



ESG Performance Report for Listed Companies in 2024

S. KHONKAEN FOODS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

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ESG Performance

Company Name : S. KHONKAEN FOODS PUBLIC COMPANY LIMITED Symbol : SORKON

Market : SET Industry Group : Agro & Food Industry Sector : Food & Beverage

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : No

Environmental guidelines : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Information on review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : No
over the past year

Changes in environmental policies, guidelines, and/or goals : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

In 2025, the company initiated the development of its first environmental policy and guidelines, aiming to establish a clear direction and operational standards aligned with sustainable development principles. These policies encompass key aspects such as minimizing environmental impact, protecting and preserving natural resources, optimizing resource management for maximum efficiency, and promoting the use of clean energy.

In 2024, the company had not yet established a formal environmental policy and guidelines. However, recognizing the importance of responsible business practices in relation to the environment, the company undertook a comprehensive study and strategic planning process. This effort led to the structured development and official implementation of the environmental policy in 2025, ensuring alignment with international standards and fostering long-term sustainability for the organization.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Other : GI2

Compliance with energy management principles and standards

Energy management principles and standards : Other : -

Compliance with water management principles and standards

Water management principles and standards : Other : -

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO) standards

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company has developed an energy management plan as follows:

Continuously utilizing alternative energy through Solar Roof installations and monitoring electricity generation efficiency at the Bang Phli and Mahachai plants.

Increasing electricity generation capacity from Bio Gas by adding one 170 kW generator, bringing the total to two generators.

Conducting air conditioner cleaning and maintenance.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : No
management

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	10,501,353.36	10,971,260.30
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	0.00	10,501,353.36	9,800,067.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	1,171,193.30
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	0.00	8,809.86	7,448.24

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product)	N/A	912.97451799	814.66129864

Electricity Expense (*)

	2022	2023	2024
Total electricity expense (Baht)	N/A	49,243,465.35	40,018,479.61
Percentage of total electricity expense to total expenses (%) ^(**)	N/A	1.63	1.24
Percentage of total electricity expense to total revenues (%) ^(**)	N/A	1.57	1.18
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	N/A	41,311.63	27,168.01

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	4,245.00	4,229.00
Gasoline (Litres)	0.00	0.00	0.00
Fuel oil (Litres) ⁽¹⁾	0.00	0.00	0.00
Crude oil (Barrels) ⁽²⁾	0.00	0.00	0.00
Natural gas (Standard Cubic Feet) ⁽³⁾	0.00	0.00	0.00
LPG (Kilograms)	0.00	649,737.00	681,105.00
Steam (Metric tonnes) ⁽⁴⁾	0.00	0.00	0.00
Coal (Metric tonnes) ⁽⁵⁾	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Remark: ⁽¹⁾ No use of fuel oil

⁽²⁾ No use of crude oil.

⁽³⁾ No use of natural gas

⁽⁴⁾ No use of steam.

⁽⁵⁾ No use of coal.

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	N/A	0.00	0.00
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	0.00	0.00
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	0.00	0.00

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	0.00	10,510,457.90	9,809,608.97

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	3.35451064	2.90267267
Intensity of total energy consumption within the organization (Megawatt-Hours / Metric ton of product)	0.00000000	913.76605547	815.45450498

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	224,265.39	225,978.97	228,627.98
Water withdrawal by third-party water (cubic meters)	127,339.39	132,214.00	127,733.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	96,926.00	93,764.97	100,894.98
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	217.31	189.58	155.21
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.07	0.07	0.07

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	179,412.31	180,783.18	182,902.38
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	179,412.31	180,783.18	182,902.38
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	44,853.08	45,195.79	45,725.60

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01394523	0.01442466	0.01353025
Intensity of total water consumption (Cubic meters / Metric ton of product)	N/A	19.64632882	19.00541773

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	3,767,812.28	3,850,900.57	3,913,683.35
Total water withdrawal expense from third-party water (Baht)	2,500,052.27	2,631,955.60	2,602,050.35
Total water withdrawal expense from other sources (Baht)	1,267,760.01	1,218,944.97	1,311,633.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.12	0.13	0.12

	2022	2023	2024
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.12	0.12	0.12
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	3,650.98	3,230.62	2,656.95

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes
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Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	No
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Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management	:	No
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Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	54,976.00	65,992.20	58,659.60
Total non-hazardous waste (kilograms)	54,836.00	65,453.20	58,418.00
Total hazardous waste (kilograms)	140.00	539.00	241.60
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.02	0.02	0.02
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.02	0.02	0.02
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	54,836.00	65,453.20	58,418.00
Reused/Recycled non-hazardous waste (Kilograms)	54,836.00	65,453.20	58,418.00
Percentage of total reused/recycled waste to total waste generated (%)	99.75	99.18	99.59
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	100.00	100.00	100.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : No

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : No

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	0.00	0.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.000000	0.000000	0.000000
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : No

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : S. KHONKAEN FOODS PUBLIC COMPANY LIMITED Symbol : SORKON

Market : SET Industry Group : Agro & Food Industry Sector : Food & Beverage

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : No

Social and human rights guidelines : Employee Rights, Consumer/customer rights, Safety and Occupational Health at Work, Non-discrimination

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Occupational health and safety in workplace

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	No
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Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management	:	No
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Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	1,032	1,192	1,473
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00
Total employees (persons)	1,032	1,192	1,473
Male employees (persons)	286	398	672
Percentage of male employees (%)	27.71	33.39	45.62
Female employees (persons)	746	794	801
Percentage of female employees (%)	72.29	66.61	54.38
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0

	2022	2023	2024
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	N/A	223	399
Percentage of employees under 30 years old (%)	N/A	18.71	27.09
Total number of employees 30-50 years old (Persons)	N/A	827	913
Percentage of employees 30-50 years old (%)	N/A	69.38	61.98
Total number of employees over 50 years old (Persons)	N/A	142	161
Percentage of employees over 50 years old (%)	N/A	11.91	10.93

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	N/A	88	171
Percentage of male employees under 30 years old (%)	N/A	22.11	25.45
Total number of male employees 30-50 years old (Persons)	N/A	255	427
Percentage of male employees 30-50 years old (%)	N/A	64.07	63.54
Total number of male employees over 50 years old (Persons)	N/A	55	74
Percentage of male employees over 50 years old (%)	N/A	13.82	11.01

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	N/A	135	228
Percentage of female employees under 30 years old (%)	N/A	17.00	28.46
Total number of female employees 30-50 years old (Persons)	N/A	572	486

	2022	2023	2024
Percentage of female employees 30-50 years old (%)	N/A	72.04	60.67
Total number of female employees over 50 years old (Persons)	N/A	87	87
Percentage of female employees over 50 years old (%)	N/A	10.96	10.86

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	N/A	916	1,169
Percentage of employees in operational level (%)	N/A	76.85	79.36
Total number of employees in management level (Persons)	N/A	207	229
Percentage of employees in management level (%)	N/A	17.37	15.55
Total number of employees in executive level (Persons)	N/A	69	75
Percentage of employees in executive level (%)	N/A	5.79	5.09

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	N/A	296	557
Percentage of male employees in operational level (%)	N/A	74.37	82.89
Total number of male employees in management level (Persons)	N/A	65	76
Percentage of male employees in management level (%)	N/A	16.33	11.31
Total number of male employees in executive level (Persons)	N/A	37	39
Percentage of male employees in executive level (%)	N/A	9.30	5.80

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	N/A	620	612
Percentage of female employees in operational level (%)	N/A	78.09	76.40

	2022	2023	2024
Total number of female employees in management level (Persons)	N/A	142	153
Percentage of female employees in management level (%)	N/A	17.88	19.10
Total number of female employees in executive level (Persons)	N/A	32	36
Percentage of female employees in executive level (%)	N/A	4.03	4.49

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : No
Years

Number of male employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	N/A	N/A	610
Northern (Person)	N/A	N/A	0
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	62
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

Number of female employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	N/A	N/A	753
Northern (Person)	N/A	N/A	0
Central (Person)	N/A	N/A	0
Northeastern (Person)	N/A	N/A	48
Southern (Person)	N/A	N/A	0
Eastern (Person)	N/A	N/A	0

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	0	8	4

	2022	2023	2024
Percentage of disabled workers to total employment (%)	0.00	0.67	0.27
Total number of employees with disabilities (Persons)	N/A	8	4
Total male employees with disabilities (persons)	N/A	N/A	1
Total female employees with disabilities (persons)	N/A	N/A	3
Percentage of disabled employees to total employees (%)	N/A	0.67	0.27
Total number of workers who are not employees with disabilities (persons)	N/A	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	N/A	0.00	0.00
Contributions to empowerment for persons with disabilities fund	-	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	0.00	34,129,665.00	611,647,942.94
Total male employee remuneration (baht)	N/A	16,471,886.00	281,986,006.61
Percentage of remuneration in male employees (%)	N/A	48.26	46.10
Total female employee remuneration (baht)	N/A	17,657,779.00	329,661,936.33
Percentage of remuneration in female employees (%)	N/A	51.74	53.90
Average remuneration of employees (Baht / Person)	0.00	28,632.27	415,239.61
Average remuneration of male employees (Baht / Person)	N/A	41,386.65	419,622.03
Average remuneration of female employees (Baht / Person)	N/A	22,239.02	411,562.97
Ratio of average remuneration of female employees to male employees	N/A	0.54	0.98

Provident fund management policy

Provident fund management policy : Have

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	664	537	533

	2022	2023	2024
Proportion of employees who are PVD members (%)	64.34	45.05	36.18
Total amount of provident fund contributed by the company (baht)	N/A	812,123.00	8,216,709.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	N/A	2.38	1.34

