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- Translation –

DIMET IR004/2569

March 11, 2026

Subject:Report and Clarification on the Remedial Plan Regarding DIMET Securities being Cautioned with CB Signs

To: Director and Manager, The Stock Exchange of Thailand

Whereas Dimet (Siam) Public Company Limited **(the "Company")** held a Public Presentation on 11 March 2026 to provide information to investors and related parties regarding the Company's securities being posted with the CB sign, due to the Company's shareholders' equity being less than 50% of its paid-up capital and the Company having recorded net losses from operations for three consecutive years, resulting in shareholders' equity being less than 100% of the paid-up capital for the financial statements for the year ended 31 December 2025. The Company hereby summarizes the guidelines and actions undertaken to address and resolve the situation as follows:

Company's Clarification and Proactive Action Plan

1. In-depth analysis of the key causes of the posting of the sign
2. Analysis of the Company's financial performance
3. Six action plans to address and resolve the situation
4. Strategy and growth targets for 2026

Reasons for the Continued Posting of the CB Sign

There are two key issues affecting the Company's status that require urgent resolution:

1. Decline in shareholders' equity ratio. The Company's shareholders' equity has decreased to less than 50% of the paid-up capital.
2. Accumulated operating losses. The Company has incurred operating losses for three consecutive years, which has directly resulted in shareholders' equity being less than 100% of the paid-up capital.

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Financial Performance in 2025

Revenue for 2025 increased slightly. Although the Company continues to report operating losses, the overall performance trend has improved due to continuous cost control measures and a reduction in the level of losses.

Financial Statement Items (Unit: Million Baht)	Year 2025	Year 2024	Change (+/-)	Percentage (%)
Total Revenue	147.90	147.40	+ 0.50	+ 0.34%
Total Expenses	169.14	197.97	- 28.83	- 14.56 (Improved)
Total Comprehensive Loss for the Period	(41.53)	(197.24)	+ 155.71	+ 78.95% (Improved)
Basic Loss per Share (Baht)	(0.0114)	(0.0810)	+ 0.0696	+ 85.93% (Improved)

Remedial Measures: Financial and Production Aspects

1. Liquidity Management (Funding)

Secure funding from reputable financial institutions to strengthen financial stability, reduce liquidity risk, and support future business expansion.

- To be utilized as working capital for business operations
- To enhance confidence among shareholders and business partners
- To support investments for business expansion and new business opportunities in the future

2. Cost and Production Improvement (Cost & Production)

Enhance operational efficiency and reduce unnecessary expenses in the production process.

- Import raw materials directly to replace domestic purchases
- Negotiate better pricing terms with suppliers
- Implement automation technology, improve inventory management, and reduce waste rates

3. Market Expansion (Marketing)

Reposition the brand and expand customer reach.

- Expand into niche industrial markets
- Differentiate products through eco-friendly coatings and specialty performance coatings
- Expand distributor networks and establish new business partnerships
- Increase sales channels through online platforms and social media

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4. Human Resource Development (HR)

Enhance employee capabilities to align with the Company's new strategic goals.

- Provide intensive training for the sales team to improve negotiation skills and sales conversion rates
- Promote a corporate culture that encourages employees to participate in innovation
- Streamline the workforce structure to reduce long-term operating costs

5. Value-Added Products (Value Add)

Upgrade products to address customer pain points and position them in the premium market segment.

- Develop higher-quality products to enhance pricing capability and improve profit margins
- Produce tailor-made products according to specific requirements, such as fire-retardant coatings for steel structures
- Provide value-added services such as engineering consultation and customized color formulation

6. Innovation

Develop and launch products in categories where market demand remains consistently strong.

- Lubricants, machine cleaning products, and rust prevention solutions
- Water-based polyurethane products for rooftop waterproofing with high resistance to water ponding
- Monitor global trends and adapt to the digital economy

New Product Innovations

Aiming to enhance safety and operational efficiency for industrial (B2B) customers

1. **DIMET Fire Guard**: A high-quality water-based fire-retardant coating, safe for users. It protects steel structures through an intumescent insulation mechanism, which expands when exposed to heat and slows heat transfer into the structure.
2. **Rust Shield & Rust Off+:** A comprehensive rust management product line that converts rust into a clear protective film, together with a multi-purpose lubricating oil that repels moisture.
3. **DP Super Cleaner:** A high-performance cleaning spray designed to remove oil stains and deeply embedded contaminants, suitable for machine parts and industrial valves.

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Revenue Proportion from the Top 10 Customer Groups

An analysis of the revenue structure totaling THB 102 million from the top 10 customer groups is as follows:

1. Rank 1 – Heat-Resistant Coating Customers: 63%, representing THB 64.8 million
2. Rank 2 – Anti-Rust Coating Customers: 19%, representing THB 19.5 million
3. Rank 3–10 – Other Customers (water-based paints, oil-based paints, and other multi-purpose coatings): 18%, representing THB 17.8 million

Semi-Product Strategy

"Fast, Flexible, Low Cost"

The Company has shifted its strategy from traditional customized production to preparing semi-finished base materials (Base Production), with the following key benefits:

- Significantly reduced lead time, shortening delivery time from 7 days to only 2 days
- Reduced inventory holding, enabling site customization (on-site color mixing) and minimizing the need to store finished goods
- Lower defect rates, eliminating issues from incorrect production specifications and improving gross margin management

Breakthrough Growth Target for 2026

1. 2026 Sales Target (Stretch Target): THB 280 million, representing 103.9% growth compared to 2025.
2. Growth Driving Strategies
    - Defensive Strategy – accounting for 64% of the sales target (THB 180 million) Focus on maintaining and strengthening sales from the existing customer base (Existing Accounts).
    - Offensive Strategy – accounting for 36% of the sales target (THB 100 million) Focus on expanding the new customer base (Prospect Pipeline) in key segments, including:
        - Automotive sector: THB 61.5 million
        - Steel structure sector: THB 18 million
        - Project-based works: THB 12 million
        - Government sector: THB 11.2 million

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Please be informed accordingly.

Yours sincerely,

-Tharin Harirungcharoen-

(Mr. *Tharin Harirungcharoen*)

Chief Executive Office