

Date 22 September 2025

Subject : Clarification of news or information requested by SET - Disclose more information about the business policies and changes in the management structure (*Revised1*)

To : President

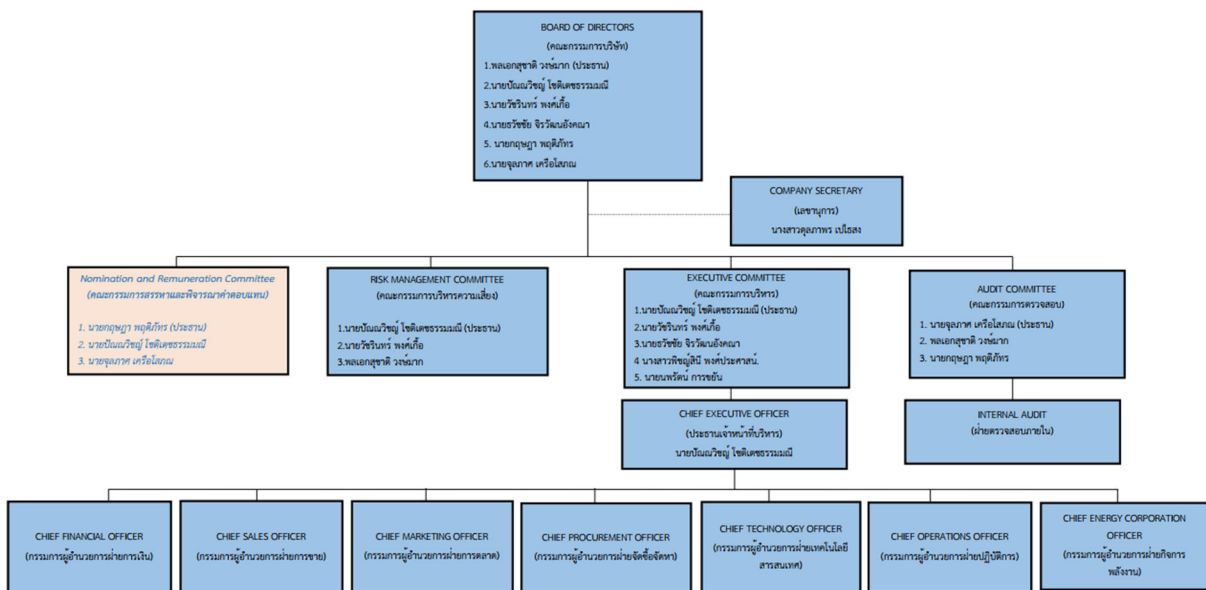
The Stock Exchange of Thailand (SET)

Refer to : The letter for Clarification of news or information requested by SET

According to the letter from the Stock Exchange of Thailand (SET) requesting clarification on the business policy and changes to the management structure, TWENTY-FOUR CON & SUPPLY PUBLIC COMPANY LIMITED (the "Company") would like to provide the following details:

1. Business Policy

The company confirms its business policy aligns with the information previously provided to the Stock Exchange of Thailand in August 2025. TWENTY-FOUR CON & SUPPLY remains committed to its core business of selling and installing air conditioning systems and building engineering systems. It will also continue to expand investments into new, high-growth potential businesses, including cosmetics, dietary supplements, and technology, as shown in the organizational chart.



The company maintains its management and personnel who possess significant expertise and experience in the building engineering and contracting business, ensuring close oversight and management. The current executives remain a key force in supervising operations, guaranteeing that work proceeds smoothly and aligns with established goals.

To further strengthen its team, the company has brought in new, highly capable executives, including Mr. Watcharin Phongkua. With extensive experience in both the energy and public utilities sectors, as well as a strong background in building engineering systems, Mr. Vacharind will serve on the board of directors and help guide the strategic direction of the business alongside the existing team.

The company wishes to emphasize that beyond the existing and new executives, it also retains experienced construction business professionals who provide continuous support. This robust combination of seasoned and new talent ensures the company is fully prepared to operate its contracting and construction business with unwavering stability and efficiency.

In parallel with its core operations, the company continues to seek opportunities for strategic diversification by investing in new businesses with high growth potential, such as the cosmetics, dietary supplements, and technology sectors. This initiative serves as a crucial mechanism for driving the company's sustainable growth into the future.

2. Operational Improvements

Over the past two years, despite the construction sector being affected by external factors and a market slowdown, the company has systematically improved its operational efficiency. These improvements include

- **Improved Job Selection Process:** The company continues to bid on projects from both the public and private sectors. It has developed more stringent criteria for accepting projects, focusing on those with appropriate size, duration, and worthwhile returns to manage risk and maintain profitability.
- **Increased Human Resource Efficiency:** The company has optimized its human resource structure by retaining key personnel with high expertise and experience while reducing unnecessary staff to cut operating costs. This adjustment allows the company to maintain service quality while improving efficiency and reducing costs.
- **Maintaining Competitiveness:** Even in a challenging market, the company maintains its competitiveness and readiness to undertake large-scale projects, including significant public sector projects when appropriate opportunities arise.

3. Changes to the Management Structure

The resignation of some directors and the appointment of new ones are due to term limits and personal reasons, respectively. These changes align with good corporate governance principles and do not affect the continuity of the company's business operations.

The company affirms its commitment to strictly adhering to the regulations of the Stock Exchange of Thailand. It will continue to disclose important and necessary information to investors accurately, completely, and transparently. The company is dedicated to building shareholder and investor confidence through transparent and efficient business operations.

With Regards,

Ph.D. Dr.Pannawit Chottechathammanee

Director

Twenty-Four con & supply PLC.