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	8.00	12.00	52.00
Total amount spent on employee training and development (Baht)	1,050,000.00	1,367,133.00	2,922,453.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000344	0.000453	0.000908
Percentage of training and development expenses to total revenue (%) ^(*)	0.000326	0.000436	0.000865

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	2,397,238.00	2,353,580.08	2,362,270.68
Total number of hours worked by employees (Hours)	2,397,238.00	2,353,580.08	2,362,270.68
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	0	0	1
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00

	2022	2023	2024
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	0	135	0
Total number of male employee turnover leaving the company voluntarily (persons)	N/A	55	N/A
Total number of female employee turnover leaving the company voluntarily (persons)	N/A	80	N/A
Proportion of voluntary resignations (%)	0.00	11.33	0.00
Percentage of male employee turnover leaving the Company voluntarily (%)	N/A	4.61	N/A
Percentage of female employee turnover leaving the Company voluntarily (%)	N/A	6.71	N/A
	2022	2023	2024
Evaluation result of employee engagement	-	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines : Yes
Consumer data privacy and protection guidelines : Collection of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

Company's customer management plan : Yes
Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from customers/consumers : Yes
Telephone : 023393900
Fax : -

Email : market@sorkon.co.th
Company's website : www.sorkon.co.th
Address : 12/555 Sor Tower, 12th, 12Ath and 14th Floors, Moo
15, Bangna-Trad Road, KM. 5.5, Bang Kaeo Subdistrict,
Bang Phli District, Samut Prakan 10540

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : No

Information on community and social management plan

Community and social management plan

Company's community and social management plan : No

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management : No
goals

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social : No
management

Diagram of performance and outcomes in community and social management



National Children's Day with the Thai Red Cross Society



Helping underprivileged patients (Family-Like Home).



Donated to support flood victims in southern Thailand in collaboration with Nation Group (Thailand) Public Company Limited.



Donated beverages at Fo Guang Shan Tai Hua Temple, Khubon



Assist flood victims in southern Thailand in collaboration with the Royal Thai Army.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social : No
development?

Non-financial benefits

Does the company measure the non-financial benefits from : No
social development?

Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	0.00	0.00	0.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000000	0.000000	0.000000
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000000	0.000000	0.000000

Additional Explanation : (*) Total revenues and total expenses from total financial statement

Remarks - This document is automatically generated based on information processed as received from the listed company on “as is” basis. The Stock Exchange of Thailand (“SET”) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : S. KHONKAEN FOODS PUBLIC COMPANY LIMITED Symbol : SORKON

Market : SET Industry Group : Agro & Food Industry Sector : Food & Beverage

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors of S. Khonkaen Foods Public Company Limited recognizes the importance and benefits of good corporate governance, as it demonstrates an efficient, transparent, and accountable management system. This helps build trust and confidence among shareholders, investors, stakeholders, and all related parties, leading to stability and progress. Therefore, it can be said that good corporate governance is a tool to enhance value and promote sustainable growth for the company.

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

1 Consider and define the structure, size, and composition of the Board of Directors and the qualifications of directors to be recruited.

2 Consider and define the recruitment process, appointment procedures, and propose a list of qualified individuals to be appointed as members of the Board of Directors for consideration by the Board of Directors.

3 Propose guidelines for the development of knowledge for the Board members to the Board of Directors.

4 Define the method for evaluating the performance of the Board of Directors.

5 Provide opinions to the Board of Directors regarding the appointment of consultants to the Board of Directors.

Determination of Director Remuneration

The company has a policy to pay directors' remuneration at an appropriate level, considering the company's performance and benchmarking against the same industry. This also takes into account the responsibilities of the directors. The remuneration will be at a level that is reasonable and competitive within the market and the same industry, as well as sufficient to attract and retain high-quality directors. The directors' remuneration consists of annual compensation and meeting allowances.

Independence of the Board of Directors from the Management

The Board of Directors is responsible for establishing and reviewing the board structure, including its size, composition, and the appropriate proportion of independent directors necessary to guide the organization toward its defined objectives and key goals.

The Board of Directors selects a suitable individual as the Chairman of the Board and ensures that the board's composition and operations facilitate independent decision-making.

The Board comprises executive directors, non-executive directors, and independent directors, with independent directors making up at least one-third of the total board members, but not fewer than three individuals. Independent directors must meet at least the minimum qualifications set by the Securities and Exchange Commission and the Stock Exchange of Thailand.

The Board has defined and disclosed the scope, roles, responsibilities, and duties of the Chairman of the Board, the Chief Executive Officer, and the Company Secretary separately.

Non-executive directors and independent directors hold meetings among themselves as necessary, at least once a year, to discuss management-related issues of interest without the presence of executives. The outcomes of these meetings are subsequently communicated to the Chief Executive Officer.

Director Development

The company will recruit individuals with specialized expertise to assist in investment-related decisions and the review process. The company is committed to managing investments with a focus on achieving appropriate and sustainable returns for shareholders and stakeholders. The company plans to seek specialized knowledge to assist in investment operations and decision-making, ensuring that investment decisions are well-considered and effective.

Board Performance Evaluation

It is required that the Board of Directors and sub-committees conduct an annual performance evaluation of the board as a whole and on an individual basis.

Corporate Governance of Subsidiaries and Associated Companies

The Company has established regulations for its subsidiaries to adhere to in the following important matters:

1. Any transactions related to the acquisition or disposal of assets, or any other significant transactions by the subsidiary, must be conducted accurately and fully in compliance with the relevant information disclosure requirements. The subsidiaries must apply the same criteria for transactions and disclosures as those used by the parent company.
2. Subsidiaries must adhere to the same accounting policies and standards as the parent company, including the collection and recording of data. This ensures that the parent company can verify and consolidate financial statements on time, in accordance with applicable regulations.
3. The subsidiaries must implement the same human resources management policy as the parent company to ensure alignment within the group. The parent company has a policy that allows its directors to oversee and manage the operations of subsidiaries, ensuring that operations are in line with the parent company's policies. Additionally, the group companies hold monthly meetings to review performance, plan activities, and set goals for new investment opportunities. The parent company evaluates each subsidiary's expertise and selects the one with the most relevant knowledge to participate in new investments, especially when expanding into new business areas.
4. The parent company's corporate governance policies must be followed by its subsidiaries, including policies related to good corporate governance, business ethics, organizational risk management, and anti-corruption measures. These policies are designed to ensure that the subsidiaries maintain an effective, transparent, and auditable management system, which builds trust and confidence among shareholders, investors, stakeholders, and all parties involved.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders and stakeholders	:	Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

Shareholder

Perform duties with honesty, transparency, and in the best interests of the company and its shareholders. Manage operations with caution and diligence to prevent any harm to shareholders. Refrain from seeking personal gain or benefits for related parties by using any non-public company information. Avoid any actions that may lead to conflicts of interest with the company and do not disclose the company's confidential information to external parties.

Employee

The company recognizes the importance of employees as valuable resources and is committed to treating all employees equally and fairly, based on human rights principles. There is no discrimination based on race, nationality, gender, or

religion, nor does the company engage in child labor or illegal labor practices.

The company maintains a fair and transparent wage and compensation policy, ensuring that salaries and benefits are appropriate to job roles, responsibilities, and individual capabilities while remaining competitive within the industry. Additionally, the company is dedicated to continuous employee development by enhancing knowledge and skills to support career growth.

Furthermore, the company has established policies to maintain a safe and secure working environment, in compliance with legal requirements and international standards. Employees and relevant stakeholders receive regular training and education on workplace safety and environmental conditions to ensure their well-being and protection.

Customer

The company is committed to continuously improving its products and services. It provides accurate, sufficient, and up-to-date information about products and services to customers without making misleading statements that may cause customers to misunderstand the quality, quantity, or any terms and conditions related to the products or services. The company sets product prices fairly, without exploiting consumers, in accordance with consumer protection laws. The company places great emphasis on quality control to ensure the delivery of high-quality products and services while adhering to contracts, agreements, or terms with customers transparently and equitably. It also provides systems or channels for customers to file complaints about product and service quality or dissatisfaction, enabling timely responses to customer needs and maintaining long-term, positive relationships. Additionally, the company is aware of, cares for, and takes responsibility for customer health and safety concerns that may arise from using the company's products or services.

Business competitor

The company shall operate within the framework of fair competition rules, avoiding the acquisition of competitors' confidential information through dishonest or inappropriate means, such as bribing employees of competitors. Additionally, the company shall not damage the reputation of its competitors through false accusations or engage in any activities that infringe upon intellectual property or copyrighted works of others or competitors.

Business partner

The company has established clear, transparent, and fair procedures for the recruitment, selection, and evaluation of partners, considering the maximum benefit to the company. It is essential to treat partners and/or creditors equitably and fairly, based on mutual fair compensation for both parties. The company is also committed to strictly adhering to the contracts or conditions agreed upon. In the event that any condition cannot be fulfilled, it is imperative to promptly notify the partner and/or creditor in advance to collaboratively seek a solution.

Creditor

The company has established clear, transparent, and fair procedures for the recruitment, selection, and evaluation of partners, considering the maximum benefit to the company. It is essential to treat partners and/or creditors equitably and fairly, based on mutual fair compensation for both parties. The company is also committed to strictly adhering to the contracts or conditions agreed upon. In the event that any condition cannot be fulfilled, it is imperative to promptly notify the partner and/or creditor in advance to collaboratively seek a solution.

Government agencies

The company adheres to all relevant laws, regulations, and rules. It maintains a positive attitude and has trust in government agencies, cooperating as a responsible citizen and ensuring that taxes are paid correctly.

