
| Total | 285,078,791 | 209,872,059 |

|  |
| --- |
| **18 Loans** |

**18.1 Short-term loans from financial institutions**

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Promissory notes | 225,000,000 | 170,000,000 |
|  |  |  |
| Total | 225,000,000 | 170,000,000 |

As at 31 December 2025 and 31 December 2024, the Company issued promissory notes to domestic financial institutions in Thai Baht with a maturity of 3 months. The notes carried interest rates from 2.50% to 2.60% per annum (31 December 2024 : 3.15% to 3.55% per annum). The notes were secured by certain parcels of land, buildings, and machinery of the Company, together with certain bank deposit accounts amounting to Baht 27,000,000 (Note 9 and 10) (31 December 2024 : The notes were secured by certain parcels of land, buildings, and machinery of the Company, together with certain bank deposit accounts amounting to Baht 12,000,000).

**18.2 Long-term loans from financial institutions**

The movement of long-term loans from financial institutions for the year ended 31 December are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Opening balance | 108,854,213 | 115,900,233 |
| Additions during the year | 189,450,966 | 51,090,000 |
| Repayments during the year | (66,229,943) | (58,280,841) |
| Transaction costs | (223,665) | (212,035) |
| Amortisation of transaction costs | 358,086 | 356,856 |
|  |  |  |
| Closing balance | 232,209,657 | 108,854,213 |
|  |  |  |
| Current portion of long-term loans | 80,614,778 | 63,826,281 |
| Long-term loans | 151,594,879 | 45,027,932 |
|  |  |  |
| Total | 232,209,657 | 108,854,213 |
|  |  |  |
| Fair value | 234,775,667 | 109,482,609 |

**Fair value**

The fair values are based on discounted cash flows using a discount rate based upon the borrowing rate of MLR minus fixed rate (2024 : MLR minus fixed rate) and are within the level 2 of fair value hierarchy.

The effective interest rates at the statement of financial position date are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **% per annum** | **% per annum** |
|  |  |  |
| Effective interest rate |  |  |
| - Long-term loans from financial institutions | 3.92 to 3.97 | 4.45 to 4.50 |

Details of long-term loans as at 31 December 2025 and 2024 are as follows:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Credit limit** |  | **Interest rate (% per annum)** | |  | **Interest** | **2025** | **2024** |
| **No.** | **Baht** | **Objective** | **2025** | **2024** | **Principal repayment** | **repayment** | **Baht** | **Baht** |
|  |  |  |  |  |  |  |  |  |
| 1 | 100,000,000 | For using in working capital in business | MLR-2.65 | MLR-2.65 | 84 monthly repayments  - period 1-35 at Baht 1,200,000 each including interest  - remaining periods, at Baht 1,400,000 each | Monthly | - | 8,991,348 |
| 2 | 40,000,000 | For using in working capital in business | MLR-2.65 | MLR-2.65 | 84 monthly repayments  - period 1-35 at Baht 480,000 each including interest  - remaining periods, at Baht 600,000 each | Monthly | - | 1,969,551 |
| 3 | 20,000,000 | For using in working capital in business | MLR-2.65 | MLR-2.65 | 60 monthly repayments, at Baht 367,000 each | Monthly | - | 881,733 |
| 4 | 30,000,000 | For enhance business liquidity and reduce the impacts on employment | MLR-2.65 | MLR-2.65 | 60 monthly repayments: - periods 1-6, Baht 0 each  - remaining periods, Baht 590,000 each | Monthly  Monthly | - | 3,063,472 |
| 5 | 15,200,000 | To purchase a machinery | MLR-2.65 | MLR-2.65 | 60 monthly repayments, at Baht 277,000 each | Monthly | - | 2,483,884 |
| 6 | 20,889,000 | For machinery investment | 5.08 | 5.08 | 60 monthly repayments, at Baht 393,211 each | Monthly | 1,556,346 | 6,070,770 |
| 7 | 40,644,800 | For machinery investment | 5.08 | 5.08 | 60 monthly repayments, at Baht 765,090 each | Monthly | 10,378,560 | 18,798,618 |
| 8 | 30,000,000 | For using in working capital in business | MLR-2.65 | MLR-2.65 | 60 monthly repayments, at Baht 554,000 each | Monthly | 9,939,730 | 15,998,428 |
| 9 | 170,000,000 | For construction KJL Innovation Center | MLR-2.70 | MLR-2.70 | 66 monthly repayments, at Baht 3,000,000 each | Monthly | 124,348,282 | 51,090,000 |
| 10 | 4,680,000 | To purchase a machinery | 4.29 | - | 36 monthly repayments, at Baht 138,303 each | Monthly | 3,803,511 | - |
| 11 | 6,216,000 | To purchase a machinery | 4.15 | - | 36 monthly repayments, at Baht 183,355 each | Monthly | 5,216,536 | - |
| 12 | 30,000,000 | For using in working capital in business | MLR-2.70 | - | 60 monthly repayments, at Baht 560,000 each | Monthly | 28,161,345 | - |
| 13 | 54,570,000 | For construction KJL Innovation Center | MLR-2.70 | - | 72 monthly repayments, at Baht 900,000 each | Monthly | 25,136,000 | - |
| 14 | 11,341,552 | To purchase a machinery | 3.35 | - | 36 monthly repayments, at Baht 333,975 each | Monthly | 11,120,992 | - |
| 15 | 13,416,000 | To purchase a machinery | 3.35 | - | 36 monthly repayments, at Baht 395,059 each | Monthly | 13,155,101 | - |
|  |  | Total |  |  |  |  | 232,816,403 | 109,347,804 |
|  |  | Less : Transaction costs |  |  |  |  | (606,746) | (493,591) |
|  |  |  |  |  |  |  |  |  |
|  |  | Long-term loans |  |  |  |  | 232,209,657 | 108,854,213 |