Community and society

The company conducts its business with consideration for its duties and responsibilities to society, the community, and the environment. It supports activities that benefit society, the community, and the environment while strictly adhering

to relevant laws and regulations. The company is attentive and responsible for the potential impacts arising from its products, services, or operations. It is aware of and cares about the safety and quality of life of the community and society, responding quickly and effectively to events that affect them due to the company's operations, cooperating fully with government agencies and relevant organizations.

The company participates in social responsibility regarding public welfare, environmental preservation, fostering good interactions, and community development. It does not support any activities that may harm society, the community, the environment, or moral standards. Instead, it promotes and supports activities that uphold traditions and positive cultures and encourages awareness and volunteerism among employees to be socially responsible regarding the community, environment, conservation, and efficient use of resources and energy. The company refrains from actions that could harm natural resources and the environment to create a harmonious and happy society, developing moral and ethical standards and maintaining good cultural practices.

Regarding the working environment in both factories and offices, the company ensures a clean, orderly, and hygienic atmosphere according to international standards. It regularly monitors various environmental standards as scheduled and promotes habits among employees through various activities to foster awareness and participation in caring for, improving, and maintaining the environment in suitable conditions at all times. The company will disclose its actions according to this policy as appropriate, providing a social responsibility report in its annual report and/or on the company's website.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors is committed to promoting the Company as an organization that operates efficiently, adheres to good corporate governance, upholds excellence in management, and conducts business responsibly, fairly, ethically, transparently, and in an auditable manner. The Board is dedicated to maximizing benefits for shareholders while considering the interests of all stakeholders to build trust and achieve sustainable growth together.

The Company has established a written business code of ethics as a guideline for directors, executives, employees, and other relevant parties to follow. Additionally, the Company has set out procedures to monitor and ensure compliance with the business code of ethics. The Company has published the business code of ethics on its Intranet and official website (www.sorkon.co.th) under the 'Corporate Governance' section.

For further review, please refer to the Company's business code of ethics at <https://investor.sorkon.co.th/storage/corporate-governance/corporate-policies/sorkon-code-of-ethics-policy-th.pdf>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information

Prevention of Conflicts of Interest

The conflict of interest prevention policy emphasizes that employees at all levels must operate with integrity, transparency, and prioritize the company's best interests. They must also avoid any actions that may lead to conflicts of interest or conflicts with the company.

Anti-corruption

The company has a clear policy on anti-corruption and has established measures to ensure compliance by all relevant parties. It also continuously improves the policy to align with the evolving business environment.

Whistleblowing and Protection of Whistleblowers

The company provides an opportunity for employees, stakeholders, or external parties who have information regarding legal violations, breaches of ethics, or behaviors that may indicate corruption or misconduct, as well as those who have experienced unfair treatment from employees or identified weaknesses in the company's internal controls, to report such concerns. The company has established processes and procedures for reviewing and addressing these complaints and has measures in place to protect whistleblowers and appropriately remedy those affected.

Prevention of Misuse of Inside Information

The company has established policies and guidelines to maintain financial credibility and information disclosure, ensuring the prevention of insider trading for personal gain. This includes providing and disclosing information equally to shareholders, financial institutions, securities companies, investors, and the general public who require financial information.

The company ensures that communication with investors, analysts, investment-related parties, and shareholders is conducted through designated company representatives. It also strictly regulates the disclosure of material non-public information, ensuring that unauthorized employees, groups, or individuals (including investors, media, and analysts) do not receive such information until it has been officially disclosed to the public.

The company has a policy to avoid providing operational performance information that could impact stock prices or benefit specific individuals. It has established appropriate communication channels for different shareholder groups and enforces a trading blackout period, prohibiting the purchase or sale of securities at least one month before and three days after the announcement of financial statements.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The company has established a Code of Conduct as a guideline for good business practices, which directors, executives, and employees are expected to uphold. This Code emphasizes key principles of corporate governance, the importance of fair and equitable treatment of stakeholders, transparency, and accountability. It also ensures consideration and respect for the rights of all stakeholder groups.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : -

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

The Board of Directors is committed to promoting good corporate governance and effective management within the company, ensuring ethical business conduct, transparency, and accountability. To this end, the Board has established a corporate governance policy in alignment with the Principles of Good Corporate Governance for Listed Companies (2012), which was developed based on the OECD Principles of Corporate Governance. These internationally recognized principles serve as a framework for corporate governance development in various countries. The company regularly reviews and updates this policy annually to ensure compliance with the Principles of Good Corporate Governance for Listed Companies (2017) issued by the Stock Exchange of Thailand. Additionally, the policy aligns with the Corporate Governance Report of Thai Listed Companies (CGR) under the corporate governance assessment project of the Thai Institute of Directors (IOD), which has been refined to comply with the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard).

In 2024, the Board of Directors reviewed and refined the corporate governance policy, the Anti-Corruption Policy Implementation Manual, and the Board of Directors' charter to enhance their clarity, comprehensiveness, and relevance to the current business environment, ensuring they serve as practical guidelines for all stakeholders. Furthermore, the Board considered drafting a corporate governance policy for subsidiaries to provide a governance framework that aligns with best practices recommended by the Thai Institute of Directors (IOD).

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

The **Board of Directors of S. Khonkaen Foods Public Company Limited** recognizes the significance and benefits of **good corporate governance**, as it reflects an **efficient, transparent, and accountable** management system. This, in turn, fosters confidence and trust among shareholders, investors, stakeholders, and all related parties, contributing to the company's stability and sustainable growth. Therefore, it can be said that good corporate governance serves as a **key mechanism for enhancing corporate value and promoting sustainable business expansion**.

The **Board of Directors** is committed to ensuring that **S. Khonkaen Foods Public Company Limited** operates with **good governance and effective management practices**. To achieve this, the company has established a **written corporate governance policy**, providing a framework for the **Board of Directors, executives, and all employees** to follow in their operations.

The board has developed this policy in accordance with the **2017 Corporate Governance Code for Listed Companies**, as issued by the **Stock Exchange of Thailand (SET)**. Additionally, it aligns with the **Corporate Governance Report of Thai Listed Companies (CGR)**, a governance assessment framework by the **Thai Institute of Directors (IOD)**, which has been further refined to be consistent with the **ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard)**.

The company has effectively implemented these governance policies, reinforcing trust and confidence among shareholders, investors, and stakeholders. This commitment ultimately **enhances corporate value and drives sustainable growth**, ensuring long-term success and stability for the company.

Other corporate governance performance and outcomes

1 CGR rating at a 3-star level

2 Continuous renewals of membership in the CAC program

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

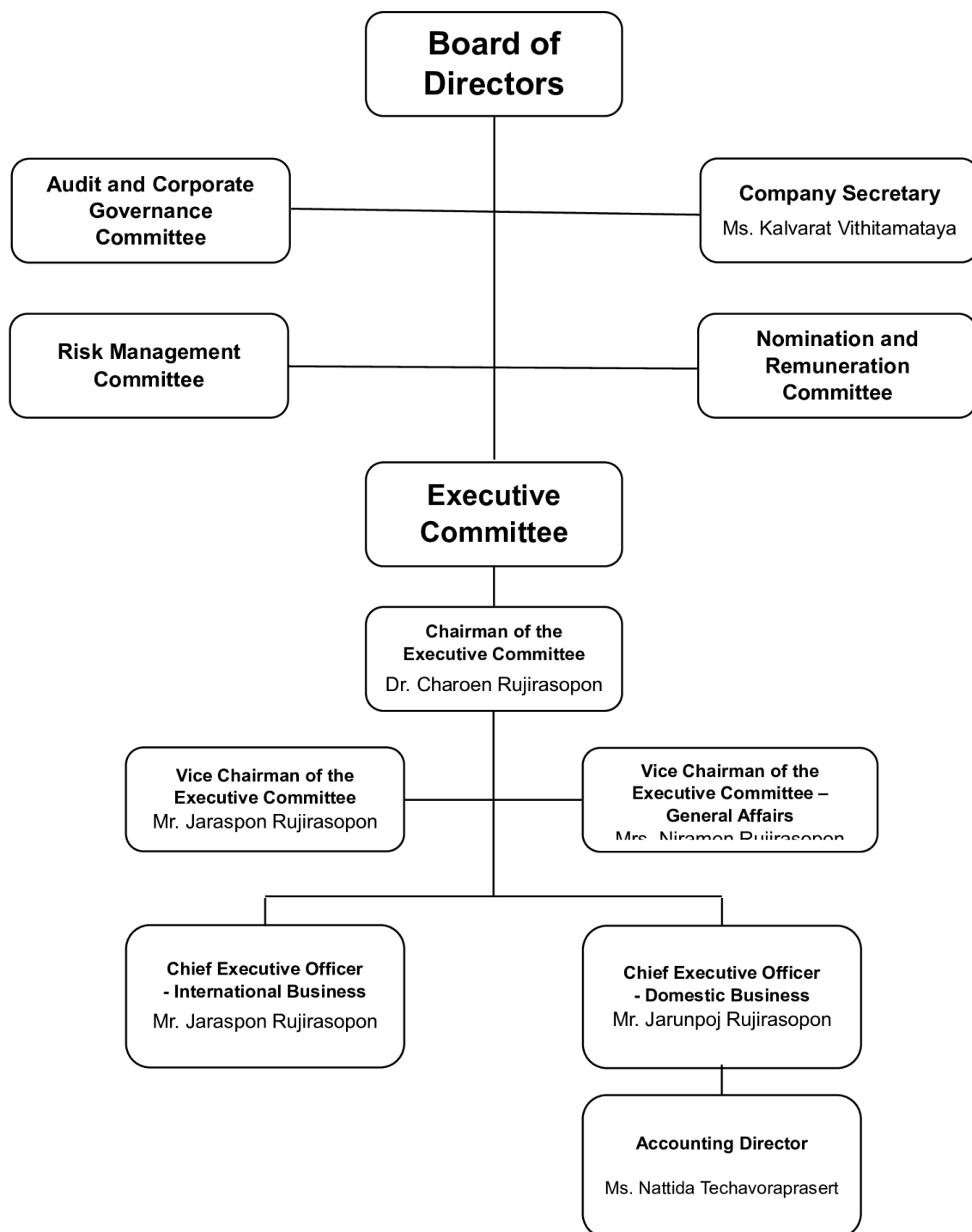
Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram

Corporate Governance Structure

Organization chart of S. Khonkaen Foods Public Company Limited as of 31 December 2024



Corporate Governance Structure

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	12	
	10	2
Executive directors	5	
	4	1
Non-executive directors	7	
	6	1
Independent directors	7	
	6	1
Non-executive directors who have no position in independent directors	0	
	0	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	83.33	16.67
Executive directors	41.67	
	33.33	8.33
Non-executive directors	58.33	
	50.00	8.33
Independent directors	58.33	
	50.00	8.33
Non-executive directors who have no position in independent directors	0.00	
	0.00	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2024	
	Male (years)	Female (years)
Average director age	60	
	57	73

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PRASARN MARUKPITAK</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 May 1994	Governance/ Compliance, Internal Control
<p>2. Mrs. NIRAMON RUJIRASOPON</p> <p>Gender: Female</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 45,707,550 Shares (14.133442 %) 	<p>Director</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	4 May 2005	Economics, Food & Beverage, Marketing, Accounting, Procurement

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. JARASPON RUJIRASOPON</p> <p>Gender: Male</p> <p>Age : 42 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 14,330,650 Shares (4.431246 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	14 Aug 2008	<p>Media & Publishing, Information & Communication Technology, Marketing, Digital Marketing, Brand Management</p>
<p>4. Mr. CHUSAK VIJAKKHANA</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Feb 2010	<p>Health Care Services, Law, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. CHAROEN RUJIRASOPON</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 99,301,860 Shares (30.705584 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 Nov 2012	Economics, Agribusiness, Food & Beverage, Property Development, Law
<p>6. Mr. THANAKRIT RUJIRASOPON</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Apr 2013	Industrial Materials & Machinery, Transportation & Logistics, Project Management, Engineering, Architecture

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. WORAPON LOPANSRI</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 80,000 Shares (0.024737 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	24 Apr 2014	Insurance, Finance, Audit, Internal Control, Governance/ Compliance
<p>8. Mr. JARUNPOJ RUJIRASOPON</p> <p>Gender: Male</p> <p>Age : 38 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 14,640,650 Shares (4.527103 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 Apr 2015	Economics, Finance, Human Resource Management, Corporate Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Ms. PANCHAMA VIPAMAS</p> <p>Gender: Female</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 113,750 Shares (0.035173 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	20 Jul 2017	Food & Beverage, Law, Accounting, Finance, Internal Control
<p>10. Mr. AKE PATTARATANAKUN</p> <p>Gender: Male</p> <p>Age : 41 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	29 Sep 2022	Economics, Information & Communication Technology, Marketing, Digital Marketing, Brand Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. WANCHAI RATTANAWONG</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Manufacturing Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <p>• Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	11 May 2023	Business Administration, Economics, Human Resource Management, Transportation & Logistics, Governance/ Compliance
<p>12. Mr. SIWAT CHAWAREEWONG</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <p>• Direct shareholding : 27,500 Shares (0.008503 %)</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	26 Nov 2024	Marketing, Digital Marketing, Business Administration, Engineering, Leadership

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. THANONG BIDAYA</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : -</p> <p>Legal offenses in the past 5 years : -</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Chairman of the Board of Directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : -</p>	16 Sep 2024	-

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. PRASARN MARUKPITAK	Director		✓	✓		
2. Mrs. NIRAMON RUJIRASOPON	Director	✓				✓
3. Mr. JARASPON RUJIRASOPON	Director	✓				✓
4. Mr. CHUSAK VIJAKKHANA	Director		✓	✓		
5. Mr. CHAROEN RUJIRASOPON	Director	✓				✓
6. Mr. THANAKRIT RUJIRASOPON	Director	✓				✓
7. Mr. WORAPON LOPANSRI	Director		✓	✓		
8. Mr. JARUNPOJ RUJIRASOPON	Director	✓				✓
9. Ms. PANCHAMA VIPAMAS	Director		✓	✓		
10. Mr. AKE PATTARATANAKUN	Director		✓	✓		
11. Mr. WANCHAI RATTANAWONG	Director		✓	✓		
12. Mr. SIWAT CHAWAREEWONG	Director		✓	✓		
Total (persons)		5	7	7	0	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	5	41.67
2. Agribusiness	1	8.33
3. Food & Beverage	3	25.00
4. Insurance	1	8.33
5. Industrial Materials & Machinery	1	8.33
6. Property Development	1	8.33
7. Health Care Services	1	8.33
8. Media & Publishing	1	8.33
9. Transportation & Logistics	2	16.67
10. Information & Communication Technology	2	16.67
11. Law	3	25.00
12. Marketing	4	33.33
13. Accounting	2	16.67
14. Finance	3	25.00
15. Human Resource Management	2	16.67
16. Procurement	1	8.33
17. Digital Marketing	3	25.00
18. Brand Management	2	16.67
19. Project Management	1	8.33
20. Corporate Management	1	8.33
21. Engineering	2	16.67
22. Architecture	1	8.33
23. Leadership	1	8.33
24. Strategic Management	1	8.33
25. Audit	1	8.33
26. Internal Control	3	25.00
27. Governance/ Compliance	4	33.33
28. Business Administration	2	16.67

Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person ⁽⁶⁾	-

	2024
The chairman of the board is an independent director ⁽⁷⁾	-
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	No

Additional explanation : (*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

Remark: ⁽⁶⁾ The Chairman of the Board and the Chief Executive Officer are not the same person.

⁽⁷⁾ Yes, the Chairman of the Board is an independent director.

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of : Have
directors and the Management

Methods of balancing power between the board of directors : Others : -
and Management

The company has a clear policy defining and separating the roles and responsibilities of the Board of Directors and management.

It has a policy for determining and reviewing the structure of the Board of Directors, including its size, composition, and an appropriate proportion of independent directors necessary to lead the organization towards its objectives and key goals.

The company also has a policy for selecting a suitable Chairman of the Board and ensuring that the composition and operations of the Board facilitate independent decision-making.

The Board of Directors consists of executive directors, non-executive directors, and independent directors. Independent directors must constitute at least one-third of the total Board members, with a minimum of three independent directors. Additionally, independent directors must meet the qualifications specified by the Securities and Exchange Commission and the Stock Exchange of Thailand.

A policy is in place stating that the Chairman of the Board has the deciding vote in cases where the Board's voting results are tied.

The company has a policy requiring the Board of Directors to oversee and manage conflicts of interest that may arise between the company and its management, Board members, or shareholders. This includes preventing the improper use of the company's assets, information, and opportunities, as well as ensuring that related-party transactions are conducted appropriately, with the primary focus on maximizing benefits for shareholders and stakeholders as a whole.

The company has also established policies and measures for whistleblowing and filing complaints regarding legal violations, unethical conduct, corruption, or misconduct by individuals within the organization. This includes reports on financial misstatements or deficiencies in internal controls. The company has mechanisms in place to protect whistleblowers, enabling stakeholders to effectively participate in safeguarding the company's interests.

Information on the roles and duties of the board of directors

Board charter : Have

The company has established the Board of Directors' charter to ensure operations align with good corporate governance principles. The Board of Directors is responsible for setting policies, overseeing governance, and delegating operational execution to the management team.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors
<p>Role</p> <ul style="list-style-type: none">• Other<ul style="list-style-type: none">• The Board of Directors is entrusted by the shareholders to oversee the company's operations in accordance with the company's objectives, within the scope defined in the company's regulations and the resolutions of the shareholders' meeting, with integrity, fairness, and neutrality, ensuring compliance with applicable laws and regulations. The Board may delegate authority to one or more directors or other individuals to act on its behalf, provided that such delegation is within the Board's scope
<p>Scope of authorities, role, and duties</p> <p>-</p>
<p>Reference link for the charter</p> <p>-</p>

Audit Committee

Role

- Audit Subcommittee
- Risk Management Subcommittee
- Nomination Remuneration Subcommittee
- Other
 - Consider the independence of the internal audit department, and approve the consideration of appointments, transfers, dismissals, and performance evaluations of the head of the internal audit department or other departments responsible for internal audits.
 - Review the internal audit department's charter, audit plans, budget, training programs, and staffing levels.
 - Review the company's compliance with securities and stock exchange laws, regulations of the stock exchange, and laws related to the company's business operations.
 - Consider, select, and propose the appointment of an independent individual to serve as the company's auditor, and recommend the remuneration for this individual. Additionally, participate in meetings with the auditor at least once a year without management present.
 - Review related party transactions or transactions that may present conflicts of interest to ensure compliance with applicable laws and stock exchange regulations, ensuring that such transactions are reasonable and in the best interest of the company.
 - Prepare a report of the Audit and Corporate Governance Committee, which is to be disclosed in the company's annual report. The report must be signed by the Chairman of the Audit and Corporate Governance Committee and include at least the following information: a. Opinion on the accuracy, completeness, and reliability of the company's financial statements. b. Opinion on the adequacy of the company's internal control system. c. Opinion on compliance with the Securities and Exchange Act, regulations
 - -
 - Develop a corporate governance policy appropriate for the company within the framework of laws, guidelines, regulations, and rules of the regulatory authorities, including the Stock Exchange of Thailand, the Securities and Exchange Commission, relevant agencies, and international best practices for corporate governance, to be submitted to the Board of Directors for approval
 - Supervise, oversee, and provide guidance to the company's directors and management in performing their duties and responsibilities according to the corporate governance policy to ensure practical and continuous implementation
 - Regularly review and update the corporate governance policy to ensure that the company's policy aligns with international best practices, as well as applicable laws, rules, regulations, and the company's business.
 - Monitor and report the implementation of the corporate governance policy to the Board of Directors, shareholders, and the general investors.
 - Propose guidelines and procedures regarding ethics, business conduct, and the code of conduct for the company's directors, executives, and employees.
 - Appoint a task force to support corporate governance functions as necessary
 - Perform any other tasks assigned by the company's Board of Directors with the approval of the Audit and Corporate Governance Committee.
 - In the performance of its duties, if the Audit and Corporate Governance Committee identifies or suspects any items or actions that may significantly impact the company's financial position or operational results, the Committee shall report to the Board of Directors for corrective action within the time deemed appropriate by the Audit and Corporate Governance Committee. If the Board of Directors or management fails to take corrective action within the prescribed time, any member of the Audit