For loans item no. 1, 2, 9, 12, and 13 the Company must comply with the terms of the debt’s covenants including debt to equity ratio (DE ratio), debt service coverage ratio (DSCR) according to loan agreements.

Property, plant and a certain part machinery of the Company has been pledged as collateral against the loans (2024 : property, plant and a certain part machinery of the Company has been pledged as collateral).

|  |
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| **19 Current contract liabilities** |

*Significant changes in contract liabilities*

The contract liabilities of Baht 74.44 million for rights granted to customers to purchase goods consists of separate service obligation of Baht 30.74 million and trade discount on repayment liabilities of   
Baht 43.70 million which will be recognised as income in 2026. (2024 : The contract liabilities of Baht 35.27 million for rights granted to customers to purchase goods consists of separate service obligation of Baht 25.39 million and trade discount on repayment liabilities of Baht 9.88 million which will be recognised as income in 2025).

The Company’s contracts with all clients are for a year or less.

|  |
| --- |
| **20 Employee benefit obligations** |

The movement of employee benefit obligations are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| As at 1 January | 27,583,142 | 26,085,133 |
|  |  |  |
| Current service cost | 1,512,340 | 1,466,014 |
| Interest expense | 665,281 | 599,995 |
|  |  |  |
|  | 2,177,621 | 2,066,009 |
|  |  |  |
| Benefit payment | - | (568,000) |
|  |  |  |
| As at 31 December | 29,760,763 | 27,583,142 |

The principal actuarial assumptions used as at the date of statements of financial position are as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025**  **% per annum** | **2024**  **% per annum** |
|  |  |  |
| Discount rate | 3.16 | 3.16 |
| Salary increase rate | 5 | 5 |
| Staff turnover rate | 1.91 to 22.92 | 1.91 to 22.92 |

Sensitivity analysis for each significant assumption are as follows:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | **Impact on defined benefit obligation** | | | |
|  | **Change in** | **Increase in assumption** | | **Decrease in assumption** | |
|  | **assumption** | **2025** | **2024** | **2025** | **2024** |
|  |  |  |  |  |  |
| Discount rate | 0.5% | (1,644,658) | (1,567,743) | 1,808,508 | 1,728,822 |
| Salary growth rate | 1% | 4,203,657 | 3,765,068 | (3,500,667) | (3,141,831) |
| Staff turnover rate | 20% | (2,764,532) | (2,453,575) | 3,396,141 | 2,996,560 |

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the retirement benefits obligation to significant actuarial assumptions, the same method has been applied as when calculating the retirement benefits recognised in the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

The weighted average duration of the defined benefit obligation for the entity is 18 years (2024 : 18 years).

Expected maturity analysis of undiscounted retirement is as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Retirement benefits |  |  |
| - Less than 1 year | 6,529,941 | 6,529,941 |
| - Between 1 to 5 years | 1,591,569 | 1,497,550 |
| - More than 5 years | 31,314,988 | 31,409,007 |
|  |  |  |
| Total | 39,436,498 | 39,436,498 |

|  |
| --- |
| **21 Legal reserve** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| As at 1 January | 11,600,000 | 11,600,000 |
| Appropriation during the year | - | - |
|  |  |  |
| As at 31 December | 11,600,000 | 11,600,000 |

Under the Public Limited Companies Act., B.E. 2535, the Company is required to set aside as statutory reserve at least 5 percent of its net profit after accumulated deficit brought forward (if any) until the reserve is not less than 10 percent of the registered capital. This reserve is not available for dividend distribution.