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Other
 - Define the company's strategic direction, management structure, business plan, and annual budget for submission to the Board of Directors for approval.
 - Oversee the company's business operations to achieve its established objectives and goals.
 - Supervise and monitor the company's performance and financial status, and report the results to the Board of Directors
 - Identify and evaluate new business investment opportunities.
 - Review and provide recommendations to the Board of Directors regarding the company's dividend payment policy.
 - Review and approve matters related to investment, human resource management, finance, general administration, and other business-related activities within the authority delegated by the Board of Directors.
 - Review and provide opinions on matters requiring the Board of Directors' approval, except for activities that have been assigned to other subcommittees.
 - Review and assess the company's risk management and internal control systems.
 - Engage independent advisors or experts to provide opinions or recommendations as necessary.
 - 10. Perform any other duties or responsibilities as assigned by the Board of Directors from time to time.

Scope of authorities, role, and duties

-

Reference link for the charter

-

Risk Management Committee

Role

- Other
 - Establish risk management policies and framework
 - Monitor and assess risks
 - Oversee the risk management of the executive team
 - Report and provide recommendations to the Board of Directors

Scope of authorities, role, and duties

-

Reference link for the charter

-

Recruitment and Compensation on Remuneration Committee

Role

- Nomination Subcommittee
- Remuneration Subcommittee
- Other
 - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Audit and Corporate Governance Committee

Role

- Other
 - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. WORAPON LOPANSRI^(*)</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	12 May 2014	Insurance, Finance, Audit, Internal Control, Governance/ Compliance
<p>2. Mr. PRASARN MARUKPITAK</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	27 Dec 1999	Governance/ Compliance, Internal Control
<p>3. Mr. CHUSAK VIJAKKHANA</p> <p>Gender: Male</p> <p>Age : 74 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	13 Nov 2004	Health Care Services, Law, Governance/ Compliance
<p>4. Mr. WANCHAI RATTANAWONG</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Manufacturing Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	28 Sep 2023	Business Administration, Economics, Human Resource Management, Transportation & Logistics, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. CHAROEN RUJIRASOPON Gender: Male Age : 77 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	12 Nov 2012
2. Mrs. NIRAMON RUJIRASOPON Gender: Female Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	18 Apr 2022
3. Mr. JARASPON RUJIRASOPON Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	1 Apr 2022
4. Mr. JARUNPOJ RUJIRASOPON Gender: Male Age : 38 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	27 Apr 2015
5. Mr. THANAKRIT RUJIRASOPON Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	29 Apr 2013

Other Subcommittees

Subcommittee name	Name list	Position
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Subcommittee name	Name list	Position
Risk Management Committee	Mr. JARUNPOJ RUJIRASOPON	The chairman of the subcommittee
	Mr. CHUSAK VIJAKKHANA	Member of the subcommittee (Independent director)
	Mr. JARASPON RUJIRASOPON	Member of the subcommittee
	Mr. Sakda Kanajaroen	Member of the subcommittee
	Mr. Vorapod Gitsinthopchai	Member of the subcommittee
	Mr. Kati Kosanuntachai	Member of the subcommittee
	Mr. Sarun Yansopananan	Member of the subcommittee
Recruitment and Compensation on Remuneration Committee	Mr. WANCHAI RATTANAWONG	The chairman of the subcommittee (Independent director)
	Mr. CHUSAK VIJAKKHANA	Member of the subcommittee (Independent director)
	Mr. CHAROEN RUJIRASOPON	Member of the subcommittee
	Mr. JARUNPOJ RUJIRASOPON	Member of the subcommittee
Audit and Corporate Governance Committee	Mr. WORAPON LOPANSRI	The chairman of the subcommittee (Independent director)
	Mr. PRASARN MARUKPITAK	Member of the subcommittee (Independent director)
	Mr. CHUSAK VIJAKKHANA	Member of the subcommittee (Independent director)
	Mr. WANCHAI RATTANAWONG	Member of the subcommittee (Independent director)

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
1. Mr. CHAROEN RUJIRASOPON Gender: Male Age : 77 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	CHAIRMAN OF EXECUTIVE COMMITTEES (The highest-ranking executive)	12 Nov 2012	Economics, Agribusiness, Food & Beverage, Property Development, Law
2. Mr. JARASPON RUJIRASOPON Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	CHIEF EXECUTIVE OFFICER	24 Feb 2020	Media & Publishing, Information & Communication Technology, Marketing, Digital Marketing, Brand Management
3. Mr. JARUNPOJ RUJIRASOPON Gender: Male Age : 38 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	CHIEF EXECUTIVE OFFICER	24 Feb 2020	Economics, Finance, Human Resource Management, Corporate Management, Strategic Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Remuneration policy for executive directors and executives

The company's remuneration philosophy aims to reward the success of operations in line with the company's strategies and recognize the contributions made by executives to the company, as well as those assigned by the Board of Directors. The Nomination and Remuneration Committee reviews and approves the executive remuneration policy for senior management annually. The compensation management system takes the following factors into consideration:

1. Performance-based Remuneration Management

- The remuneration of senior executives will be directly linked to the achievement of the company's strategic goals.
- Performance evaluation will be based on key performance indicators, including both financial and non-financial metrics.

2. Remuneration Management Aligned with Shareholder Expectations

- Selecting appropriate performance measurement systems that align with the company's short-term and long-term operational plans, ensuring consistency with the company's strategy and continuous value creation for shareholders.

- Ensuring that the established success metrics are appropriate for the company's operational capabilities, corporate goals, and higher levels of performance.
- Establishing stable and systematic fundraising to ensure confidence in the company's investment capabilities.

3. Competitive Remuneration Management

- Managing remuneration to remain competitive within the relevant business sector, ensuring that the company can attract and retain skilled and talented employees to work and consistently deliver results for the company.
- Establishing a significant link between remuneration and performance, both for annual rewards and long-term incentives.

Does the board of directors or the remuneration committee : Yes
have an opinion on the remuneration policy for executive
directors and executives

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	53,669,981.00	58,734,000.00	55,117,232.00
Total remuneration of executive directors (baht)	N/A	N/A	25,801,733.00
Total remuneration of executives (baht)	N/A	N/A	29,315,499.00

- The remuneration paid to the Chief Executive Officer (CEO) and executives, approved by the Nomination and Remuneration Committee of the company, will consist of the following components:
Fixed remuneration and benefits : Salary/ Performance-based Bonuses

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	0.00	0.00	1,177,166.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year

Estimated remuneration of executive directors and executives : 0.00
in the current year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Nattida Techavoraprasert	nattida_te@sorkon.co.th	023393999

List of the company secretary

General information	Email	Telephone number
1. Ms. Kalvarat Vithitamataya	kalvarat_vi@sorkon.co.th	023393999

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Sompark Kiratipongwut	sompark_ki@sorkon.co.th	089-8115579

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Sompark Kiratipongwut	sompark_ki@sorkon.co.th	023393999

Head of investor relations

Does the Company have an appointed head of investor : Have
relations

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Ekkalak Suvarnnatibordee	ekkalak_su@sorkon.co.th	023393999

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED 33RD FLOOR, LAKE RAJADA OFFICE COMPLEX, 193/136-137 RAJADAPISEK ROAD KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone +66 2264 9090	1,770,000.00	-	-

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
2,184,000.00	-

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past

Summary of duty performance of the board of directors over the past year

In 2024, the Board of Directors addressed key issues encompassing corporate governance, legal compliance, risk management, internal audit, and corporate strategy. The details are as follows:

1. Compliance with Laws and Regulations

The Board reviewed and approved key matters within its scope of responsibilities, including financial statements, dividend payments, shareholder meetings, related-party transactions, and director appointments. These actions were undertaken to ensure compliance with applicable laws and regulatory requirements.

2. Corporate Governance Oversight

The Board played a critical role in monitoring and reviewing governance-related matters to uphold good corporate governance (GCG) principles and international standards. This included reviewing reports from subcommittees, updating board and subcommittee charters, and conducting quarterly assessments of corporate governance performance.

3. Corporate Strategy and Key Policies

The Board of Directors placed emphasis on defining and driving corporate strategy. It monitored and ensured that operations were in line with the approved strategy through quarterly board meetings. Additionally, the Board reviewed and revised key policies, including the company's vision, mission, corporate strategy, and key performance indicators (Corporate KPIs), to align with evolving circumstances. The Board also reviewed and updated the Anti-Corruption Policy.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. WANCHAI RATTANAWONG	Director	11 May 2023	Business Administration, Economics, Human Resource Management, Transportation & Logistics, Governance/ Compliance

List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. SIWAT CHAWAREEWONG	Director	26 Nov 2024	Marketing, Digital Marketing, Business Administration, Engineering, Leadership

Selection of independent directors

Criteria for selecting independent directors

Independent Director Qualifications

The qualifications of an independent director are as follows:

Shareholding Restriction: Must not hold more than 1% of the total voting shares of the company or its subsidiaries, including shares held by related persons.

Non-Participation in Management: Must not be involved in the management of the company, its subsidiaries, affiliated companies, or entities related to major shareholders. Additionally, must not serve as an employee, staff member, or salaried consultant of the company, its subsidiaries, affiliated companies, or major shareholders.

No Financial or Business Interest: Must not have any direct or indirect financial or business interests in the company, its subsidiaries, affiliated companies, or major shareholders for at least two years before appointment as an independent director. Exceptions may be made if the board of directors thoroughly reviews and determines that past financial interests will not impact independent judgment and duties.

No Relationship with Management or Major Shareholders: Must not be related to executives or major shareholders of the company.

Not a Representative of Major Shareholders: Must not be appointed as a representative to protect the interests of the board, major shareholders, or those related to major shareholders.

Independence in Performing Duties: Must be able to perform duties, provide opinions, and report on assigned responsibilities independently, without influence from executives, major shareholders, or related persons.

Independent Director Selection Process

The company follows a structured and transparent selection process for independent directors to ensure compliance with regulations set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The selection process includes:

Board Needs Analysis

The Nomination and Remuneration Committee (if applicable) or the Board of Directors evaluates the board structure and considers the necessary qualifications of independent directors based on the **Board Skill Matrix**.

The board reviews the appropriate size, composition, and proportion of independent directors to align with stock exchange regulations.

Defining Independent Director Qualifications

The board sets clear qualification criteria in accordance with applicable laws and governance standards.

Identifying Suitable Candidates

Potential candidates may be sourced from industry networks, corporate governance organizations, or recommendations from stakeholders.

Selection and Qualification Assessment

The board evaluates and interviews candidates to ensure they meet the required qualifications and can serve independently.

Nomination and Approval

The Nomination Committee proposes selected candidates to the Board of Directors for approval.

Upon board approval, the nomination is submitted for final approval by the shareholders' meeting.

Monitoring and Performance Evaluation

The company periodically reviews and assesses the performance of independent directors to ensure continued compliance with governance standards and regulatory requirements.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors : No
over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Rights of minority shareholders on director appointment

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PRASARN MARUKPITAK (Director)	Non-participating	-
2. Mrs. NIRAMON RUJIRASOPON (Director)	Non-participating	-
3. Mr. JARASPON RUJIRASOPON (Director)	Non-participating	-
4. Mr. CHUSAK VIJAKKHANA (Director)	Non-participating	-
5. Mr. CHAROEN RUJIRASOPON (Director)	Non-participating	-
6. Mr. THANAKRIT RUJIRASOPON (Director)	Non-participating	-
7. Mr. WORAPON LOPANSRI (Director)	Non-participating	-
8. Mr. JARUNPOJ RUJIRASOPON (Director)	Non-participating	-
9. Ms. PANCHAMA VIPAMAS (Director)	Non-participating	-
10. Mr. AKE PATTARATANAKUN (Director)	Non-participating	-
11. Mr. WANCHAI RATTANAWONG (Director)	Non-participating	-
12. Mr. SIWAT CHAWAREEWONG (Director)	Non-participating	-
13. Mr. THANONG BIDAYA (Chairman of the Board of Directors)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Evaluation of the duty performance of the board of directors over the past year

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 6

(times)

Date of AGM meeting : 29 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. PRASARN MARUKPITAK (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
2. Mrs. NIRAMON RUJIRASOPON (Director)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. JARASPON RUJIRASOPON (Director)	4	/	6	1	/	1	N/A	/	N/A
4. Mr. CHUSAK VIJAKKHANA (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
5. Mr. CHAROEN RUJIRASOPON (Director)	5	/	6	1	/	1	N/A	/	N/A
6. Mr. THANAKRIT RUJIRASOPON (Director)	6	/	6	1	/	1	N/A	/	N/A
7. Mr. WORAPON LOPANSRI (Director, Independent director)	5	/	6	1	/	1	N/A	/	N/A
8. Mr. JARUNPOJ RUJIRASOPON (Director)	6	/	6	1	/	1	N/A	/	N/A
9. Ms. PANCHAMA VIPAMAS (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
10. Mr. AKE PATTARATANAKUN (Director, Independent director)	4	/	6	1	/	1	N/A	/	N/A
11. Mr. WANCHAI RATTANAWONG (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
12. Mr. SIWAT CHAWAREEWONG (Director, Independent director)	0	/	0	0	/	0	N/A	/	N/A
13. Mr. THANONG BIDAYA (Chairman of the Board of Directors, Independent director)	3	/	6	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

The remuneration of the Board of Directors is in the form of monetary compensation, which includes meeting allowances paid based on the number of meetings attended.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. PRASARN MARUKPITAK (Director)			303,100.00		N/A
Board of Directors	90,000.00	93,100.00	183,100.00	No	
Audit Committee	0.00	0.00	0.00	No	
Audit and Corporate Governance Committee	120,000.00	0.00	120,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
2. Mrs. NIRAMON RUJIRASOPON (Director)			68,600.00		N/A
Board of Directors	0.00	68,600.00	68,600.00	No	
Executive Committee	0.00	0.00	0.00	No	
3. Mr. JARASPON RUJIRASOPON (Director)			60,550.00		N/A
Board of Directors	0.00	60,550.00	60,550.00	No	
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
4. Mr. CHUSAK VIJAKKHANA (Director)			348,100.00		N/A
Board of Directors	90,000.00	93,100.00	183,100.00	No	
Audit Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
Recruitment and Compensation on Remuneration Committee	45,000.00	0.00	45,000.00	No	
Audit and Corporate Governance Committee	120,000.00	0.00	120,000.00	No	
5. Mr. CHAROEN RUJIRASOPON (Director)			68,600.00		N/A
Board of Directors	0.00	68,600.00	68,600.00	No	
Executive Committee	0.00	0.00	0.00	No	
Recruitment and Compensation on Remuneration Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. THANAKRIT RUJIRASOPON (Director)			60,550.00		N/A
Board of Directors	0.00	60,550.00	60,550.00	No	
Executive Committee	0.00	0.00	0.00	No	
7. Mr. WORAPON LOPANSRI (Director)			317,900.00		N/A
Board of Directors	75,000.00	102,900.00	177,900.00	No	
Audit Committee	0.00	0.00	0.00	No	
Audit and Corporate Governance Committee	140,000.00	0.00	140,000.00	No	
8. Mr. JARUNPOJ RUJIRASOPON (Director)			60,550.00		N/A
Board of Directors	0.00	60,550.00	60,550.00	No	
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
Recruitment and Compensation on Remuneration Committee	0.00	0.00	0.00	No	
9. Ms. PANCHAMA VIPAMAS (Director)			183,100.00		N/A
Board of Directors	90,000.00	93,100.00	183,100.00	No	
10. Mr. AKE PATTARATANAKUN (Director)			153,100.00		N/A
Board of Directors	60,000.00	93,100.00	153,100.00	No	
11. Mr. WANCHAI RATTANAWONG (Director)			329,941.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	90,000.00	59,941.00	149,941.00	No	
Audit Committee	0.00	0.00	0.00	No	
Recruitment and Compensation on Remuneration Committee	60,000.00	0.00	60,000.00	No	
Audit and Corporate Governance Committee	120,000.00	0.00	120,000.00	No	
12. Mr. SIWAT CHAWAREEWONG (Director)			0.00		N/A
Board of Directors	0.00	0.00	0.00	No	
13. Mr. Sakda Kanjaroen (Member of the subcommittee)			0.00		N/A
Risk Management Committee	0.00	0.00	0.00	No	
14. Mr. Vorapod Gitsinthopchai (Member of the subcommittee)			0.00		N/A
Risk Management Committee	0.00	0.00	0.00	No	
15. Mr. Kati Kosanuntachai (Member of the subcommittee)			0.00		N/A
Risk Management Committee	0.00	0.00	0.00	No	
16. Mr. Sarun Yansopananan (Member of the subcommittee)			0.00		N/A
Risk Management Committee	0.00	0.00	0.00	No	
17. Mr. THANONG BIDAYA (Chairman of the Board of Directors)			202,750.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	90,000.00	112,750.00	202,750.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	585,000.00	966,841.00	1,551,841.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	0.00	0.00	0.00
5. Recruitment and Compensation on Remuneration Committee	105,000.00	0.00	105,000.00
6. Audit and Corporate Governance Committee	500,000.00	0.00	500,000.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	1,190,000.00
Other monetary remuneration (Baht)	966,841.00
Total (Baht)	2,156,841.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of : 0.00
directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines

The company is committed to and determined to combat all forms of corruption. This ensures that the company's business decisions and operations, which may involve the risk of corruption, are appropriately considered and managed, while also building confidence among the company's stakeholders.

The company has established a Risk Management Committee to assess, analyze, and implement measures to manage business risks and corruption, including the establishment of effective internal control and auditing systems. Additionally, the company has developed an anti-corruption policy that defines responsibilities and provides appropriate guidelines for preventing corruption in all activities. This policy is communicated to the Board of Directors, management, employees, and both internal and external stakeholders to serve as a shared framework for conducting business with transparency and fairness.

In 2017, the company was certified by the Thai Private Sector Collective Action Coalition Against Corruption (CAC) as a member of the coalition, demonstrating its commitment and dedication to combating all forms of corruption. In 2023, the company obtained recertification from the Thai Institute of Directors (IOD) for the second time, further showcasing the company's unwavering commitment to continuously fight against corruption.