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| **22 Dividends payment** |

At the Board of Directors meeting of the Company No. 3/2025 on 8 August 2025, it was approved interim dividend payment from the operating results for the six-month period ended 30 June 2025 at Baht 0.19 per share for 231,997,800 ordinary shares, and the total dividend amounts of Baht 44,079,582. The dividend was paid to shareholders on 8 September 2025.

At the Annual General Meeting of Shareholders for the year 2025, on 23 April 2025, it was approved dividend payment for the 2024 operating results at Baht 0.35 per share for 231,997,800 ordinary shares, and the total dividend amounts of Baht 81,199,230. The dividend was paid to shareholders on 7 May 2025.

At the Board of Directors meeting of the Company No. 3/2024 on 8 August 2024, it was approved interim dividend payment from the operating results for the six-month period ended 30 June 2024 at Baht 0.17 per share for 231,997,800 ordinary shares, and the total dividend amounts of Baht 39,439,626. The dividend was paid to shareholders on 6 September 2024.

At the Annual General Meeting of Shareholders for the year 2024, on 26 April 2024, it was approved dividend payment for the 2023 operating results at Baht 0.30 per share for 231,997,800 ordinary shares, and the total dividend amounts of Baht 69,599,340. The dividend was paid to shareholders on 10 May 2024.

|  |
| --- |
| **23 Finance costs** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Interest expense - Loans from financial institutions | 9,321,237 | 7,251,853 |
| Interest expense - Lease liabilities | 12,710 | 26,462 |
|  |  |  |
| Total | 9,333,947 | 7,278,315 |

|  |
| --- |
| **24 Expense by nature** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Changes in finished goods and work in progress | (15,878,188) | (2,697,700) |
| Raw materials and consumables used | 455,165,924 | 484,103,062 |
| Employee expenses | 211,722,769 | 199,066,775 |
| Depreciation and amortisation | 59,462,284 | 59,110,783 |
| Repair and maintenance expenses | 47,829,611 | 47,390,658 |
| Utility expenses | 17,975,622 | 20,020,793 |
| Cost of gas used in production | 18,745,657 | 17,363,562 |
| Promotional and public relations expenses | 30,585,529 | 33,092,569 |
| Consulting and professional fees | 6,407,484 | 5,965,915 |
| Freight costs | 7,208,625 | 7,274,081 |
| Systems development cost | 4,405,413 | 4,116,548 |
| Security fee | 2,390,472 | 2,153,947 |

|  |
| --- |
| **25 Income tax** |

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
| Current tax: |  |  |
| Current income tax expense | 27,982,954 | 27,094,050 |
|  |  |  |
| Total current tax | 27,982,954 | 27,094,050 |
|  |  |  |
| Deferred income tax: |  |  |
| (Increase) decrease in deferred income tax assets (Note 16) | (5,875,544) | 1,192,334 |
| Increase (decrease) in deferred income tax liabilities (Note 16) | 9,532,714 | (384,446) |
|  |  |  |
| Total deferred income tax | 3,657,170 | 807,888 |
|  |  |  |
| Total income tax expense | 31,640,124 | 27,901,938 |

The income tax for the profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Profit before income tax | 158,523,141 | 209,276,084 |
|  |  |  |
| Tax calculated at a tax rate of 20% (2024 : 20%) | 31,704,628 | 41,855,217 |
| Tax effects of: |  |  |
| Expenses not deductible for tax purpose | 69,643 | 122,087 |
| Additional deduction expenses | (134,147) | (2,830,366) |
| Profit exempted from income tax due to promotional privileges | - | (11,245,000) |
|  |  |  |
| Income tax | 31,640,124 | 27,901,938 |

|  |
| --- |
| **26 Earnings per share** |

Basic earnings per share is calculated by dividing the profit attributable to shareholders by the weighted average number of ordinary shares.

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  |  |  |
| **Basic earnings per share** |  |  |
| Profit for the year attributable to shareholders (Baht) | 126,883,017 | 181,374,146 |
| Weighted average number of ordinary shares (shares) | 231,997,800 | 231,997,800 |
|  |  |  |
| **Basic earnings per share (Baht per share)** | 0.55 | 0.78 |

The Company had no potential dilutive ordinary shares in issue during the years.