The company has also reviewed the measures established to prevent corruption, as well as the channels for reporting tips or complaints, to ensure they are adequate and appropriate. These measures are designed to effectively prevent, control, or address any issues arising from misconduct or corruption. Following a review, no tips or complaints were reported in 2024.

In addition, the company has reviewed and updated the Manual for Anti-Corruption Policy Implementation Guidelines to ensure that the content is more comprehensive, clearer, and aligned with current circumstances. These guidelines serve as a practical framework for all relevant parties

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures : Yes
over the past year

The company provides an opportunity for employees, stakeholders, or external parties with information regarding illegal activities, unethical conduct, potential corruption or misconduct, unfair treatment by employees, or deficiencies in the company's internal control system, to report such information to the company through the following channels:

o **Send an email:** whistleblower@sorkon.co.th

o **Send by postal mail:** Chairman of the Audit and Corporate Governance Committee

S. Khonkaen Foods Public Company Limited

12/555 S Tower Building, 12th, 12A, and 14th Floors, Moo 15, Bangna-Trad Road, Km. 5.5, Bang Kaew Subdistrict, Bang Phli District, Samut Prakan Province 10540

o **Send by placing it in the suggestion box.**

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. WORAPON LOPANSRI (Chairman of the audit committee)	7	/	8
2 Mr. PRASARN MARUKPITAK (Member of the audit committee)	8	/	8
3 Mr. CHUSAK VIJAKKHANA (Member of the audit committee)	8	/	8
4 Mr. WANCHAI RATTANAWONG (Member of the audit committee)	8	/	8

The results of duty performance of the audit committee

1. Review of Financial Statements

The Audit and Corporate Governance Committee reviewed the quarterly and annual financial statements for 2024, which had been reviewed and audited by the auditors. This review ensured compliance with accounting standards or generally accepted accounting principles, adequate information disclosure, and presented to the Company's Board of Directors for consideration and approval. The committee also held discussions with management and auditors on significant accounting issues.

Additionally, the committee met with auditors without management present to discuss the auditors' independence, significant deficiencies in the internal control system, and management's cooperation in providing information for the accurate and timely preparation of financial reports.

2. Review of the Internal Control System

The Audit and Corporate Governance Committee placed emphasis on the internal control system by reviewing and evaluating it in collaboration with the internal audit department, using the internal control system adequacy assessment form from the Securities and Exchange Commission and the COSO Internal Control Integrated Framework. The Committee believed that the Company had an appropriate and sufficient internal control system to oversee operations effectively, ensuring the achievement of goals, objectives, compliance with laws and relevant regulations, the prevention of fraud and asset loss, as well as the preparation of accurate and reliable financial reporting.

3. Review of Risk Management

The Audit and Corporate Governance Committee reviewed the Company's risk management to ensure that the Company has an adequate, appropriate, and effective risk management system. Additionally, key risks have been disclosed in the annual report.

4. Review of Compliance with Regulations

The Audit and Corporate Governance Committee reviewed the Company's operations to ensure compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and other relevant regulatory bodies, as well as the rules and laws related to the Company's business operations.

5. Review of Corporate Governance

The Audit and Corporate Governance Committee reviewed the Company's operations to ensure that the corporate governance system is efficient, adequate, and appropriate. It also approved the review and improvement of the corporate governance policy to align with the Principles of Good Corporate Governance for Listed Companies 2017, issued by the Securities and Exchange Commission (SEC), which the Company has adhered to effectively.

In 2024, the Audit and Corporate Governance Committee proposed a policy for the supervision of subsidiaries and associated companies to serve as a guideline for the Company's Board of Directors. This policy ensured that the supervision of subsidiaries and associated companies aligned with the best practices set by the Thai Institute of Directors Association (IOD).

In addition, the Company joined the Thai Private Sector Collective Action Coalition Against Corruption by declaring its intention in May 2014. The Company has been certified as a member of the Collective Action Coalition project by the Thai Private Sector Collective Action Coalition Against Corruption (CAC) since 2017, demonstrating its commitment and determination to fight against corruption in all forms. In 2023, the Company received recertification from

the Thai Institute of Directors Association (IOD) for the second time, further demonstrating its ongoing commitment to combat corruption. The Audit and Corporate Governance Committee has assigned the internal audit department to review compliance with anti-corruption measures.

6. Consideration and Appointment of the Annual Auditor

The Audit and Corporate Governance Committee was responsible for considering, selecting, proposing the appointment, recommending dismissal, and proposing the remuneration of the Company's annual auditor. These recommendations were submitted to the Board of Directors for approval and then presented to the Annual General Meeting of Shareholders. The committee resolved to appoint EY Office Co., Ltd. as the auditor for the Company and its subsidiaries, based on the qualifications, capabilities, experience, and performance of the auditor, as well as the appropriateness of the audit fees.

7. Review of Related Party Transactions or Transactions that May Involve Conflicts of Interest

The Audit and Corporate Governance Committee reviewed related party transactions and transactions that may involve conflicts of interest to ensure that the Company had properly and fully complied with, and disclosed information in accordance with, the regulations of relevant regulatory agencies before presenting them to the Company's Board of Directors and/or shareholders, depending on the size of the transaction. This was done to ensure that the transactions were reasonable and transparent.

8. Other Matters

8.1 The Audit and Corporate Governance Committee evaluated its own performance, both collectively and individually, to ensure that it had complied with the best practices guidelines set by the Stock Exchange of Thailand.

8.2 The Audit and Corporate Governance Committee reviewed the establishment of anti-corruption measures, including the designation of channels for reporting clues or complaints, to ensure that they were sufficient and appropriate to prevent, control, or resolve problems arising from wrongdoing and corruption effectively. In addition, it also reviewed and revised the good corporate governance policy and the guidelines for compliance with the anti-corruption policy to enhance its clarity and comprehensiveness, as well as ensure consistency and appropriateness to the current situation, to serve as a guideline for those involved.

8.3 The Audit and Corporate Governance Committee reviewed investments in foreign countries, including the quality control and waste reduction systems, to ensure that there was appropriate and effective supervision, management, and operation.

8.4 The Audit and Corporate Governance Committee has considered and approved the annual internal audit plan for 2024, which was prepared with consideration of the risk basis. It has also reviewed the independence of the internal audit department and the adequacy of resources necessary for its operations, as well as examined the results of internal audits and monitored the progress of operations quarterly.

In summary, the Audit and Corporate Governance Committee has performed its duties independently, using its knowledge, expertise, and due diligence within the scope of responsibilities assigned by the Company's Board of Directors. The Committee believes that the Company has an efficient and effective internal control system, risk management system, and good corporate governance, as well as ensuring compliance with applicable laws, regulations, and requirements set by relevant regulatory authorities.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 5

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. CHAROEN RUJIRASOPON (Chairman of the executive committee)	5	/	5
2 Mrs. NIRAMON RUJIRASOPON (Vice-chairman of the executive committee)	5	/	5

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
3 Mr. JARASPON RUJIRASOPON (Vice-chairman of the executive committee)	4	/	5
4 Mr. JARUNPOJ RUJIRASOPON (Member of the executive committee)	4	/	5
5 Mr. THANAKRIT RUJIRASOPON (Member of the executive committee)	0	/	5

The results of duty performance of Executive Committee

1. Reviewed and approved the Company's business direction and strategy, management structure, business plans, and annual budget, and submitted them to the Board of Directors for approval.
2. Monitored the Company's financial performance and operational results and presented such reports to the Board of Directors.
3. Considered and screened investments in new businesses and branch expansions to align with the Company's strategy, as well as presented the Company's strategic plans to the Board of Directors.
4. Reviewed and assessed the Company's risk management, as prepared by the Risk Management Committee, and submitted such reports to the Board of Directors.
5. Studied the feasibility of various projects and provided management recommendations to executives.
6. Approved other matters as assigned by the Board of Directors.

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 1

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. JARUNPOJ RUJIRASOPON (The chairman of the subcommittee)	1	/	1
2 Mr. CHUSAK VIJAKKHANA (Member of the subcommittee)	0	/	1
3 Mr. JARASPON RUJIRASOPON (Member of the subcommittee)	1	/	1
4 Mr. Sakda Kanajaroen (Member of the subcommittee)	1	/	1
5 Mr. Vorapod Gitsinthopchai (Member of the subcommittee)	1	/	1
6 Mr. Kati Kosanuntachai (Member of the subcommittee)	1	/	1
7 Mr. Sarun Yansopananan (Member of the subcommittee)	1	/	1

The results of duty performance of Risk Management Committee

Oversaw and continuously developed the organization's risk management process.

Promoted and supported the analysis and assessment of strategic risks and emerging risks, as well as applied corporate risk management to business decision-making, strategic planning, investment, and other important matters, in order to identify business opportunities or manage risks to an acceptable level.

Considered and reviewed the risk management process and related documents, including risk information in both business and corruption aspects, to ensure consistency and appropriateness to the current situation. This information was used for managing, controlling, monitoring, evaluating, and improving the efficiency of the risk management process. The results of the operations and risk management were reported to the Company's Board of Directors and shareholders for their information.

Monitored and evaluated the implementation of the work plan outlined in the organization's risk register and the corruption risk register to ensure that risk management was systematic and consistently effective throughout the organization, and that the objectives were achieved.

Evaluated its own performance, both collectively and individually, to ensure that it had complied with the Risk Management Committee's charter set by the Company.

From the above operations, the Risk Management Committee is confident that the Company's risk management is efficient, has an adequate and appropriate internal control system, and is in line with good corporate governance practices.

Meeting attendance Recruitment and Compensation on Remuneration Committee

Meeting Recruitment and Compensation on : 3
Remuneration Committee (times)

List of Directors	Meeting attendance Recruitment and Compensation on Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. WANCHAI RATTANAWONG (The chairman of the subcommittee)	3	/	3
2 Mr. CHUSAK VIJAKKHANA (Member of the subcommittee)	3	/	3
3 Mr. CHAROEN RUJIRASOPON (Member of the subcommittee)	3	/	3
4 Mr. JARUNPOJ RUJIRASOPON (Member of the subcommittee)	1	/	1

The results of duty performance of Recruitment and Compensation on Remuneration Committee

Consideration of the selection of individuals with appropriate qualifications to serve as directors of the company in accordance with the company's nomination criteria and process

By appointing individuals as directors to replace those whose terms had expired at the Annual General Meeting of Shareholders, the Nomination and Remuneration Committee considered the qualifications and past performance of directors retiring by rotation and proposed their reappointment at the 2024 Annual General Meeting of Shareholders for another term. Additionally, the committee selected individuals for appointment as directors to replace those who had resigned.

2. Consideration of the criteria for determining the remuneration of the Managing Director / Chief Executive Officer

The Nomination and Remuneration Committee reviewed the criteria for determining the remuneration of the Managing Director / Chief Executive Officer and found that the company's criteria are appropriate.

Consideration of the annual remuneration for directors, meeting allowances for directors and sub-committees of the company, and presentation to the Annual General Meeting of Shareholders for approval

The Nomination and Remuneration Committee has considered the annual remuneration for directors, meeting allowances for

directors and sub-committees of the company for 2024. It has determined that the criteria for setting directors' remuneration are appropriate and aligned with the scope of their duties and responsibilities. Furthermore, the remuneration is consistent with industry standards, enabling the company to attract and retain knowledgeable and qualified directors. The components of the remuneration are clear, transparent, and easy to understand, and will be presented to the Annual General Meeting of Shareholders for consideration and approval.

Consideration of the company's organizational structure

to reduce redundant and high-cost work, in order to improve efficiency, clarity, and productivity.

5. Review of the Board Skill Matrix

In the past year, the company reviewed the Board Skill Matrix to assess the skills and expertise of its directors in areas such as finance, business administration, and strategy, making certain that supervision and decision-making are effective and in line with the company's direction. This review also helps identify skill gaps and supports the development of directors to address future challenges and respond effectively to industry changes.⁶ Review of the Charter of the Nomination and Remuneration Committee

6. Consideration of the review of the Charter of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has reviewed its own Charter to better support the operations of the company's Board of Directors in areas such as nomination, remuneration determination, performance evaluation, development, consideration of employment contracts, and the preparation of succession plans for directors and senior management. In summary, the Nomination and Remuneration Committee has fulfilled its duties as outlined in its Charter, approved by the company's Board of Directors, demonstrating sufficient knowledge, competence, caution, and independence in providing opinions and recommendations for the overall benefit of the company.

Meeting attendance Audit and Corporate Governance Committee

Meeting Audit and Corporate Governance : 8
Committee (times)

List of Directors	Meeting attendance Audit and Corporate Governance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. WORAPON LOPANSRI (The chairman of the subcommittee)	7	/	8
2 Mr. PRASARN MARUKPITAK (Member of the subcommittee)	8	/	8
3 Mr. CHUSAK VIJAKKHANA (Member of the subcommittee)	8	/	8
4 Mr. WANCHAI RATTANAWONG (Member of the subcommittee)	8	/	8

The results of duty performance of Audit and Corporate Governance Committee

1. Review of Financial Statements

The Audit and Corporate Governance Committee reviewed the quarterly and annual financial statements for 2024, which had been reviewed and audited by the auditors. This review ensured compliance with accounting standards or generally accepted accounting principles, adequate information disclosure, and presented to the Company's Board of Directors for consideration and approval. The committee also held discussions with management and auditors on significant accounting issues.

Additionally, the committee met with auditors without management present to discuss the auditors' independence, significant deficiencies in the internal control system, and management's cooperation in providing information for the accurate and timely preparation of financial reports.

2. Review of the Internal Control System

The Audit and Corporate Governance Committee placed emphasis on the internal control system by reviewing and evaluating it in collaboration with the internal audit department, using the internal control system adequacy assessment

form from the Securities and Exchange Commission and the COSO Internal Control Integrated Framework. The Committee believed that the Company had an appropriate and sufficient internal control system to oversee operations effectively, ensuring the achievement of goals, objectives, compliance with laws and relevant regulations, the prevention of fraud and asset loss, as well as the preparation of accurate and reliable financial reporting.

3. Review of Risk Management

The Audit and Corporate Governance Committee reviewed the Company's risk management to ensure that the Company has an adequate, appropriate, and effective risk management system. Additionally, key risks have been disclosed in the annual report.

4. Review of Compliance with Regulations

The Audit and Corporate Governance Committee reviewed the Company's operations to ensure compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and other relevant regulatory bodies, as well as the rules and laws related to the Company's business operations.

5. Review of Corporate Governance

The Audit and Corporate Governance Committee reviewed the Company's operations to ensure that the corporate governance system is efficient, adequate, and appropriate. It also approved the review and improvement of the corporate governance policy to align with the Principles of Good Corporate Governance for Listed Companies 2017, issued by the Securities and Exchange Commission (SEC), which the Company has adhered to effectively.

In 2024, the Audit and Corporate Governance Committee proposed a policy for the supervision of subsidiaries and associated companies to serve as a guideline for the Company's Board of Directors. This policy ensured that the supervision of subsidiaries and associated companies aligned with the best practices set by the Thai Institute of Directors Association (IOD).

In addition, the Company joined the Thai Private Sector Collective Action Coalition Against Corruption by declaring its intention in May 2014. The Company has been certified as a member of the Collective Action Coalition project by the Thai Private Sector Collective Action Coalition Against Corruption (CAC) since 2017, demonstrating its commitment and determination to fight against corruption in all forms. In 2023, the Company received recertification from the Thai Institute of Directors Association (IOD) for the second time, further demonstrating its ongoing commitment to combat corruption. The Audit and Corporate Governance Committee has assigned the internal audit department to review compliance with anti-corruption measures.

6. Consideration and Appointment of the Annual Auditor

The Audit and Corporate Governance Committee was responsible for considering, selecting, proposing the appointment, recommending dismissal, and proposing the remuneration of the Company's annual auditor. These recommendations were submitted to the Board of Directors for approval and then presented to the Annual General Meeting of Shareholders. The committee resolved to appoint EY Office Co., Ltd. as the auditor for the Company and its subsidiaries, based on the qualifications, capabilities, experience, and performance of the auditor, as well as the appropriateness of the audit fees.

7. Review of Related Party Transactions or Transactions that May Involve Conflicts of Interest

The Audit and Corporate Governance Committee reviewed related party transactions and transactions that may involve conflicts of interest to ensure that the Company had properly and fully complied with, and disclosed information in accordance with, the regulations of relevant regulatory agencies before presenting them to the Company's Board of Directors and/or shareholders, depending on the size of the transaction. This was done to ensure that the transactions were reasonable and transparent.

8. Other Matters

8.1 The Audit and Corporate Governance Committee evaluated its own performance, both collectively and individually, to ensure that it had complied with the best practices guidelines set by the Stock Exchange of Thailand.

8.2 The Audit and Corporate Governance Committee reviewed the establishment of anti-corruption measures, including the designation of channels for reporting clues or complaints, to ensure that they were sufficient and appropriate to prevent, control, or resolve problems arising from wrongdoing and corruption effectively. In addition, it also reviewed and revised the good corporate governance policy and the guidelines for compliance with the anti-corruption policy to enhance its clarity and comprehensiveness, as well as ensure consistency and appropriateness to the current situation, to serve as a guideline for those involved.

8.3 The Audit and Corporate Governance Committee reviewed investments in foreign countries, including the quality control and waste reduction systems, to ensure that there was appropriate and effective supervision, management, and operation.

8.4 The Audit and Corporate Governance Committee has considered and approved the annual internal audit plan for 2024, which was prepared with consideration of the risk basis. It has also reviewed the independence of the internal audit

department and the adequacy of resources necessary for its operations, as well as examined the results of internal audits and monitored the progress of operations quarterly.

In summary, the Audit and Corporate Governance Committee has performed its duties independently, using its knowledge, expertise, and due diligence within the scope of responsibilities assigned by the Company's Board of Directors. The Committee believes that the Company has an efficient and effective internal control system, risk management system, and good corporate governance, as well as ensuring compliance with applicable laws, regulations, and requirements set by relevant regulatory authorities.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : No

Sustainability management goals

Does the company set sustainability management goals : No

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : No

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

Information on impacts on stakeholder management in business value chain

Business value chain

NA

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain⁽⁸⁾

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none">• Suppliers• Community• Consumers• Employees• Others<ul style="list-style-type: none">• Product Distributors	<ul style="list-style-type: none">-Fair Treatment-Surrounding Environment of the Factory / Coexistence Between the Community and the Factory-Delivery of valuable products and trade support-Value of the Product	-	<ul style="list-style-type: none">• Social Event• Online Communication• Internal Meeting• External Meeting• Complaint Reception• Employee Engagement Survey• Training / Seminar

Remark: ⁽⁸⁾ NA

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : No

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report : Doesn't Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : Other : UNSDCs
guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1

Related risk topics : Financial Risk
• Other : -

ESG risks : No

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and : No
guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : No

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with : No
new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : No

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge : No
compliance with the supplier code of conduct?

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No) : No

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	936,480.00

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from : No
innovation development?

Non-financial benefits

Does the company measure the non-financial benefits from : No
innovation development?

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