|  |
| --- |
| **27 Change in liabilities arising from financing activities** |

|  |  | **Long-term** |  |
| --- | --- | --- | --- |
|  | **Leases** | **borrowings** | **Total** |
|  | **Baht** | **Baht** | **Baht** |
|  |  |  |  |
| Liabilities as at 1 January 2024 | 951,923 | 115,900,233 | 116,852,156 |
| Cash flows received (repayment) | (461,488) | (7,190,841) | (7,652,329) |
| Payments for transaction costs of loans | - | (212,035) | (212,035) |
| Amortisation of transaction costs | - | 356,856 | 356,856 |
|  |  |  |  |
| Liabilities as at 31 December 2024 | 490,435 | 108,854,213 | 109,344,648 |
| Cash flows received (repayment) | (246,634) | 123,221,023 | 122,974,389 |
| Payments for transaction costs of loans | - | (223,665) | (223,665) |
| Amortisation of transaction costs | - | 358,086 | 358,086 |
|  |  |  |  |
| Liabilities as at 31 December 2025 | 243,801 | 232,209,657 | 232,453,458 |

|  |
| --- |
| **28 Related party transactions** |

The relationship between the Company and its related parties are as follows:

|  |  |
| --- | --- |
| **Name of entity** | **Type** |
|  |  |
| K J L Electric Company Limited | Parent, common shareholder and directors |
| 4SHOP Minimart Company Limited | Common shareholder and directors |
| C.P.N. Electrical Future Company Limited | Management’s relative shareholding |
| P K S Auto Service Center Company Limited | Management’s relative shareholding |
| Thai Technic Electric Minburi Company Limited | Management’s relative shareholding |
| Thai Bumroong Engineering Co., Ltd. | Management’s relative shareholding |
| Thai Bumroong Electric Company Limited | Management’s relative shareholding |
| Thanakorn Inter Supply Co., Ltd. | Management’s relative shareholding |

Pricing policies with related parties are as follows:

|  |  |
| --- | --- |
| **Transactions** | **Pricing Policy** |
|  |  |
| Sales of goods | Market price and mutually agreed price |
| Rental income | Contract price - refer to nearby rentals |
| Purchases of goods and receiving of services | Actual cost price |

**28.1 Transactions with related parties**

|  |  |  |
| --- | --- | --- |
| **For the year end 31 December** | **2025** | **2024** |
|  | **Baht** | **Baht** |
| **Revenues** |  |  |
| Sales of goods |  |  |
| Other related parties | 16,371,979 | 18,944,446 |
| Other income |  |  |
| Other related parties | 735,626 | 785,255 |
|  |  |  |
| **Purchases of goods and receiving of services** |  |  |
| Purchases of goods |  |  |
| Other related parties | 1,533,943 | 2,077,787 |
| Receiving of services |  |  |
| Other related parties | 2,211,935 | 1,670,746 |

**28.2 Outstanding balances with related parties**

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
| **Receivables** |  |  |
| Trade receivables |  |  |
| Other related parties (Note 11) | 5,589,064 | 7,309,061 |
| Other current receivables |  |  |
| Other related parties (Note 11) | 243,818 | 126,096 |
|  |  |  |
| **Payables** |  |  |
| Trade payables |  |  |
| Other related parties (Note 17) | 197,112 | 110,483 |
| Other current payables |  |  |
| Other related parties (Note 17) | 156,140 | 194,150 |
| Fixed assets payables |  |  |
| Other related parties (Note 17) | 72,476 | 44,317 |

**28.3 Key management compensation**

Key management includes directors (regardless of whether they are in the managerial level or not) and top management. Compensation paid or payable to key management as follows:

|  |  |  |
| --- | --- | --- |
| **For the year ended 31 December** | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Salaries and other short-term benefits | 26,412,000 | 24,930,000 |
| Post-employment benefits | 430,723 | 409,062 |
|  |  |  |
| Total | 26,842,723 | 25,339,062 |

|  |
| --- |
| **29 Bank guarantees** |

As at 31 December 2025, the Company had commitments in respect of letter of guarantee issued by banks for electricity consumption of Baht 200,000 (2024 : Baht 200,000).

|  |
| --- |
| **30 Commitments** |

**Capital expenditure commitments**

Capital expenditure contracted as at 31 December but not recognised as liabilities is as follows:

|  |  |  |
| --- | --- | --- |
|  | **2025** | **2024** |
|  | **Baht** | **Baht** |
|  |  |  |
| Plant and machinery | 31,605,964 | 175,696,153 |
| Computer software | 288,500 | 712,186 |
|  |  |  |
| Total | 31,894,464 | 176,408,339 |

|  |
| --- |
| **31 Subsequent events** |

**Dividend payment**

At the Board of Directors meeting of the Company No.1/2026 on 20 February 2026, it was approved dividend payment for the 2025 operating results at Baht 0.26 per share for 231,997,800 ordinary shares, and the total dividend amounts of Baht 60,319,428. The dividend payment is subject to the approval of the shareholders at the 2026 Annual General Meeting of shareholders, scheduled to be held in April 2026.